

**Fezile Dabi District Municipality Draft Annual  
Report 2020-21**



**Fezile Dabi**  
District Municipality

## Table of Contents

CHAPTER 1: EXECUTIVE MAYOR'S FOREWORD AND EXECUTIVE SUMMARY	3
CHAPTER 2: GOVERNANCE	10
CHAPTER 3: SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART1)	19
CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)	119
CHAPTER 5: FINANCIAL PERFORMANCE	125
CHAPTER 6: AUDITOR-GENERAL'S FINDINGS (2019/20)	131
APPENDIX	150
<i>VOLUME II: ANNUAL FINANCIAL STATEMENTS</i>	176

## **MUNICIPAL MANAGER'S ACCOUNTABILITY STATEMENT**

Honourable Executive Mayor it gives me great pleasure to present this Annual Report for Fezile Dabi District Municipality for the 2020-21 financial year. This document was compiled as guided by relevant pieces of legislation which obligates municipalities to compile an Annual Report for each financial year. This report highlights all programmes and projects which were embarked on during the period under review to enhance service delivery in our area of jurisdiction. Reflecting on the past financial year, there is much to be proud of and this has in turn strengthened our sense of purpose as we continue to work with our stakeholders towards the fulfilment of our strategic objectives and path. Despite the doubt, fear and constant hindrances caused by COVID-19, the Fezile Dabi District Municipality managed to work tirelessly towards key commitments and goals.

For the 2020/21 financial year our District obtained a qualified audit opinion and a clean audit on the usefulness and reliability of reported performance information based on KPA2- Basic Service Delivery and Infrastructural Development.

It is therefore noteworthy to mention that Management worked exceptionally hard to entrench the principles of dedication, accountability and good governance within the Municipality. I also applaud the manner in which staff members executed their responsibilities during the period under review. Our deepest gratitude is extended to the political leadership for their tenacity and oversight role on the work we do.

---

L.M Molibeli

**Municipal Manager**

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

Foreword by the Executive Mayor

It is with outmost pleasure to present the Annual report of the Fezile Dabi District Municipality, reflecting on the activities of the current council since its inauguration. The presentation of this Annual Report reflects occurrences of events during the 2020-21 financial year despite the challenges faced.

The Fezile Dabi District Municipality is filled with a great sense of pride because of the commitment displayed by both administration and the political leadership for their efforts.

The compilation of this Annual Report is consistent with section 121 of the Local Government: Municipal Finance Management Act 56 of 2003 which stipulates that every municipality and municipal entity must for each year prepare an annual report in accordance with its guidelines as provided for in Chapter 12 of the Municipal Finance Management Act.

### **Mayoral Bursary Fund**

The Mayoral Bursary Fund benefited 13 applicants in the 2020-21 financial year for tertiary studies at public academic institutions. This bursary fund assisted candidates in financially disadvantaged families in completing their tertiary studies.

### **Local Economic Development**

Small Businesses and cooperatives were identified and assisted in the 2020-21 financial year as they are crucial drivers for economic activity. Interventions were put in place and prioritised young people, women and children. The abovementioned was particularly important given the high rate of unemployment within our communities.

### **Food Security**

In line with government emphasis on food security, Fezile Dabi District Municipality acknowledged the importance of implementing food security projects and identified the Koppies Greenhouse Vegetable Production Enterprise as such a projects. The Fezile Dabi District Municipality supported the enterprise with the compilation of a hydrological study that would examine ground water flow, chemical properties of ground water, transport of particles, solutes and energy as well as the management of the sustainable use of ground water at the Koppies Greenhouse Enterprise.

Let me extend my sincere gratitude to all Councillors of the Fezile Dabi District Municipality, members of the Mayoral Committee as well as the Municipal Manager for ensuring that good service is provided for

the community at large. Let us continue to be consistent in doing the right thing and adhering to health protocols as we strive to save the lives of people around us.

---

D Khasudi  
**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 2020-21 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).

The Fezile Dabi District Municipality's Senior Management team worked around the clock to steer officials in our various departments to work towards the common good of the whole municipality and its citizens. The Fezile Dabi District Municipality has proven its resilience and will continue to provide services to ensure that we live up to our vision "improving the lives of citizens and progressively meeting their basic, social and economic needs".

### Governance

The Fezile Dabi District Municipality received a qualified audit opinion for the 2020-21 financial year. The main concerns raised by Auditor General South Africa are the following:

- Property, plant and equipment and trade payables were overstated by R3 136 676;
- Adjustments relating to general expenses stated at R38 621 957 in note 28 the financial statements, was not supported with appropriated evidence;
- Contracted services was overstated by R2 847 042;
- Net cash flows from operating activities, stated at R2 431 411 in the financial statements was not properly disclosed;
- The municipality incurred irregular expenditure of R27 734 003; and
- The municipality incurred unauthorised expenditure of R46 579 839.

In addition to the above-mentioned, Auditor General of South Africa audited performance information in accordance with the criteria developed from the performance management and reporting framework, KPA2 – Basic Service Delivery and Infrastructural Development. Fezile Dabi District Municipality therefore received a clean audit on performance information.

### District Development Model

In the financial year under review, The Fezile Dabi District Municipality undertook a process of drafting its first generation One-Plan which is essentially an integrated based approach comprising a set of key strategies and action plans to start moving the District towards the realization of the desired future state. The District One-Plan is a multi-sphere government approach with stakeholders and communities as strategic partners to achieve sustainable development for communities within the District space. That is,

it strives to be a platform for participation of stakeholders, investors and communities so as to change the current situation and achieve the desired future.

Our existence as the district as the district depends on the community and stakeholders, and as a result the One-Plan is a stepping stone to realize our objectives and achieved the desired state.

My sincere thanks and appreciation goes to all employees who risked not only their health and lives, but also that of their families, to render services. It is a privilege to be part of an organisation that is determined to make Fezile Dabi District Municipality an inclusive and innovative District that is responsive, thereby restoring community confidence and trust in government.

It is encouraging to see that people both within the municipality and the general public have aligned themselves to the vision and goals we have set, working together as a united front remains critical in ensuring improved service delivery.

---

L.M Molibeli

**Municipal Manager**

### 1.3 Municipal Overview

#### Municipal Information

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

- Moqhaka Local Municipality;
- Metsimaholo Local Municipality;
- Ngwathe Local Municipality; and
- Mafube Local Municipality.

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

The main towns found in the district include the following:

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

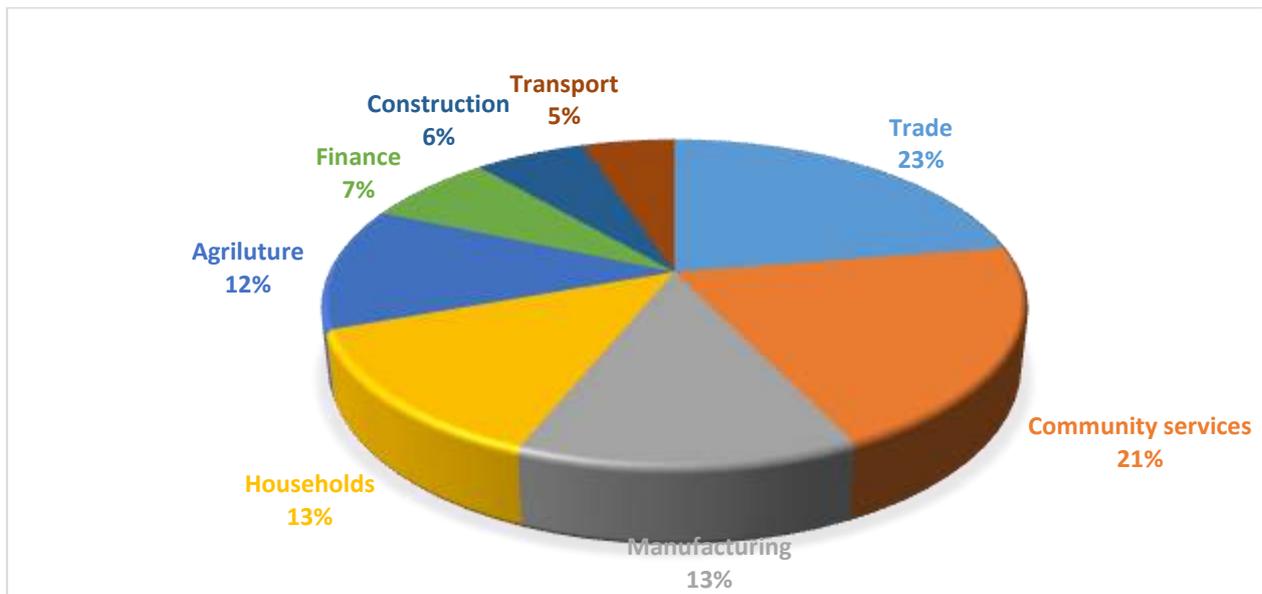
Metsimaholo Local Municipality	Moqhaka Local Municipality	Ngwathe Local Municipality	Mafube Local Municipality
<b>Main towns</b>			
Sasolburg, Deneysville, Oranjeville	Kroonstad, Steynsrus, Viljoenskroon	Parys, Vredefort, Heilbron, Koppies, Edenville	Frankfort, Cornelia,, Tweeling, Villiers

#### Main Economic Sectors:

The main economic sectors in the district are as follows:

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

Contribution	Description of the Sector							
	Trade	Community Services	Manufacturing	Households	Agriculture	Finance	Construction	Transport
	22%	20%	13%	13%	12%	7%	6%	5%



**Graph 1: Main Economic Sector**

### Demographic Information

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

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

	2016 Community Survey	2011 Census
<b>Population</b>	494 777	488 036
<b>Age Structure</b>		
Population under 15	25.50%	28.10%
Population 15 to 64	67.50%	65.80%
Population over 65	7.00%	6.10%
<b>Dependency Ratio</b>		
Per 100 (15-64)	48.1	51.9
<b>Sex Ratio</b>		
Males per 100 females	98.9	98.6
<b>Population Growth</b>		
Per annum	0.31%	n/a
<b>Labour Market</b>		
Unemployment rate (official)	n/a	33.90%
Youth unemployment rate (official) 15-34	n/a	44.40%
<b>Education (aged 20 +)</b>		

	2016 Community Survey	2011 Census
No schooling	6.70%	7.30%
Matric	31.40%	27.50%
Higher education	7.80%	9.00%
<b>Household Dynamics</b>		
Households	172 370	144 980
Average household size	2.9	3.2
Female headed households	39.50%	38.60%
Formal dwellings	85.60%	83.30%
Housing owned	71.30%	60.40%
<b>Household Services</b>		
Flush toilet connected to sewerage	80.90%	78.20%
Weekly refuse removal	82.60%	81.70%
Piped water inside dwelling	48.30%	56.70%
Electricity for lighting	92.30%	89.80%

**Source: Stats SA, CS 2016**

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

**CHAPTER 2: GOVERNANCE**

**COMPONENT A: GOVERNANCE STRUCTURES**

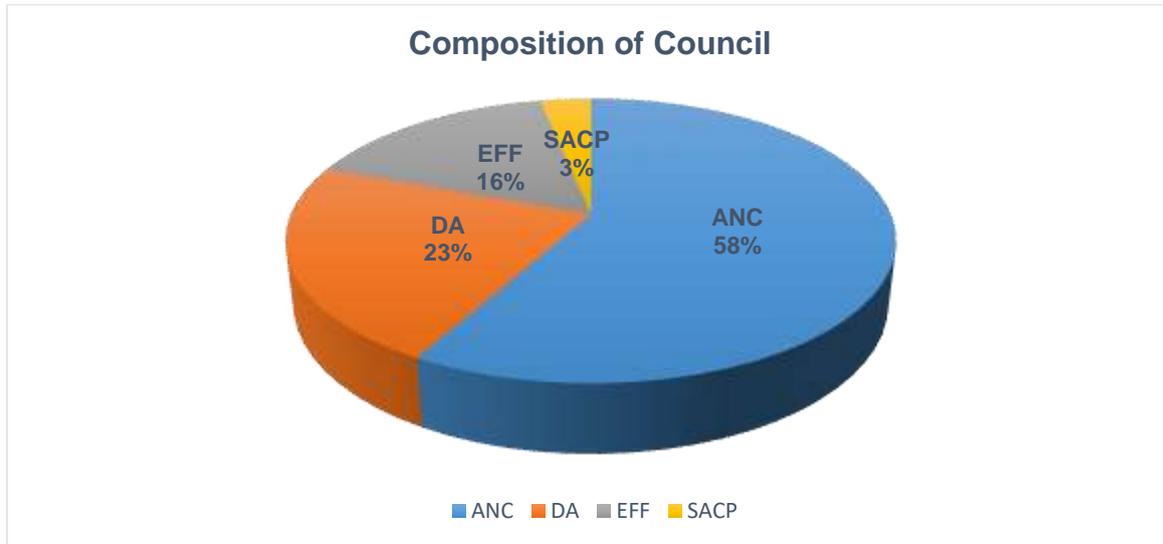
**A1: Political Governance Structure**

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

The Executive Mayor is assisted by the Mayoral Committee in the execution of her duties. The council consists of 31 councillors coming from different political parties as detailed on the table below:

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

Composition of the Council		
Name of Political Party	Number of Councillors	
	2020/21	2019/20
African National Congress (ANC)	18	18
Democratic Alliance (DA)	7	7
Economic Freedom Fighters (EFF)	5	5
South African Communist Party (SACP)	1	1
<b>Total</b>	<b>31</b>	<b>31</b>
Political Office-Bearers		
Details	2020/21	2019/20
<b>Executive Mayor:</b>	Cllr Moeketsi Moshodi	Cllr Moeketsi Moshodi
<b>Council Speaker:</b>	Cllr Lucky Kubeka	Cllr Lucky Kubeka
<b>Chief Whip:</b>	Cllr Justice Mareka	Cllr Justice Mareka
Mayoral Committee Members		
Portfolio Responsible for	2020/21	2019/20
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 2021
Special Meeting	31 August 2020	Status report for the third (3 <sup>rd</sup> ) quarter of January – March 2020.	08	Implemented
		Financial indicators for the month of July 2020.	09	Implemented
		Financial indicators for the quarter ended 30 June 2020.	10	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2021
		Quarterly Financial Indicators for the period ending 30 June 2020.	11	Implemented
		Monthly SCM Awards for the month of July 2020.	12	Implemented
		Yearly SCM Awards for the 2019/2020 financial year	13	Implemented
		Compliance report for the quarter ended 30 June 2020.	14	Implemented
		Compliance calendar dates for the quarter ended 30 September 2020.	15	Implemented
		IDP, Performance, Budgeting and reporting process plan 2021/2022.	16	Implemented
		Budget implementation report for the quarter ended 30 June 2020.	17	Implemented
		Fruitless and wasteful expenditure for the 2019/2020 financial year.	18	Implemented
		Deviations for the 2019/2020 financial year.	19	Implemented
		Assets to be written off.	20	Implemented
		Approval of irregular expenditure 2018/2019.	21	Implemented
		Organisational and Departmental Fourth Quarter performance report for 2019/2020 financial year	22	Implemented
		Organisational and Departmental Annual performance assessment report for 2019/2020 financial year	23	Implemented
		Consideration by Council of the final service delivery and Budget implementation plan (SDBIP) for the 2020/2021	24	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2021
		Annual Review of the Fezile Dabi District Municipality IDP Framework for 2021 – 2022 financial year	25	Implemented
		FDDM Disciplinary Board terms reference	26	Implemented
		Human Resources Report: Approval of Job Evaluation Policy	27	Implemented
		Human Resources Report: Approval of the FDDM COVIC -19 Policy	28	Implemented
Ordinary Meeting	30 October 2020	Financial Indicators for the month of August 2020	10	Implemented
		Monthly SCM Awards for the month of August 2020.	11	Implemented
		Deviations from Supply Chain Policy for Period ending 31 August 2020.	12	Implemented
		Anti-Fraud and Corruption Policy Review	13	Implemented
		Financial Indicator for the month of 30 September 2020.	21	Implemented
		Financial Indicators for the quarter ended 30 September 2020.	22	Implemented
		Monthly SCM Awards for the month of September 2020.	23	Implemented
		Quarterly Report SCM Awards- September 2020.	24	Implemented
		Compliance status report for quarter ending 30 September 2020.	25	Implemented
		Compliance dates for the quarter ending 30 September 2020.	26	Implemented
		Budget Implementation Report for the quarter ending 31 December 2020.	27	Implemented
		Damaged Assets Written Off and be disposed.	28	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2021
		Adjustment Budget for 2020/21 Financial Year.	29	Implemented
Special Meeting	14 December 2020	Approval of Human Resources Policies.	30	Implemented
		Remuneration of Section 56 Senior Managers for 2020/21 Financial Year Approval of Authorized Expenditure for the period ending 30 June 2020.	31	Implemented
		Monthly report SCM Awards October 2020.	33	Implemented
		Deviation from Supply Chain Policy for the period ending 31 October 2020.	34	Implemented
		Risk Assessment Report for quarter 3 and 4.	35	Implemented
		Budget Implementation Report for the quarter ending 31 December 2020.	36	Implemented
		Human Resources report: Approval of HR Policy: Leave Policy.	37	Implemented
		Quarterly report- SCM awards December 2020.	38	Implemented
		Deviation from Supply Chain Policy for the period ending December 2020.	39	Implemented
		Compliance status report for the period ending 31 December 2020.	40	Implemented
		Compliance dates for the month ending 31 January 2021.	41	Implemented
		Financial Indicators for the month ending 31 January 2021.	42	Implemented
		Adjustment Budget for the month ending 31 January 2021.	43	Implemented
Special Meeting	29 January 2021	Mid-year Budget and Performance Assessment	44	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2021
		Report for the 2020/21 Financial Year.		
		Quarterly Financial Indicators for the period ending 31 December 2020.	45	Implemented
		Approval by Council of the FDDM mid-year Budget and Performance Assessment Report as required in terms of Section 72 of the MFMA.	46	Implemented
		Exemption on tabling Municipal Annual Reports for the period 30 June 2020 in line with Government Gazette No: 43582 of 05 August 2020. Financial Indicators for the month ending 31 October 2020.	47	Implemented
<b>Ordinary Meeting</b>	<b>26 February 2021</b>	Financial indicators for the month ending 28 February 2021.	85	Implemented
		Deviation from Supply Chain Policy for the period ending February 2021.	86	Implemented
		Reviewed draft IDP of the period ending February 2021.	87	Implemented
		The revised service delivery and budget implementation plan (SDBIP) for the 2020/21 financial year.	88	Implemented
<b>Ordinary Meeting</b>	<b>29 March 2021</b>	Financial indicators for the month of April 2021.	114	Implemented
		Quarter three financial indicators.	115	Implemented
		Monthly report – SCM awards April 2021.	116	Implemented
		Quarterly report – SCM awards March 2021.	117	Implemented
		Deviations ending 31 March 2021.	118	Implemented
		Compliance status report for the quarter ending 31 March 2021.	119	Implemented

Type of Council Meeting	Date of Meeting	Matter(s) tabled	Resolution Number	Status as at 30 June 2021
		IT policy review.	120	Implemented
		Budget implementation report for the quarter ending 31 March 2021.	121	Implemented
Ordinary Meeting	28 May 2021	Final integrated development plan (IDP) of the Fezile Dabi District Municipality for 2021-22 financial year.	122	
		Approval of the Annual Budget for 2021/2022 financial year.	123	
		Audited draft annual report of Fezile Dabi district municipality for the period ending 30 June 2020.	124	
		Anti-fraud and corruption policy review.	125	

## 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	Ms L Molibeli	016-970 8607	<a href="mailto:lindim@feziledabi.gov.za">lindim@feziledabi.gov.za</a>
Chief Financial Officer	Ms M Mdaka	016-970 8626	<a href="mailto:nozukom@feziledabi.gov.za">nozukom@feziledabi.gov.za</a>
Director: Corporate Support Services	Dr. S Motingoe	016-970 8635	<a href="mailto:solomonm@feziledabi.gov.za">solomonm@feziledabi.gov.za</a>

Designation	Initials and Surname	Contact Details	
		Office Telephone Number	E-mail address
Director: Environmental Health and Emergency Services	Mrs NT Baleni	016-970 8874	<a href="mailto:nonhlahla@feziledabi.gov.za">nonhlahla@feziledabi.gov.za</a>
Director: Local Economic Development & Tourism	Mr M.J Taestane	016-970 8845	matsepelat@feziledabi.gov.za
Director: Project Management and Public Works	Mrs NT Baleni Acting	016-970 8874	<a href="mailto:nonhlahla@feziledabi.gov.za">nonhlahla@feziledabi.gov.za</a>

During the period under review, the post of Director Project Management and Public Works which remained vacant since December 2012.

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 Taestane	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:

The District Coordinating Forum			
Meeting		Date	Venue
District Council	COVID-19 Command	09 July 2020	The meeting was held online via JITS Meet
District Council	COVID-19 Command	28 July 2020	The meeting was held online via JITS Meet
District Council	COVID-19 Command	27 August 2020	The meeting was held online via JITS Meet
District Council	COVID-19 Command	25 September 2020	The meeting was held online via JITS Meet
District Council	COVID-19 Command	28 October 2020	The meeting was held online via JITS Meet
District Council	COVID-19 Command	25 January 2021	The meeting was held online via JITS Meet

The District Coordinating Forum				
Meeting			Date	Venue
The Speakers' Forum				
Meeting			Date	Venue
Technical Intergovernmental Relations				
Meeting			Date	Venue
District Centre	COVID-19	Command	09 July 2020	The meeting was held online via JITS Meet
District Centre	COVID-19	Command	28 July 2020	The meeting was held online via JITS Meet
District Centre	COVID-19	Command	27 August 2020	The meeting was held online via JITS Meet
District Centre	COVID-19	Command	25 September 2020	The meeting was held online via JITS Meet
District Centre	COVID-19	Command	28 October 2020	The meeting was held online via JITS Meet
District Centre	COVID-19	Command	25 January 2021	The meeting was held online via JITS Meet

### 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	10:00
Ngwathe LM	10/02/2021	Heilbron, Sandersville Community Hall	10:00
Mafube LM	11/03/2021	Villers, Madiba Community Hall	10:00
Moqhaka LM	12/03/2021	Viljoenskroon Town Hall	10:00

### C 2: IDP and Budget Public Consultations

During planning period for 2020/21 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 2020/21 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 Aug 2021 Still waiting for the inputs
Quarterly Risk Assessment Reports	08 Oct 2020 (Quarter 1)
	10 Mar 2021 (Quarter 2)
	13 Apr 2021 (Quarter 3)
	(Quarter 4) Still waiting for the inputs

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	Existing Control	Response measure(s)
6	Environmental health and Public Safety	Failure to be assisted or assist in response to incident scene of cross boundaries/ neighbouring district	Integrated fire management plan. FDDM is assisting local municipalities. Moqhaka Local Municipality have signed SLA. Mutual agreement with Metsimaholo and Ngwathe Local Municipality has been reached in terms of assistance.	Control Effectiveness: Moderately Effective Risk Treatment: Tolerate
7	Environmental health and Public Safety	Failure to respond effectively on incident scene due to poor communication.	Push to talk device is in place and fully functioning, portable radio communication and telephone.	Control Effectiveness: Highly Effective Risk Treatment: Tolerate
8	Environmental health and Public Safety	Poor turnout time to some areas.	Stand-by station at N3 road during peak period	Control Effectiveness: Highly Effective Risk Treatment: Tolerate

No.	Key focus area	Top risks	Existing Control	Response measure(s)
9	Environmental health and Public Safety	Lack of commitment from Local Municipalities to sustain fire services	Integrated fire management plan. FDDM is assisting local municipalities. Moqhaka Local Municipality have signed SLA. Mutual agreement with Metsimaholo and Ngwathe Local Municipality has been reached in terms of assistance.	Control Effectiveness: Moderately Effective Risk Treatment: Tolerate
14	Environmental health and Public Safety	Non-existence of air quality management by-laws	Air Quality Management Plan. Atmospheric Emission Licensing.	Control Effectiveness: Moderately Effective Risk Treatment: Treat Public Participation process was conducted. Customised Air Quality management by-laws has served in management meeting for 13 <sup>th</sup> of August 2019.
17	Environmental health and Public Safety	Global Pandemic outbreak.	Occupational Health & Safety Policy. The municipality ensure that it has adequate preventative measures to limit workplace transmission or infection	Control Effectiveness: Effective Risk Treatment: Tolerate
22	Financial Services	Poor budget management.	Monthly expenditure report. Submission of quarterly budget variances report.	Control Effectiveness: Effective Risk Treatment: Tolerate
29	Financial Services	Late submission of Annual Financial Statements	Appointment of service provider with clear and attainable project milestones. Regular monitoring of internal controls.	Control Effectiveness: Not Effective Risk Treatment: Treat Procurement of the Service Provider to Compile the Annual Financial Statement has been done on time.
34	Financial Services	Lack of ICT infrastructure for the remote workstations	Available infrastructure for virtual platforms.	Control Effectiveness: Highly Effective Risk Treatment: Tolerate

No.	Key focus area	Top risks	Existing Control	Response measure(s)
35	Financial Services	Loss of systems information due to theft, system failure and natural disaster.	IT Backup Policy and Procedure. Daily off-site backup of information internally and weekly off-site backup of information externally. Bi-annual testing of off-site tapes	Control Effectiveness: Highly Effective Risk Treatment: Tolerate
40	Governance Strategic Support Services	Inability to restore business promptly due to poor implementation and testing of business continuity plan.	IT Backup Policy and Procedure. Daily off-site backup of information internally and weekly off-site backup of information externally. Business Continuity plan.	Control Effectiveness: Highly Effective Risk Treatment: Tolerate
41	Governance Strategic Support Services	Ineffective electronic security system.	Security policy and directives. Access controls in place. Security system maintenance contract.	Control Effectiveness: Highly Effective Risk Treatment: Tolerate

## 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
Public Notice Oversight Report 2020-21	Published
Council Resolution For Oversight Report 2020-21	Published
FDDM Reviewed IDP Framework, IDP & Budget Process Plan 2020-21	Published
FDDM Draft IDP 2020- 2021-Draft Document for 27 March 2020	Published
IDP, Performance and Budget Reporting Process Plan For 2020-21 Financial Year	Published
Final FDDM IDP 2020-2021 Document – May 2020	Published
IDP Public Participation advert	Published
Executive Major’s Situational analysis Presentation	Published
Community Assessment IP@SDF	Published
Reviewed Draft Integrated Development Plan (IDP)	Published
IDP, Performance and Budget Reporting Process Plan For 2021-22 Financial Year	Published
Draft IDP 2021-2022V! Final	Published
Notice – Adoption Of Final IDP and Budget	Published

Documents to be published on the municipality's website	Published / Not published
Final reviewed IDP 2021-2022 Final	Published
Performance Agreements 2020-21	Published
Quarterly SCM Awards for period ended 21 December 2020	Published
Annual Draft Budget 2020-21 Assumptions	Published
Quality Certificate for draft Budget 2020-21	Published
FDDM A1 Schedule – MSCOA vs6.4 - 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
DC20A1 Schedule – mSCOA vs6.4 – 28 Jan 2020 Draft	Published
IDP/Budget/PMS Review Process Plan 2021-22	Published
Special Adjustment Budget 2020-21 – Equitable Share Allocation	Published
B Schedule – mSCOA Ver. 6.4 – 11 Dec 2020-21 Updated	Published
B Schedule – mSCOA Ver. 6.4 – 11 Dec 2020-21 Approved by Council	Published
Adjustment Budget 2020-21	Published
Quality Certificate Adjustment Budget	Published
Annexure A: Quarter 1 Performance Assessment Report of 2020-21	Published
Mid-Term Budget and Performance Assessment Report For 2020/22 Annual Draft Assumptions for Council	Published
Draft Budget 2020-21 A1 Schedule – mSCOA vs 6.5	Published
Fezile Dabi District Municipality Draft EPWP Program Policy Adopted	Published
Assets Management Policy	Published
Bad Debts Policy	Published
Banking Investment Policy	Published
Commitments Policy	Published
Funding Reserves Policy	Published
Provisions, contingencies and Accruals Policy	Published
Subsequent Events Policy	Published
Unauthorized, Irregular, Fruitless and wasteful Expenditure Policy	Published
Revised SDBIP 2020/21	Published
SDBIP 2020-21	Published
Top Layer SDBIP 20-21-short version	Published

Documents to be published on the municipality's website	Published / Not published
SDBIP 20-21- KPA1	Published
SDBIP 20-21- KPA2	Published
SDBIP 20-21- KPA3	Published
SDBIP 20-21- KPA4	Published

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

No public satisfaction survey was conducted during the period under review that is 2020/21 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 2020/21	Date

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

Audit & Performance Committee	
Matters considered in 2020/21	Date
Fourth Quarter Internal Audit report for 2018/19 financial year	20/10/2020
First Quarter Performance management report for 2019/20 financial year	
Financial indicators report for September 2019	
Internal Audit annual plan for 2020/21 financial year	
Internal Audit Methodology for 2020/21 financial year	
Internal Audit Charter for 2020/21 financial year	
Audit Committee Charter for 2020/21 financial year	
Draft annual financial statements for 2019/20 financial year	26/10/2020
Draft annual report for 2019/20 financial year	
First Quarter Internal Audit report for 2019/20 financial year	
Second Quarter performance management report for 2019/20 financial year	
First & Second Quarter Audit Committee report for 2019/20 financial year	

Audit & Performance Committee	
Matters considered in 2020/21	Date
Third & Fourth Quarter performance management report for 2019/20 financial year	
Second, Third & Fourth quarter Internal Audit reports for 2019/20 financial year	

## **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
Global Hand Wash Day Celebration	To recognize that handwashing is one of the most effective actions you can take to reduce the spread of pathogens and prevent infections, including the COVID-19 virus. Health workers and community members alike can play a role in preventing infections by practicing regular and frequent handwashing.	To Reiterate the World Health Organisation Five Moments for Hand Hygiene to be performed by Health Care Workers Before patient contact Before an aseptic task/procedure After exposure to body fluids After patient contact After contact with patient surrounding.	27 October 2020	Staff Members in Mafube Hospital Frankfort	35
		Proper hand <b>hygiene</b> is essential to food safety and one of the best ways to prevent foodborne illness. <b>Handwashing</b> helps prevent the spread of bacteria and viruses. It also helps prevent cross-contamination, cross-contact, and other contamination.	October 2020	Food Handlers at Albany Bakery Sasolburg	30

B 2: Environmental Management

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

Project/ Programme	Date	Objectives	Description	Target
Conduct landfill site inspection at Koppies and Kroonstad landfill site	16 July 2020	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and minimum requirements for waste disposal by landfill.	Monitoring and evaluation of waste disposal site against minimum requirements for waste disposal by landfill.	Waste pickers /recyclers who are doing recycling in the landfill sites, members of community disposing at the landfill site and responsible staff on site were targeted.

Project/ Programme	Date	Objectives	Description	Target
South African Local Government Agency Workshop and Landfill designs	31 July 2020	To ensure effective and equitable Environmental Management services in the District.	The workshop presented on conversion of landfill site permits to landfill site licenses.	South African Local Government Agency to assist Moqhaka with the process of converting landfill site permits to licenses.
Integrated Waste Management plan portal training	28 August 2020	To enable the local municipalities and Waste Management Officers to work on the portal and develop the Integrated waste Management Plans.	The development of an Integrated Waste Management Plan includes a situation analysis which includes a description of the population and development profiles of an area to which the plan relates, an assessment of the quantities and types of waste types that are generated in that area, a description of the services that are provided or that are available for the collection, minimization, re-use, recycling, and recovery, treatment and disposal of waste	Five (5) Waste management officers from district/local municipalities and Two (2) Youth Community Outcome Programme officials based in Mafube and Metsimaholo Local municipality
Conduct landfill site audits of Frankfort, Kroonstad, Parys and Sasolburg landfill sites	25 August 2020 26 August 2020 27 August 2020 28 August 2020	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site.	Monitoring and evaluation of waste disposal site to comply with minimum requirements for waste disposal by landfill site.	Waste pickers /recyclers doing recycling on the landfill site, members of community disposing at the landfill site and responsible staff on site were targeted.
Good Green Deeds environmental awareness and training in Kroonstad, Moqhaka Local Municipality and in Deneysville	08 September 2020 10 September 2020 11 September 2020	To enable the local Good Green Deeds participants to know the importance of work they do, to improve the way they think about the environment and to improve their understanding of the environment.	The Good Green Deeds project seeks to change people's attitude, behaviour towards responsible management of waste and keep neighbourhoods clean, green and safe.	All 41 Good Green Deeds participants were reached in Metsimaholo and Moqhaka Local municipality.

Project/ Programme	Date	Objectives	Description	Target
and Oranjeville, Metsimaholo Local Municipality				
Conduct landfill site audit Villiers, Deneysville, Heilbron and Vredefort landfill sites	07 September 2020 16 September 2020	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site: Department of water affairs, 1998.	Monitoring and evaluation of waste disposal site to comply with Minimum requirements for waste disposal by landfill site: Department of water affairs, 1998.	Waste pickers /recyclers who are doing recycling on the landfill site, members of community disposing at and responsible staff on site were targeted.
Integrated Waste Management plan portal training	13 October 2020	To raise awareness of COVID-19 to waste pickers and recyclers	This aims to create awareness around COVID-19 for waste pickers at landfill sites and streets also how to take precaution concerning COVID -19 when doing recycling	20 waster pickers were reached in Sasolburg
Conduct landfill site audits at Cornelia, Deneysville and Heilbron landfill sites	06 October 2020 14 October 2020 19 October 2020	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill.	Monitoring and evaluation of waste disposal site to comply with Minimum requirements for waste disposal by landfill site.	Waste pickers /recyclers who are doing recycling on the landfill site, members of community disposing at the and responsible staff on site were targeted
Road safety and environmental awareness campaign in Multi-Purpose Centre in Harry Gwala Sasolburg	11 November 2020	To make all road users and public aware of the epidemic of deaths and injuries on our roads during festive season, and also make them awareness of impact of illegal dumping and littering at taxi ranks and next to the roads	Illegal dumping and littering is common in many of our taxi ranks and next to the roads and this lead to health and environmental nuisance in our communities	50 people participated on the day of the awareness
Conduct waste management norms and standards audits at Deneysville, Heilbron,	05 November 2020 04November 2020 10 November 2020 12 November 2020	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site.	Monitoring and evaluation of waste disposal site to comply with minimum requirements for waste disposal by landfill site.	Waste pickers /recyclers doing recycling on the landfill site, members of community disposing at the landfill site and

Project/ Programme	Date	Objectives	Description	Target
Oranjeville, Kroonstad, Parys, Steynsrus and Villiers landfill sites				responsible staff on site were targeted.
Conduct operations monitoring at the EPWP project site	18 January 2021	To monitor the implementation of EPWP project	Monitoring and evaluation of waste management EPWP project	Twenty one (21) EPWP participants
Conduct monthly landfill site compliance audit and operations monitoring at Deneysville and Orangeville landfill sites.	20 January 2021	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site: Department of water affairs,1998	Monitoring and evaluation of waste disposal site to comply with Minimum requirements for waste disposal by landfill site: Department of water affairs,1998	Waste pickers /recyclers, members of community and responsible staff on-site were targeted.
Conduct operations monitoring at the EPWP project site	25 January 2021	To monitor the implementation of EPWP project	Monitoring and evaluation of waste management EPWP project	Twenty one (21) EPWP participants
Conduct monthly landfill site compliance audit and operations monitoring at Frankfort and Parys landfill sites.	26 January 2021 27 January 2021 28 January 2021	To ensure compliance with National Environmental Management : Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site: Department of water affairs,1998	Monitoring and evaluation of waste disposal site to comply with Minimum requirements for waste disposal by landfill site: Department of water affairs,1998	Waste pickers /recyclers, members of community and responsible staff on-site were targeted.
Conduct waste management norms and standards audits for Deneysville, Frankfort, Parys, Vredefort Kroonstad, Koppies,	10 February 2021 16 February 2021 18 February 2021 22 February 2021	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site.	Monitoring and evaluation of waste disposal site to comply with Minimum requirements for waste disposal by landfill site: Department of water affairs,1998	Waste pickers /recyclers, members of community and responsible staff on-site were targeted.

Project/ Programme	Date	Objectives	Description	Target
Oranjeville, Villiers and Parys, Sasolburg landfill sites				
Conduct operations monitoring at the EPWP project site	12 February 2021 26 February 2021	To monitor the implementation of EPWP project	Monitoring and evaluation of waste management EPWP project	EPWP participants
Clean up campaigns and awareness in Koppies and Vredefort	12 March 2021 19 March 2021	To ensure compliance with National Environmental Management: Waste Act 59 of 2008	FDDM provides educational support to these Friday Clean-up campaigns	Community members around areas and wards that were cleaned on the days in Koppies and Heilbron
Conduct operations monitoring at the EPWP project site	1 March 2021 11 March 2021 17 March 2021	To monitor the implementation of EPWP project	Monitoring and evaluation of waste management EPWP project	EPWP participants
Conduct waste management norms and standards audits at Sasolburg landfill sites	24 March 2021	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site.	Monitoring and evaluation of waste disposal site to comply with Minimum requirements for waste disposal by landfill site: Department of water affairs, 1998	Waste pickers /recyclers, members of community and responsible staff on-site were targeted.
COVID-19 relief fund for waste pickers programme	17 March 2021 19 March 2021 22 March 2021 24 March 2021 26 March 2021	The relief funding is intended as compensation for loss of income incurred during alert level 5 hard lockdown in South Africa	Facilitated and coordinated the opening of bank accounts for waste pickers/recyclers who did not have accounts to receive COVID 19 relief grants from Department of Environment, Fishery and Forestry	We managed to reached at least 70 waste pickers in Sasolburg, 20 waste pickers in Tweeling, 30 waste pickers in Villiers, 30 waste pickers in Parys, 20 waste pickers in Koppies and 20 waste pickers in Heilbron
Conduct waste management norms and standards audits	14 April 2021 19 April 2021	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum	Monitoring and evaluation of waste disposal site to comply with minimum	Waste pickers /recyclers doing recycling on the landfill site, members of community disposing at

Project/ Programme	Date	Objectives	Description	Target
for Deneysville, Oranjeville and Heilbron landfill sites		requirements for waste disposal by landfill site.	requirements for waste disposal by landfill site.	the landfill site and responsible staff on site were targeted.
COVID 19 relief fund for waste pickers programme at Heilbron landfill site	14 April 2021	The relief funding is intended as compensation for loss of income incurred during level 5 lockdown in South Africa back in April 2020	Facilitated and coordinated the opening of bank accounts for waste pickers/recyclers who did not have accounts to receive COVID 19 relief grants from Department of Environment, Forestry and Fisheries	Twenty (20) waste pickers were reached in Heilbron.
Conduct waste management norms and standards audits for Deneysville, Koppies and Villiers landfill sites	11 May 2021 19 May 2021 25 May 2021	The relief funding is intended as compensation for loss of income incurred during Level 5 hard lockdown in South Africa back in April 2020	Facilitated and coordinated the opening of bank accounts for waste pickers/recyclers who did not have accounts to receive COVID 19 relief grants from Department of Environment, Fishery and Forestry	Waste pickers /recyclers doing recycling on the landfill site, members of community disposing at the landfill site and responsible staff on site were targeted.
Dept. Of Forestry, Fisheries and the Environment COVID 19 relief fund for waste pickers	19 May 2021 25 May 2021	The relief funding is intended as compensation for loss of income incurred during Level 5 hard lockdown in South Africa back in April 2020	Facilitated and coordinated the opening of bank accounts for waste pickers/recyclers who did not have accounts to receive COVID 19 relief grants	Twenty (20) waste pickers in Deneysville, twenty (20) waste pickers in Koppies
Conduct waste management norms and standards audits for Deneysville, Vredefort and Viljoenskroon landfill sites	02 June 2021 28 June 2021	To ensure compliance with National Environmental Management: Waste Act 59 of 2008 and Minimum requirements for waste disposal by landfill site.	Monitoring and evaluation of waste disposal site to comply with minimum requirements for waste disposal by landfill site.	Waste pickers /recyclers doing recycling on the landfill site, members of community disposing at the landfill site and responsible staff on site were targeted.
Conduct monthly landfill site compliance audit	26 January 2021 27 January 2021 28 January 2021	To ensure compliance with National Environmental Management : Waste Act 59	Monitoring and evaluation of waste disposal site to comply with Minimum	Waste pickers /recyclers, members of community and

Project/ Programme	Date	Objectives	Description	Target
and operations monitoring at Frankfort and Parys landfill sites.		of 2008 and Minimum requirements for waste disposal by landfill site: Department of water affairs, 1998	requirements for waste disposal by landfill site: Department of water affairs, 1998	responsible staff on-site were targeted.

**Table 3.3: Environmental Management Activity Schedule (Air Quality)**

Project/ Programme	Date	Objectives	Description	Target
Conduct air pollution source audits at Frankfort, Kroonstad, Parys and Sasolburg landfill sites	25 August 2020 26 August 2020 27 August 2020 28 August 2020	To ensure compliance with National Environmental Management: Air Quality Act, 39 of 2004	Monitoring and evaluation of landfill sites as a source of air pollution.	This audit came as a result of complaints from community members residing near the landfill sites and the Air Quality Management Plan identifying landfill sites as sources of air pollution.  The main cause of open fires at landfill sites was the informal recyclers who burnt materials like tires to salvage metal wires.
Identification and verification of industrial air pollution sources in Fezile Dabi district municipality	16 September 2020	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.	Kroonstad
Conduct inspection of informal residential settlements and road construction sites as sources of air pollution.	07 October 2020	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	Viljoenskroon

Project/ Programme	Date	Objectives	Description	Target
Conduct inspection of informal residential settlements and road construction sites as sources of air pollution.	06 October 2020 14 October 2020 19 October 2020	To ensure compliance with National Environmental Management: Air Quality Act, 39 of 2004	Monitoring and evaluation of informal residential settlements and road construction sites as sources of air pollution against the Air Quality Act, 34 of 2004.	Cornelia, Deneysville and Heilbron.  This audit was directed by the Air Quality Management Plan identifying residential areas and construction sites as sources of air pollution.  The main reason of air pollution in the informal residential settlements is the usage of coal as an alternative source of energy due to the absence of electricity.
Identification and verification of industrial air pollution sources in Fezile Dabi District Municipality	05 November 2020	To ensure that all air polluting industries are identified and accounted for and also to ensure that all industries that have ceased operations are known and registered.	Environmental Management officials conduct site check-ups to all industrial areas, towns, farms, and townships within Fezile Dabi District Municipality	Villiers
Identification and verification of industrial air pollution sources in Fezile Dabi District Municipality	19 November 2020	To ensure that all air polluting industries are identified and accounted for and also to ensure that all industries that have ceased operations are known and registered.	Environmental Management officials conduct site check-ups to all industrial areas, towns, farms, and townships within Fezile Dabi District Municipality	Parys
Identification and verification of industrial air pollution sources in Fezile Dabi District Municipality	07 December 2020	To ensure that all air polluting industries are identified and accounted for and also to ensure that all mines that have ceased operations are known and registered.	Environmental Management officials conduct site visits to farms where sand mines are being operated	Sasolburg
Conduct inspection of industries as	22 January 2021	To ensure that all air polluting industries are identified and accounted for and also to	Environmental Management officials conduct site check-ups to all industrial areas,	Sasolburg

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Project/ Programme	Date	Objectives	Description	Target
sources of air pollution.		ensure that all industries that has ceased operation are known and registered.	towns, farms, and townships within Fezile Dabi District Municipality	
Conduct inspection of industries as sources of air pollution.	28 January 2021	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	Kroonstad
Identification and verification of industrial air pollution sources in Fezile Dabi District Municipality	05 March 2021	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	Viljoenskroon
Conduct site inspection in relation to the AEL application launched	12 April 2021, Sasolburg	To verify the accuracy of the information in the application form	Application verification pays an important part of quality control within processing the initial application.	Shell (PTY) LTD.
Conduct site inspection in relation to the AEL application launched	14 April 2021, Kroonstad	To verify the accuracy of the information in the application form	Application verification pays an important part of quality control within processing the initial application.	International Chemical Specialties
Identification and verification of industrial pollution sources	17 May 2021	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 L.M. facilities outside Sasolburg town.
Identification and verification of industrial pollution sources	10 June 2021	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	Metsimaholo Local Municipality – Wonderfontein area

Project/ Programme	Date	Objectives	Description	Target
			changes on facility contact person details	
Conduct site inspection in relation to the AEL application launched	25 June 2021	To verify the accuracy of the information in the application form	Application verification pays an important part of quality control within processing the initial application.	S. Bothma and Sons Transport, Sasolburg
Conduct site inspection in relation to the AEL application launched	28 June 2021	To verify the accuracy of the information in the application form	Application verification pays an important part of quality control within processing the initial application.	National Asphalt, Villiers

### 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
Fezile Dabi Joint Operating Centre	09 & 30 July 2021 13 & 20 August 2021 03 & 22 September 2021	The District operational structure consisting of disaster management officials and departmental managers that are coordinating all the functions of four local municipalities, departments and business sector. This will assist in the prevention of COVID-19 spread for the benefit of the community. The forum is chaired by Disaster Manager of Fezile Dabi District Municipality	Activation of Operation JOC for COVID-19 state of disaster declaration. Response to Coronavirus pandemic. Coronavirus alert level 1 response plan. Monitoring of COVID-19 seven pillars. Funeral Services SOP. Festive Season Response Contingency Plan
Disaster Advisory Forum	08 December 2020	Stakeholder advisory forum meeting for best practises in responding to disaster issues in the district.	Activation of Operation JOC for COVID-19 state of disaster declaration. Response to Coronavirus pandemic. Coronavirus alert level 1 response plan.

Type of Meeting	Date of the meeting	Description	Resolutions
			<p>Monitoring of COVID-19 seven pillars.</p> <p>Funeral Services SOP.</p> <p>Festive Season Response Contingency Plan</p>
Fezile Dabi Joint Operating Centre	<p>19 &amp; 26 January 2021</p> <p>02 &amp; 23 February 2021</p> <p>02 &amp; 30 March 2021</p>	<p>The District operational structure consisting of disaster management officials and departmental managers that are coordinating all the functions of four local municipalities, departments and business sector. This will assist in the prevention of COVID-19 spread for the benefit of the community. The forum is chaired by Disaster Manager of Fezile Dabi District Municipality</p>	<p>Re-visit district festive season response plan.</p> <p>Re-visit Department of Health resurgence plan.</p> <p>Resuscitations of all relevant structures to curb the spread of COVID-19.</p> <p>Monitoring of funerals.</p> <p>Communication strategy – effective utilization of municipal media platform to spread the message of curbing the spread of COVID-19.</p> <p>Monitoring of seven pillars that were initial identified.</p> <p>Monitoring of quarantine sites.</p> <p>Provision of awareness material to the stakeholders</p> <p>Awareness should be done to address fake news.</p>
Fezile Dabi Joint Operating Centre	<p>06 &amp; 30 April 2021</p> <p>04 &amp; 25 May 2021</p> <p>08 &amp; 29 June 2021</p>	<p>The District operational structure consisting of disaster management officials and departmental managers that are coordinating all the functions of four local municipalities, departments and business sector. This will assist in the prevention of COVID-19 spread for the benefit of the community. The forum is chaired by Disaster Manager of Fezile Dabi District Municipality</p>	<p>R.S.A. on adjusted Alert Level 3</p> <p>Second wave state of readiness</p> <p>Working on workplace plan</p> <p>Resuscitation of local JOCs</p> <p>Vaccination plan</p>

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
					Matube	Yes	No	
To ensure effective and efficient Fire & Rescue Services in Matube LM	Fire and Rescue Incidents	Responding to Fire and Rescue incidents as per SANS 10090	Number of fire & Rescue Incidents responded to	41				Motor Vehicle Accident (MVA) 16 Heavy Vehicle Accident (HVA)- 01 Pedestrian Vehicle Accident- 01 Grass Fire – 04 Special Service – 02 House Fire – 01 Building Fire - 0 Shack Fire – 04 Car on fire – 03 Gas fire- 01 Electric fire – 01 Rescue fire - 33 False call - 02 <b>P1</b> (Critical patient, needs immediate attention) – 06 <b>P2</b> (Seriously injured) – 05 <b>P3</b> (Moderate injured) –17 <b>P4</b> (Dead) -05
	Surveillance of premises	Access and approve buildings	Number of Low risk buildings inspected	01	01			Wetson Mortuary complied with National Building Regulations and Building Standards Act 103 of 1997 and it has been approved
	Surveillance of premises	Access and approve buildings	Number of Medium risk buildings inspected	02	02			B & E Construction (quarry mine) complied with Part T of National Building Regulations and Building Standards Act 103 of 1997 and it was approved. It is based along R34 road

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Matube	Yes	No	
								Wilge Chemicals complied with National Building Regulations and Building Standards Act 103 of 1997 and it was approved. It is based in Villiers
	Surveillance of premises	Access and approve buildings	Number of High risk buildings inspected	01	01			Free State Oil complied with Part T of National Building Regulations and Building Standards Act 103 of 1997 and it was approved. It is based in Villiers
	Surveillance of premises	Maintenance and inspection	Maintenance of 2 jojo tanks and 2 hydrants inspection	02	02			All jojo tanks are in good condition and ready for the Festive Season
	Surveillance of premises	Maintenance and inspection	Hydrant inspection	07	07			All 7 hydrants in Frankfort complied and ready for the Festive Season
	Surveillance of premises	Access and Approve (Scrutinize) building plans	Number of building plans scrutinized	06	05	01	13	Three (3) out of four (4) building plans complied with National Building Regulations and Building Standards Act 103 of 1977 and have been approved. 2716 in Frankfort (approved) 226 Frankfort (approved) 50/471 in Frankfort was approved. 65/66 Central Frankfort was approved. 2146 Frankfort did not comply and was not approved 56 Frankfort was approved

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Matube	Yes	No	
	Educate community in fire safety	Conduct fire awareness campaigns	Number of fire awareness campaigns conducted	09		07	02	<p><b>Educational Awareness campaign at;</b>                      N3 Roadblock in Villiers                      Wetson Funeral Parlour in Frankfort                      Free State Oil in Villiers                      B &amp; E Construction Site at R34                      Awareness Campaign at the 16 Days of Activism launch in Namahadi (Community Awareness Campaign)                      N3 Roadblock- Villiers                      Wilge Chemicals in Villiers                      Fun Walk Awareness Campaign in Namahadi (Community Awareness Campaign)                      N3 Roadblock- Villiers</p> <p><b>TOPICS:</b>                      COVID-19 awareness                      Fire management                      Rescue Equipment                      Fire safety and prevention</p>
		Conduct simulation exercise	Number of fire simulation exercise conducted	12			05	<p><b>SIMULATION EXERCISES AT</b>                      N3 Roadblock in Villiers                      Wetson Funeral Parlour in Frankfort                      Free State Oil in Villiers                      B &amp; E Construction Site at R34                      Namahadi Community (during 16 Days of Activism Launch)                      N3 Roadblock in Villiers                      EPWP Fire drill</p>

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Matube	Yes	No	
								EPWP extrications Welge Chemicals in Villiers Fun Walk Awareness Campaign in Namahadi (Community Awareness Campaign) N3 Roadblock in Villiers EPWP extrications  <b>TOPICS</b> Dangers of sanitizers in terms of flammability House keeping Storage of flammable liquids
			Conduct simulation exercise	Number of fire simulation exercise conducted	10			Simulation exercise at N3 Roadblocks in Villiers (15 & 23 July 2020) Simulation exercise at N3 Roadblock in Villiers (17 August 2020) Simulation exercise at Cornelia Farm School (Uitzien Intermediate School) in Cornelia (22 August 2020) Simulation exercise at Cornelia Primary School in Cornelia (22 August 2020) Simulation exercise at Tweeling Primary in Tweeling (19 August 2020) Simulation exercise at Tweeling High School (19 August 2020) Edenville Clinic (10 September 2020) Ngwathe Local Municipality (10 September 2020)  <b>SIMULATION</b>

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
								Dangers of sanitizers in terms of flammability
Enhance public fire Safety awareness			Conduct maintenance	Number of fire hydrants flashed	08			Inspected and flashed the fire hydrants in Frankfort and Villiers
				Number of fire simulation exercise conducted	13			<p><b>SIMULATION EXERCISES AT</b></p> <p>VKB Flour Mills in Frankfort Polokwane Surfacing in Villiers Winkil Haak in Frankfort N3 Roadblock- Villiers Ivy Cassaburi (CNDC) in Frankfort EPWP simulation exercises in April (different scenario) Bambi Pre-Primary School Clover SA (May) EPWP simulation exercises in April, May &amp; June (different scenario) Wilge Plaza offices- Villiers Clover SA (June)</p> <p><b>TOPICS</b></p> <p>Dangers of sanitizers in terms of flammability House keeping Storage of flammable liquids</p>
	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	61			<p>Motor Vehicle Accident (MVA) 16 PVA- 01 Grass Fire – 22 Special Service – 0 House Fire – 08 Building Fire - 0 Shack Fire – 05</p>

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area		Compliance		Comments
					Mafube		Yes	No	
									Car on fire – 02 Container on fire - 01 Electric fire – 01 False call - 03 Rescue fire - 21 <b>P1</b> (Critical patient, needs immediate attention) – 05 <b>P2</b> (Seriously injured) – 04 <b>P3</b> (Moderate injured) –11 <b>P4</b> (Dead) -19
	Planning, coordination and regulation of fire & rescue services in Mafube LM	Surveillance of premises	Access and approve buildings	Number of High risk buildings inspected	01		01		Gareth Oostenzin gases complied with National Building Regulations and Building Standards Act 103 of 1977
			Access and approve buildings	Number of medium risk buildings inspected	06		06		Rossouw Panel beaters in Frankfort complied with National Building Regulations and Building Standards Act 103 of 1977 and SANS 10040 & SANS 10090 TPS Supermarket in Frankfort complied with National Building Regulations and Building Standards Act 103 of 1977 and SANS 10040 & SANS 10090 AFSRI John Doore in Frankfort complied with National Building Regulations and Building Standards Act 103 of 1977 and SANS 10040 & SANS 10090 VBK Flour Mills Frankfort complied with National Building Regulations and

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Matube	Yes	No	
								<p>Building Standards Act 103 of 1977 and SANS 10040 &amp; SANS 10090</p> <p>MYKA Trades in Tweeling complied with National Building Regulations and Building Standards Act 103 of 1977 and SANS 10040 &amp; SANS 10090</p> <p>Sulf Stream in Tweeling complied with National Building Regulations and Building Standards Act 103 of 1977 and SANS 10040 &amp; SANS 10090</p>
			Access and approve buildings	Number of low risk buildings inspected	14	01	13	<p>Edenville Clinic in Edenville complies with National Building Regulations and Building Standards Act 103 of 1997 and it has been approved</p> <p>Ngwathe Municipal offices in Edenville do not comply</p> <p>Empire Tuck shop does not comply</p> <p>Chipside in Frankfort does not comply</p> <p>Supper Save Tuck shop in Frankfort does not comply</p> <p>Thanda Bantu in Frankfort does not comply</p> <p>Good Save in Frankfort does not comply</p> <p>Sawucor in Frankfort does not comply</p> <p>My family Tuckshop does not comply</p>

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
								Bochabela tuck shop in Frankfort does not comply USD Tuck shop in Frankfort does not comply Lawais tuck shop does not comply
			Access and Approve (Scrutinize) building plans	Number of building plans scrutinized	09	07	02	Two out of nine building plans complied with National Building Regulations and Building Standards Act 103 of 1977 and have been approved. 103 Villiers (Approved) 5061 Phomolong, Frankfort (Not Approved) 288 Central Villiers (Approved) Plot 1 Central Frankfort (Approved) 2077 Sunrise Namahadi, Frankfort (Approved) 61 Central, Frankfort (Not Approved) 62 Central, Frankfort (Not Approved) 258 Tweeling (Approved) 4811 Namahadi, Frankfort (Approved)
	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	50			Awareness at N3 Roadblocks in Villiers (15, & 23 July 2020) Awareness at N3 Roadblock in Villiers (17 August 2020) Cornelia Farm School (Uitzien Intermediate School) in Cornelia (22 August 2020) Cornelia Primary School in Cornelia (22 August 2020)

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
								Tweeling Primary in Tweeling (19 August 2020) Tweeling High School (19 August 2020) Edenville Clinic (10 September 2020) Ngwathe Local Municipality (10 September 2020) <b>TOPICS:</b> COVID-19 awareness Fire management Rescue Equipment Fire safety and prevention
	Planning, coordination and regulation of fire & rescue services in Mafube LM	Surveillance of premises	Access and approve buildings	Number of Medium risk buildings inspected	05	00	05	Simulation exercise at N3 Roadblocks in Villiers (15 & 23 July 2020) Simulation exercise at N3 Roadblock in Villiers (17 August 2020) Simulation exercise at Cornelia Farm School (Uitzien Intermediate School) in Cornelia (22 August 2020) Simulation exercise at Cornelia Primary School in Cornelia (22 August 2020) Simulation exercise at Tweeling Primary in Tweeling (19 August 2020) Simulation exercise at Tweeling High School (19 August 2020) Edenville Clinic (10 September 2020) Ngwathe Local Municipality (10 September 2020) <b>SIMULATION</b>

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
								Dangers of sanitizers in terms of flammability
	Surveillance and maintenance of fire hydrants in Mafube	Hydrants inspection	High Risk	19	06	13		Inspected and flashed the fire hydrants in Frankfort and Villiers
	Educate community in fire safety	Conduct fire awareness campaigns	Number of fire awareness campaigns conducted	13				<p><b>Educational Awareness campaign at;</b></p> <p>VKB Flour Mills in Frankfort Polokwane Surfacing in Villiers Winkil Haak in Frankfort N3 Roadblock- Villiers Ivy Cassaburi (CNDC) in Frankfort Fire Station COVID-19 Compliance Bambi Pre-Primary School Clover SA Fire Station COVID-19 Compliance (April, May &amp; June) Wilge Plaza offices- Villiers Clover SA (June)</p> <p><b>TOPICS:</b></p> <p>COVID-19 awareness Fire management Rescue Equipment Fire safety and prevention</p>
			Conduct simulation exercise	Number of fire simulation exercise conducted	13			<p><b>SIMULATION EXERCISES AT</b></p> <p>VKB Flour Mills in Frankfort Polokwane Surfacing in Villiers Winkil Haak in Frankfort</p>

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
								<p>N3 Roadblock- Villiers Ivy Cassaburi (CNDC) in Frankfort EPWP simulation exercises in April (different scenario) Bambi Pre-Primary School Clover SA (May) EPWP simulation exercises in April, May &amp; June (different scenario) Wilge Plaza offices- Villiers Clover SA (June)</p> <p><b>TOPICS</b> Dangers of sanitizers in terms of flammability House keeping Storage of flammable liquids</p>
	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	43			<p>Motor Vehicle Accident (MVA) 28 Grass Fire – 0 Special Service – 01 House Fire – 01 Building Fire - 0 Shack Fire – 07 Car on fire – 01 Rubbish fire - 0 Electric fire – 01 Gas Fire- 0 Rescue - 48 False call - 02 <b>P1</b>(Critical patient, needs immediate attention) – 03 <b>P2</b> (Seriously injured) – 10 <b>P3</b> (Moderate injured) –19 <b>P4</b> (Dead) -16</p>

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
	Planning, coordination and regulation of fire & rescue services in Mafube LM	Surveillance of premises	Access and approve buildings	Number of Medium risk buildings inspected	04	02	02	AA Centre did not comply with National Building Regulations and Building Standards Act 103 of 1997 and it was not approved. It is based in Frankfort  F & H Installation did not comply with National Building Regulations and Building Standards Act 103 of 1997 and it was not approved. It is based in Frankfort
		Surveillance of premises	Access and approve buildings	Number of Medium risk buildings inspected		Yes		Gareth establishment complied with National Building Regulations and Building Standards Act 103 of 1997 and it was approved. It is based in Frankfort
		Surveillance of premises	Access and approve buildings	Number of Medium risk buildings inspected		Yes		Hillary Trans was renewing the license. It complied with Fire Safety and was approved. It is based in Villiers
		Surveillance of premises	Access and approve buildings	Number of Low risk buildings inspected	02	02	Yes	AFSRI building complied with National Building Regulations and Building Standards Act 103 of 1997 and it was approved. It is based in Frankfort
		Surveillance of premises	Access and approve buildings	Number of Low risk buildings inspected		Yes		BKB Handersentrum complied with National Building Regulations and Building Standards Act 103 of 1997 and it was approved. It is based in Central Villiers
			Hydrants inspection	High Risk	05	03	02	Five (5) fire hydrants were inspected and only three complied. Two (2) that did not

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Mafube	Yes	No	
								comply Mafube Municipality was consulted for maintenance.
			Access and Approve (Scrutinize) building plans	Number of building plans scrutinized	05	05		All five building plans complied with National Building Regulations and Building Standards Act 103 of 1977 and have been approved. 6393 Phomolong (H4), Frankfort (Approved) 435 (55) Central (H4), Tweeling (Approved) 871 Central, Frankfort (H4) (Approved) 868 Central Frankfort (H4) (Approved) 395 Frankfort (H4) (Approved)
	Enhance public fire Safety awareness	Educate community in fire safety	Conduct fire awareness campaigns	Number of fire awareness campaigns conducted	11			<b>Educational Awareness campaign at;</b> AA Centre in Frankfort F & H Installation in Frankfort N3 Roadblock (3)- Villiers (Jan, Feb and Mar) Fire Station COVID-19 Compliance Gareth establishment AFSRI Hillary Trans BKB Handersentrum Villiers entrances <b>TOPICS:</b> COVID-19 awareness Fire management Rescue Equipment Fire safety and prevention Road safety

IDP Objective	Strategy	Key Performance Area	Key activities	Key performance Indicator	Area	Compliance		Comments
					Matube	Yes	No	
			Conduct simulation exercise	Number of fire simulation exercise conducted	11			<p><b>SIMULATION EXERCISES AT</b></p> <p>AA Centre in Frankfort                      F &amp; H Installation in Frankfort                      N3 Roadblock (3)- Villiers (Jan, Feb and Mar)                      Fire Station COVID-19 Compliance                      Gareth establishment                      AFSRI                      Hillary Trans                      BKB Handersentrum                      Villiers entrances                      EPWP simulation exercises (different scenario)</p> <p><b>TOPICS</b></p> <p>Dangers of sanitizers in terms of flammability                      House keeping                      Storage of flammable liquids</p>

### 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
21	Moqhaka LM	Water availability. Provision of sanitation. Availability of temporary shelter for homeless to regulate movement. Management of Waste, Cleansing and sanitization of landfill site.

Number of Risk Assessment Conducted	Name of Municipality	Comment
		<p>Disinfection/Fumigation of municipal public spaces, facilities and offices.</p> <p>Management of burial of the dead.</p> <p>Field hospital for in case hospitals are overcrowded.</p> <p>Burial sites identifications.</p> <p>Lockdown Alert level 5 impact (vulnerable communities - basic life needs)</p> <p>COVID-19 education to the community.</p> <p>Preparedness plan for Response.</p> <p>Funeral services.</p> <p>COVID-19 second wave impact</p> <p>Hotspots areas.</p> <p>COVID-19 compliance in schools.</p> <p>Churche services regulation compliance.</p> <p>Provincial cross border management and regulations compliance</p> <p>COVID-19 third wave impact.</p> <p>Response to Festive Holiday and Hazards associated.</p> <p>Response to Easter Holidays and Hazards associated.</p> <p>Response to Winter Season and Hazards associated</p>
21	Ngwathe LM	<p>Water availability.</p> <p>Provision of sanitation.</p> <p>Availability of temporary shelter for homeless to regulate movement.</p> <p>Management of Waste, Cleansing and sanitization of landfill site.</p> <p>Disinfection/Fumigation of municipal public spaces, facilities and offices.</p> <p>Management of burial of the dead.</p> <p>Field hospital for in case hospitals are overcrowded.</p> <p>Burial sites identifications.</p> <p>Lockdown Alert level 5 impact (vulnerable communities - basic life needs)</p> <p>COVID-19 education to the community.</p> <p>Preparedness plan for Response.</p> <p>Funeral services.</p> <p>COVID-19 second wave impact</p> <p>Hotspots areas.</p> <p>COVID-19 compliance in schools.</p> <p>Churche services regulation compliance.</p> <p>Provincial cross border management and regulations compliance</p> <p>COVID-19 third wave impact.</p> <p>Response to Festive Holiday and Hazards associated.</p> <p>Response to Easter Holidays and Hazards associated.</p> <p>Response to Winter Season and Hazards associated</p>
21	Metsimaholo LM	<p>Water availability.</p>

Number of Risk Assessment Conducted	Name of Municipality	Comment
		<p>Provision of sanitation.</p> <p>Availability of temporary shelter for homeless to regulate movement.</p> <p>Management of Waste, Cleansing and sanitization of landfill site.</p> <p>Disinfection/Fumigation of municipal public spaces, facilities and offices.</p> <p>Management of burial of the dead.</p> <p>Field hospital for in case hospitals are overcrowded.</p> <p>Burial sites identifications.</p> <p>Lockdown Alert level 5 impact (vulnerable communities - basic life needs).</p> <p>COVID-19 education to the community.</p> <p>Preparedness plan for Response.</p> <p>Funeral services.</p> <p>COVID-19 second wave impact</p> <p>Hotspots areas.</p> <p>COVID-19 compliance in schools.</p> <p>Churche services regulation compliance.</p> <p>Provincial cross border management and regulations compliance</p> <p>COVID-19 third wave impact.</p> <p>Response to Festive Holiday and Hazards associated.</p> <p>Response to Easter Holidays and Hazards associated.</p> <p>Response to Winter Season and Hazards associated</p>
21	Mafube LM	<p>Water availability.</p> <p>Provision of sanitation.</p> <p>Availability of temporary shelter for homeless to regulate movement.</p> <p>Management of Waste, Cleansing and sanitization of landfill site.</p> <p>Disinfection/Fumigation of municipal public spaces, facilities and offices.</p> <p>Management of burial of the dead.</p> <p>Field hospital for in case hospitals are overcrowded.</p> <p>Burial sites identifications.</p> <p>Lockdown Alert level 5 impact (vulnerable communities - basic life needs)</p> <p>COVID-19 education to the community.</p> <p>Preparedness plan for Response.</p> <p>Funeral services.</p> <p>COVID-19 second wave impact</p> <p>Hotspots areas.</p> <p>COVID-19 compliance in schools.</p> <p>Churche services regulation compliance.</p> <p>Provincial cross border management and regulations compliance</p> <p>COVID-19 third wave impact.</p> <p>Response to Festive Holiday and Hazards associated.</p>

Number of Risk Assessment Conducted	Name of Municipality	Comment
		Response to Easter Holidays and Hazards associated. Response to Winter Season and Hazards associated

### 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
20	Moqhaka LM	District Command Council sitting District Command Centre sitting. Operational JOC meetings. Local Municipality Venue Operation Centre meeting (VOC) Provision of water. Provision of sanitation. Provision of temporary shelter. Waste Management, Cleansing and sanitization of landfill site. Fumigation of municipal public spaces, facilities and offices. Burial of the dead. Disaster Relief Measures (food parcels; Grants etc) Public Education Awareness. Draft COVID-19 Contingency Response Plan. Draft COVID-19 SOP for funeral services. Identification of COVID-19 hotspots areas. Educational awareness in schools. Monitoring of funeral services. Monitoring of Church Services for regulation compliance. Roadblockds conducted. COVID-19 third wave Contingency Plan.
20	Ngwathe LM	District Command Council sitting District Command Centre sitting. Operational JOC meetings. Local Municipality Venue Operation Centre meeting (VOC) Provision of water. Provision of sanitation. Provision of temporary shelter. Waste Management, Cleansing and sanitization of landfill site. Fumigation of municipal public spaces, facilities and offices. Burial of the dead.

Number of Risk Reduction Conducted	Name of Municipality	Comment
		<p>Disaster Relief Measures (food parcels; Grants etc)</p> <p>Public Education Awareness.</p> <p>Draft COVID-19 Contingency Response Plan.</p> <p>Draft COVID-19 SOP for funeral services.</p> <p>Identification of COVID-19 hotspots areas.</p> <p>Educational awareness in schools.</p> <p>Monitoring of funeral services.</p> <p>Monitoring of Church Services for regulation compliance.</p> <p>Roadblockds conducted.</p> <p>COVID-19 third wave Contingency Plan.</p>
20	Mafube LM	<p>District Command Council sitting</p> <p>District Command Centre sitting.</p> <p>Operational JOC meetings.</p> <p>Local Municipality Venue Operation Centre meeting (VOC)</p> <p>Provision of water.</p> <p>Provision of sanitation.</p> <p>Provision of temporary shelter.</p> <p>Waste Management, Cleansing and sanitization of landfill site.</p> <p>Fumigation of municipal public spaces, facilities and offices.</p> <p>Burial of the dead.</p> <p>Disaster Relief Measures (food parcels; Grants etc).</p> <p>Public Education Awareness.</p> <p>Draft COVID-19 Contingency Response Plan.</p> <p>Draft COVID-19 SOP for funeral services.</p> <p>Identification of COVID-19 hotspots areas.</p> <p>Educational awareness in schools.</p> <p>Monitoring of funeral services.</p> <p>Monitoring of Church Services for regulation compliance.</p> <p>Roadblockds conducted.</p> <p>COVID-19 third wave Contingency Plan.</p>
20	Metsimaholo LM	<p>District Command Council sitting</p> <p>District Command Centre sitting.</p> <p>Operational JOC meetings.</p> <p>Local Municipality Venue Operation Centre meeting (VOC)</p> <p>Provision of water.</p> <p>Provision of sanitation.</p> <p>Provision of temporary shelter.</p> <p>Waste Management, Cleansing and sanitization of landfill site.</p> <p>Fumigation of municipal public spaces, facilities and offices.</p>

Number of Risk Reduction Conducted	Name of Municipality	Comment
		Burial of the dead. Disaster Relief Measures (food parcels; Grants etc.). Public Education Awareness. Draft COVID-19 Contingency Response Plan. Draft COVID-19 SOP for funeral services. Identification of COVID-19 hotspots areas. Educational awareness in schools. Monitoring of funeral services. Monitoring of Church Services for regulation compliance. Roadblockds conducted. COVID-19 third wave Contingency Plan.

### 2.3.3 Response & Recovery

**Table 3.8: Response & Recovery Activity Schedule**

Incidents	Date	Area/ Town	Comments
Basic needs for Vulnerable communities		All towns within the district	Disaster Relief Measures (food parcels; Grants etc.).
Spread of COVID-19		All towns within the district	Activation of Disaster Operation JOC. COVID-19 Operation JOC meetings. Monitoring of COVID-19 Seven Pillars across the district. Drafting of COVID-19 Contingency Response Plan. COVID-19 funeral Standard Operational Procedure (SOP).
COVID-19 hotspot areas		All towns within the district	Indemnification and response to COVID hotspots (taverns; schools; public transport; social gatherings; soccer tournaments). Conduct educational awareness in hotspots areas. Conduct roadblock with law enforcement agencies to address public transport challenges. Conducted meetings with taxi industry for COVID regulations compliance. Conducted COVID regulations compliance in schools.
COVID-19 second wave incidents		All towns within the district	<b>Update COVID-19 Contingency Response Plan focusing on:</b> COVID-19 seven pillars. Hospital resources (wards; beds; ventilators). Availability of Quarantine Facility. Funeral Undertaker resources.

Incidents	Date	Area/ Town	Comments
			Field hospital identified sites. Cemeteries and number of graves available
Easter Holiday Impacts		All towns within the district	Identification of risk associated with Easter Season, COVID-19 pandemic and response strategy. Identification of major roads accidents areas. Floods; Fires and thunderstorm hazards. Risk reduction measures and strategies to respond to identified hazards. Availability and distribution of resources.
COVID-19 third wave		All towns within the district	<b>Update COVID-19 Contingency Response Plan focusing on:</b> COVID-19 seven pillars. Hospital resources (wards; beds; ventilators). Availability of Quarantine Facility. Funeral Undertaker resources. Field hospital identified sites. Cemeteries and number of graves available
Winter Season Planning		All towns within the district	Drafting of winter season contingency plan. Alignment of winter season contingency plan with COVID-19 response plan. Hazards associated with winter season (Snow; Veld fires; Structural Fires; Roads accidents Extreme cold etc.). Resources availability.
Veld fire disaster planning		All towns within the district	Veld fire advisory forum meetings. Resources availability and allocation. Incident Command Structure. Permits for burning. Fire Protection Association (FPA) involvement.

**B4: COVID-19 RESPONSE**

**Table 3.9: Environmental Health Service**

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Health Education on COVID-19	To raise awareness on Coronavirus	To emphasize the importance of adopting standard procedures to minimise the risk of infections	02 July 2020	Staff at Vonkol Land Edu Care Sasolburg	6
				Staff at Boeke n Doeke Sasolburg	6
			03 July 2020	Staff at Moalusi Crèche Tweeling	6 7
				Staff at Akwande Day Care Center Tweeling	
			06 July 2020	Staff at Joyous Kidz	6

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
				Parys	
				Staff at Oliver's House Day Care Center Parys	5
			07 July 2020	Staff at Brakenjan Kleuter Kroonstad	6
				Staff at Kleuter Kommando Kroonstad	6
			02 August 2020	Fezile Dabi District Municipality Staff at Sasolburg	6
			27 August 2020	Matrons of crèches at Kwakwatsi	17
			14 September 2020	Fezile Dabi District Municipality Fire Fighters	32
			17 September 2020	Mafube South African Police Employees	43
Health Education on handling of human remains	To combat the spread of the disease	To provide measures to be taken when a COVID- 19 patient dies at home	01 July -30 September 2020	Bereaved family members	
				Parys	80
				Heilbron	90
				Koppies	60
				Vredefort	40
				Edenville	5
				Frankfort	80
				Tweeling	6
				Villiers	40
				Kroonstad	210
				Viljoenskroon	60
				Steynsrus	5
				Sasolburg	110
				Deneysville	45
				Oranjeville	5
Awareness Campaign	To prevent the spread of Coronavirus	To highlight appropriate means of protection and guidelines to prevent the	01 July 2020	Grade 12 Learners in Afrikaans High School	55
			01 July 2020	Salons owners and clients Frankfort	57
			07 July 2020	Saloons owners and clients Sasolburg	20
			07 July 2020	Communities during screening	250

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
		spread of COVID-19		Frankfort	
			08 July 2020	Communities during screening Heilbron	47
			13 July 2020	Community during screening at Lethabo Village	70
			13 July 2020	Learners and Educators at Tshidiso –Xolani High School Tweeling	120
			15 July 2020	Learners and Educators	100
			24 July 2020	Community at large in Maokeng	2500
			03 August 2020	Firefighters at Fezile Dabi District Municipality Fire Station Frankfort	13
			07 August 2020	Community members doing house to house at Viljoenskroon	1000
			12 August 2020	Patients in the waiting room at Philane Clinic Frankfort	60
			13 August 2020	Patients at Clinic Philani Patients at Phahameng Clinic Frankfort	30
			18 August 2020	Teaching Staff at Tshidiso- Xolani Primary School Tweeling	25
			19 August 2020	Learners at Refeng Thuto High School Tweeling Learners at Tweeling Combines School Tweeling	45 41
			27 August	Community members at Maokeng Mall	500
			17 September 2020	Funerals Attendees at Cornelia	80
			21 September 2020	Funeral Attendees at Villiers	120

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
			28 September 2020	Teaching staff and learners at Falesizwe High School at Namahadi	230
			30 September 2020	Business owners, staff and clients	20
Awareness Campaign	To prevent the spread of Coronavirus	To highlight appropriate means of protection and guidelines to prevent the spread of COVID-19	01 October 2020	Learners in Meduwaneng Primary School Frankfort	62
			01 October	Tavern and Pub Owners Parys	15
			08 October 2020	Learners at Wilgerevier Hoer Skool Frankfort	20
			20 October 2020	Staff Members at Mafube Hospital Frankfort	35
			29 October 2020	Fezile Dabi District Municipality Extended Public Works Programme Fire Fighters Frankfort	24
			29 October 2020	Business owners, managers and clients	200
			12 November 2020	Staff at TFG grocery Store Frankfort	34
			18 November 2020	Staff at Kwa Nduna Chesanyama & Pub Sasolburg	15
			19 November 2020	Elderly People at a Soup Kitchen Frankfort	60
24 November 2020	Girls Learners at 10 different schools around Frankfort and Tweeling	1800			
Health Education on handling of human remains	To combat the spread of the disease	To provide measures to be taken when a COVID- 19 burial is to be conducted	01 January - 30 March 2021	Bereaved Family Members	513
				Kroonstad	50
				Viljoenskroon	45
				Steynsrus	14
				Heilbron	50
				Edenville	20
				Parys	50
	Vredefort	40			

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
				Koppies	55
				Sasolburg	40
				Oranjeville	10
				Deneysville	25
				Cornelia	29
				Villiers	35
				Frankfort	40
				Tweeling	10
Health Education on COVID-19	To raise awareness on Coronavirus	To emphasize the importance of adopting operating procedures to minimise the risk of infections	10 February 2021	Matrons of Early Childhood Development Centers Sasolburg	35
Health Education on COVID- 19	To prevent the spread of the disease	To highlight appropriate means of protection and guidelines to prevent the spread of COVID-19	23 February 2021	Workers at a supermarket Sasolburg	37
Health Education on handling of human remains	To combat the spread of the disease	To provide measures to be taken when a COVID- 19 burial is to be conducted	April- June 2021	Bereaved Family Members	
				Kroonstad	30
				Viljoenskroon	20
				Steynsrus	5
				Parys	25
				Heilbron	10
				Edenville	6
				Vredefort	15
				Koppies	20
				Sasolburg	70
				Oranjeville	6
				Cornelia	20
				Villiers	30
				Tweeling	15
				Frankfort	50
Environmental Cleaning and	To provide guidelines of	To enhance routine cleaning	19 April 2021	Cleaners at Mafube Local Municipalities	13

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
Disinfection awareness education	cleaning and disinfecting of environmental surfaces in the context of COVID-19	and disinfection protocol as an element of working environment COVID – 19 Prevention Plan with a goal of ensuring a health and safe working environment			
Health and Hygiene Education on sewerage spillage and the impact thereof	To prevent waterborne diseases and reduce environmental pollution	To educate community members of the causes of sewerage blockages, prevention thereof where possible and the effect thereof as well as encouraging early reporting of any point source pollution.	14 April 2021	Residents of Refengkgotso Section, Phomolong, Deneysville	15
Health Education on COVID- 19	To prevent the spread of the disease	To highlight appropriate means of protection and guidelines to prevent the spread of COVID-19	06 May 2021	Elderly over 60 years Zamdela Multi-Purpose Center	30
Health Education on COVID- 19	To prevent the spread of the disease	To highlight appropriate means of protection and guidelines to prevent the	16 May 2021	Elderly over 60 years, Frankfort	30

Project/ Programme	Objective	Purpose	Date	Target	No. of People Reached
		spread of COVID-19			
Health Education on COVID- 19	To prevent the spread of the disease	To highlight appropriate means of protection and guidelines to prevent the spread of COVID-19	24 May 2021	Elderly over 60 years Engo Najaarsrus Old Age Home, Parys	96
Health Education on COVID-19	To prevent the spread of the disease	To highlight appropriate means of protection and guidelines to prevent the spread of COVID-19	22 June 2021	Teachers at Vaal Christian School	49

## 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 following active agricultural co-operatives were supported during the period under review:-

**Table 3.7: Agricultural Cooperatives Supported**

Project Name	Area
Koppies Greenhouse Enterprise	Koppies, Ngwathe Local Municipality
Dimakatso Poultry Farming	Steynsrus, Mafube Local Municipality
Re Bafi Ba Thuso	Kroonstad, Moqhaka 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 2020/2021 financial year:

**Table 3.8: SMME supported**

Name of SMME	Area
Sazanokuhle Trading Enterprise	Deneysville
Zacharia Mofokeng Tyre Works	Deneysville
Rorisang Kabelo	Kroonstad
Micasa Sucasa	Parys
Tumahole Business Chamber	Parys
Sandile Rasimeni	Parys
Letz wash Laundry	Sasolburg
Malosia PTY LTD	Sasolburg
Allocalupisis (PTY) Ltd	Sasolburg
Roma Nna Ditjhabeng Projects & Trading	Sasolburg
Pulane Cleaning Chemical Laundry	Sasolburg
MS Tshabalala (PTY) Ltd	Steynsrus

• **Assessment of SMMEs**

The LED Unit, in partnership with SEDA, regularly assesses those SMMEs that have been assisted in terms of our Entrepreneurial Support System in order to identify training needs and problem areas in business operations. The goal is to provide entrepreneurs with the information necessary to successfully operate their businesses. The following two SMMEs have been assessed for 2020/2021:

**Table 3.9: SMMEs Assessed**

Name of SMME	Area
Assessment of SMMEs Assisted in 2020/21 in progress	FDDM Region

#### **B4: Tourism Development**

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

- **Tourism shows attended**

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

**Table 3.10: Tourism Shows attended**

Name of the Tourism Show / Event	Venue and Date	Comments about the show / event
Tourism Launch	Parys, 21 August 2020	Participated in a Tourism Launch with Minister of Tourism - , Me. Mmamoloko Kubayi-Ngubane during the ease up of Lockdown regulations.

- **Advertising and Publicity**

<b>Publications:</b>
Mzansi Travel
Getaway Magazine

- **Tourism awareness campaigns**

Venue and Date	Comments
Villiers Wilge Toll Gate, 22 October 2020	To promote local tourism and educate community members on tourism within the District
Sasolburg Taxi Rank, 09 December 202	To promote local tourism and educate community members on tourism within the District
Maokeng Mall, 30 March 2021	To promote local tourism and educate community members on tourism within the District
Heilbron CBD, 11 June 2021	To promote local tourism and educate community members on tourism within the District

- **Tourism training**
  - Training was provided to 244 SMMEs in the District through SEDA
- **Grading of Accommodation Establishments**
  - Grading processes still in progress with the Tourism Grading Council of South Africa (TGCSA), processes were postponed due to a spike in covid-19 Cases and the move to lockdown level – 4.

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

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

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

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

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

**Table 3.11: Community Based Organisations assisted**

Name of Centre	Town and Municipality	Items/Equipment
Thuto Pele Center	Cornelia, Mafube Local Municipality	SALGA – UNDP SMME Covid-19 relief fund voucher worth R30 000, Logic Urn, Sunbeam 3 bar heater, cutlery set, dinner set, stainless steel pot sets etc.

### – **Early Childhood Development (ECD)**

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

**Table 3.12: Early Childhood Centres assisted**

Name of Centre	Town and Municipality	Items/Equipment
Kgodisong Day and After care centre	Parys, Ngwathe Local Municipality	<ul style="list-style-type: none"> <li>• JOJO Tanks x 2</li> </ul>

**– Arts and Culture Development**

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

**Table 3.13: Performing Artists assisted**

Name of Artist	Town & Municipality
Lindokuhle Foundation	Deneysville, Metsimaholo Local Municipality
Interpretation of Benevolence	Kroonstad, Moqhaka Local Municipality
The New Trompies	Sasolburg , Metsimaholo Local Municipality

**B 6: Sports Development**

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

**Table 3.14: Sports Programmes Participated in/conducted**

Sport Programme	Comments / Notes
Mountain bike training camp	Mountain bike training camp took place in Parys on 20-22/11/2020
Spar National Championships	Championships took place at Bela-Bela, Limpopo on the 07 <sup>th</sup> to 12 <sup>th</sup> December 2020
Males National Netball Championships	Championships took place at Sun City, North West on the 11 <sup>th</sup> to 16 <sup>th</sup> April 2021

**COMPONENT C: ANNUAL PERFORMANCE REPORT AGAINST PRE-DETERMINED OBJECTIVES 2020-21 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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	% of the currently employed Senior Management retained by 30 June 2021.	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 2021.	<b>Achieved:</b> No resignations or terminations were recorded for Senior Managers of the municipality as at 30 June 2021.	Signed Workforce Profile Reports.	Achieved	Not Applicable
1.1(b)			Retained 100% of the currently employed Level 1 – 3 Managers by 30 June 2021	% of the currently Level 1 – 3 Managers retained by 30 June 2021.	Level 1-3 managers as at 30 June 2020 (i.e. 25 Middle Managers & 9 Junior Managers)	Retain 100% of the currently employed Level 1 – 3 Managers by 30 June 2021.	<b>Not Achieved:</b> One (1) resignation for Level 1 -3 Managers was recorded as at 30 June 2021.	Signed Workforce Profile Reports.	Not Achieved	Management to implement the outcomes of the exit interview.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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(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 2021.	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 2021.	Three (4) labour disputes filled by 30 June 2020.	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 2021.	<b>Achieved:</b> 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 as at 30 June 2021.	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
1.2(b)			Four (4) Quarterly reports on the performance of the Local Labour Forum (LLF) prepared and submitted to council by 30 June 2021.	Number of quarterly reports on the performance of the Local Labour Forum (LLF) prepared and submitted to council by 30 June 2021.	N/A	Prepare and submit to council four (4) quarterly reports on the performance of the Local Labour Forum (LLF) by 30 June 2021.	<b>Partially Achieved:</b> Three (3) out Four (4) LFF meetings were convened as at 30 June 2021.	Signed management reports indicating performance of Local Labour Forum.	Partially Achieved	Management to ensure that all reports due in line with KPI are submitted for verification.
1.2(c)	To maintain sound labour relations so as to minimise	Regularly review Human Resource Policies so as to ensure their	Eleven (11) Human Resource related policies reviewed	Number of Human Resource related policies reviewed	3 Human Resource related policies reviewed in	Review and submit to Council for approval eleven (11)	<b>Partially Achieved:</b> Ten (10) out of Eleven (11) policies were reviewed	Copies of reviewed and approved HR policies supported	Partially Achieved	Management must ensure that all policies are

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	labour disputes and improve efficiency in work.	continued alignment with Collective Agreements and other policy directive in order to ensure well guided, efficient and effective labour practices.	and submitted for approval by Council by 31 May 2021	and submitted for approval by Council 31 May 2021	2019/20, namely: Internal Bursary Policy; Records Management Policy; Legal Services Policy.	Human Resource related policies reviewed by 31 May 2021.	namely: Records Management Policy; Employee Wellness Policy; Recruitment Policy; Code of Conduct Policy; Dress Code Policy, Sexual, Racism & Racial Harassment Policy, HIV/AIDS policy, OHS Policy, Appointment in Acting Policy, Medical Aid Benefit policy and Membership of Professional policy.	by a signed extract of council resolutions for approval.		reviewed on time.
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	100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2021.	% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2021.	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	Address 100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters by 30 June 2021.	<b>Achieved:</b> Audit Action Plan to address Auditor General Findings relating to financial management, Leadership, Pre-Determined Objectives and other matters was developed as at 30 June 2021.	Signed progress reports on post audit action plan matters for 2019/20 relating to leadership, pre-determined objectives and other matters.	Achieved	Ensure submission of the Annual Report and Annual Financial Statements on time to address prior audit matters.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		improved financial management, and improved overall organisational performance.								
1.3(b)	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.	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 2021.	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 2021.	Staff Establishment as at 30 June 2020.	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 2021.	<b>Achieved.</b> The municipality's staff establishment in line with regulation 4(3) of 2014 Regulations on Appointment and Basic Conditions of Senior Managers was reviewed on the 28 May 2021.	Signed progress report on reviewed municipality's staff establishment.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	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 2021.	4 quarterly internal (SHREQ) compliance reports in 2019/20.	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 2021.	<b>Not Achieved:</b> Two (2) out of Four (4) quarterly SHREQ reports were submitted as at 30 June 2021.	2 quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation.	Not Achieved	Management to ensure that all reports due in line with KPI are submitted for verification
1.3(d)			One (1) prescribed mSCOA minimum business processes fully implemented by 30 June 2021.	Number of prescribed mSCOA minimum business processes fully implemented by 30 June 2021.	Current Financial Management System (Solar) as at 30 June 2020.	One (1) prescribed mSCOA minimum business process (i.e. CSD Solar module) fully implemented by 30 June 2021.	<b>Not Achieved:</b> Zero prescribed mSCOA minimum business process (i.e. CSD Solar module) was fully implemented by 30 June 2021.	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.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	Number of monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2021.	Fourteen (14) monthly Senior Management meetings convened in 2019/20	Convene twelve (12) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2021.	<b>Partially Achieved:</b> Ten (10) out of Twelve (12) Senior Management Meetings were held as at 30 June 2021.	Minutes of monthly Senior Management meetings for continuous strategic alignment of organisational plans and goals.	Partially Achieved	Management to ensure that all reports due in line with KPI are submitted for verification
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	Annual skills development / training needs assessment report and reviewed WPSP by 30 June 2021.	2019/20 WPSP	Conduct annual skills development / training needs assessment, link and align the outcomes to appropriate development programmes and accordingly review the WPSP	<b>Achieved:</b> Skills Audit was conducted in February 2021.	Signed report of annual skills development and training need assessment developed.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
			accordingly reviewed annually by 30 June 2021.			annually by 30 June 2021.				
1.3(g)			100% of annually identified skills development / training needs in the WPSP are sufficiently budgeted for and fully funded by 30 June 2021.	% of annually identified skills development / training needs in the WPSP are sufficiently budgeted for and fully funded by 30 June 2021.	2019/20 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 2021.	<b>Achieved:</b> Workplace Skills Plan 2020-21 and Annual Training Report 2019-2020 was submitted to LGSETA on the 22 April 2021.	Signed report of a fully funded annual skills development plan incorporated in the municipality WPSP.	Achieved	Not Applicable
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 2021: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic	Proof of submission of the following reports and plans to LGSETA by 30 April 2021: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	2019/20 • WSP, • ATR, and • PIVOTAL submitted to LGSETA.	Annually review and submit the following reports and plans to LGSETA by 30 April 2021: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	<b>Achieved:</b> Annually reviewed and submitted the following reports and plans to LGSETA by 22 April 2021: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	Copy of Workplace Skills Plan for 2020/2021 & Annual Training Report for 2019/2020.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
			Learning (PIVOTAL).							
1.3(i)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2020/21 financial year.	Number of monthly WSP monitoring and implementation reports submitted to LGSETA within 7 days after the end of each month during 2020/21 financial year.	New KPI	Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2020/21 financial year.	<b>Achieved:</b> Twelve (12) WSP monthly monitoring and implementation reports were submitted to LGSETA within 7 days after the end of each quarter as at 30 June 2021.	Copy of Workplace Skills Plan for 2020/2021 & Annual Training Report for 2019/2020.	Achieved	Not Applicable
1.3(j)	Improve administrative and financial capability of the municipality.	Promote employee wellness through dedicated wellness programmes.	Prepare an annual employee-wellness programme for 2020/21 financial year by 1 July 2020, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2021.	An annual employee-wellness programme and number of quarterly report in relation thereto prepared and presented to senior management meeting by 30 June 2021.	New KPI	Prepare an annual employee-wellness programme for 2020/21 financial year by 1 July 2020, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2021.	<b>Achieved:</b> Achieved: Four (4) quarterly wellness programme reports were submitted as at 30 June 2021.	Wellness Progress Reports for 2020/21	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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(k)	Improve administrative and financial capability of the municipality.	Ensure consistent follow-up on the status of implementation of Council resolutions so improve accountability to council on its decisions.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 12 monthly reports in relation thereto by 30 June 2021.	Number of monthly reports in relation to tracking of the implementation of Council resolutions by various officials and political office bearers by 30 June 2021.	New KPI	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 12 monthly reports in relation thereto by 30 June 2021.	<b>Achieved:</b> Four (4) quarterly reports on tracking and implementation of council resolutions were submitted as at 30 June 2021.	Implementation of Council Resolution Reports for 2020/21	Achieved	Not Applicable
1.3(l)	Improve administrative and financial capability of the municipality.	Provide for forward annual leave planning as part of Human Resource planning to ensure smooth operations with the requisite number of employees.	Prepare and submit the organisational annual leave plan for 2020/21 to Human Resource Management unit by 30 September 2020.	Date of submission of organisational annual leave plan to Human Resource Management unit.	New KPI	Prepare and submit the organisational annual leave plan for 2020/21 to Human Resource Management unit by 30 September 2020.	<b>Achieved:</b> Annual Leave Plan for 2020/21 was submitted as at 30 September 2020.	Annual Leave Plan for 2020/21	Achieved	Not Applicable
1.4(a)	Ensure that the district's approach to integrated development planning and policy	To ensure that the municipality integrated approach to planning and policy formulation that is informed by	The following key Sector Plans that support the IDP developed, annually reviewed and submitted to	Copies of developed and / or annually reviewed and sector plans listed below and proof of their	The following available sectors plans as at 30 June 2020: •(SDF); •(LEDS);	By 31 May 2021, develop, annually and submit to Council for approval the following key Sector Plans that	<b>Partially Achieved:</b> The following sector plans were either achieved, others not yet submitted to council for approval or not fully reviewed	Signed minutes of council as a proof that key sector plans that support the IDP has been approved.	Partially Achieved	Management to ensure that all reports due in line with KPI are submitted for verification

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	formulation is informed by relevant, up to date and timely sector plans.	up to date and timely sector plans and frameworks.	council for approval by 31 May 2021: • Spatial Development 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);	submission to council for approval by 31 May 2021: • Spatial Development 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	•(DMP); •(FP); •(FPP); •(HRS); and •(HIV/AIDSSP). •(IWMP); •(ASP); •(DMP); •(AQMP); •(CCS); •(RDP); •(SRP)	support the IDP: • Spatial Development 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	as per the target as at 30 June 2021: Spatial Development 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); • Rural Development Plan (RDP);			

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
			<ul style="list-style-type: none"> <li>• Agricultural Sector Plan (ASP);</li> <li>• Air Quality Management Plan (AQMP);</li> <li>• Climate Change Strategy (CCS);</li> <li>• Rural Development Plan (RDP);</li> <li>• Sports and Recreation Plan (SRP)</li> </ul>	<ul style="list-style-type: none"> <li>• Plan (IWMP);</li> <li>• Agricultural Sector Plan (ASP);</li> <li>• Air Quality Management Plan (AQMP);</li> <li>• Climate Change Strategy (CCS);</li> <li>• Rural Development Plan (RDP);</li> <li>• Sports and Recreation Plan (SRP)</li> </ul>		<ul style="list-style-type: none"> <li>• (ASP);</li> <li>• Air Quality Management Plan (AQMP);</li> <li>• Climate Change Strategy (CCS);</li> <li>• Rural Development Plan (RDP);</li> <li>• Sports and Recreation Plan (SRP)</li> </ul>	<ul style="list-style-type: none"> <li>• Sports and Recreation Plan (SRP)</li> </ul>			
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 2021.	% improvement in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2021.	2019/20 CoGTA IDP Assessment Report.	Improve by 80% in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2021.	<b>Not Achieved:</b> The municipality IDP assessment score did not reach 80% target set for the period under review.	Copy of the IDP assessment report prepared by the department of Cooperative Governance and Traditional Affairs.	Not Achieved	Management must ensure that the reviewed IDP sector plans are submitted on time to council for approval in order to improve the IDP rating of the municipality.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting convened by 30 June 2021.	2 District IDP Managers Forums Meetings convened 2019/20.	Convene four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting by 30 June 2021.	<b>Achieved: Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting were held as at 30 June 2021.</b>	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 Review, each supported by copies of attendance registers.	Achieved	Not Applicable

---

**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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020/21 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 a 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 internal rural 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 Transport by 30 June 2021.	RRAMS project close-up report submitted to the Provincial and National Departments of Roads.	2019/20-2020/21 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 2021.	<b>Achieved:</b> The following RRAMS project milestones by 30 June 2021: <ul style="list-style-type: none"> <li>• Complete 528,17km of Road Inventory Survey</li> <li>• Complete 18 Structural Assessments</li> <li>• Update RRAMS system data.</li> <li>• Prepare Close Out report on RRAMS project.</li> <li>• Handover Data to Department of Transport.</li> </ul>	Signed completion certificate.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020/21 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 2021	Number of quarterly inspections performed at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2021.	4 Quarterly inspections reports in 2019/20.	Perform four (4) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2021.	<b>Achieved:</b> Performed Four (4) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality as at 30 June 2021.	4 signed fire quarterly reports on inspection of moderate to low risk premises for the 2020/21 financial year.	Achieved	Not Applicable
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 2021.	Number of 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 2021.	4 Quarterly Environmental Health & Emergency Services reports in 2019/20.	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 2021.	<b>Achieved:</b> 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 2021.	4 signed quarterly reports of Municipal Health Services for 2020/21 financial year.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020/21 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 2021.	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 2021.	4 Quarterly Air Quality Management reports in 2019/20.	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 2021.	<b>Achieved:</b> Four (4) quarterly Air Quality report indicating work performed in various towns across the four local municipalities in the district were prepared as at 2021.	4 signed quarterly reports on Air Quality Management for 2020/21 financial year.	Achieved	Not Applicable
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 2021.	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 2021.	4 Quarterly Environmental Services reports in 2019/20.	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 2021.	<b>Achieved:</b> 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 2021.	4 signed quarterly reports of environmental services for the 2020/21 financial year.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020/21 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 2021.	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 2021.	4 Quarterly Disaster Management reports 2019/20.	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 2021.	<b>Achieved:</b> 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 2021.	4 signed quarterly reports of Disaster Management for 2020/21 financial year.	Achieved	Not Applicable
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 2021.	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 2021.	3 HIV/AIDS awareness campaigns held in 2019/20.	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 2021.	<b>Achieved:</b> Four (4) HIV/AIDS awareness campaign were held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 30 June 2021.	Four (4) signed internal reports on HIV and AIDS awareness campaigns conducted in 2020/21	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020/21 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(b)			One (1) Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness held by 30 June 2021.	Number of Annual HIV/AIDS commemorations aimed at creating HIV/AIDS awareness held by 30 June 2021.	1 Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness held in 2019/20.	Hold one (1) Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness by 30 June 2021.	<b>Not Achieved:</b> HIV/AIDS awareness programme for 2020/21 was not held due to Lockdown Regulations issued in terms of the Disaster Management Act	Copy of Council Resolution notifying council about the event not taking place due to Disaster Management Act Regulations.	Not Achieved	Alternative arrangements to be made while awaiting for herd immunity based on number of people vaccinated in the country.

---

**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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	Number of quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project prepared by 30 June 2021.	4 Quarterly reports prepared in 2019/20	Prepare four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 30 June 2021.	<b>Achieved:</b> Four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing enterprise were prepared as at 30 June 2021.	4 signed quarterly reports of Koppies Greenhouse Agro-Processing for the 2020/21 financial year.	Achieved	Not Applicable
3.1(b)			Four (4) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2021.	Four (4) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2021.	4 SMMEs supported in 2019/20	Identify and provide dedicated entrepreneurial support to four (4) SMMEs in the district by 30 June 2021.	<b>Achieved:</b> Report on assistance/support provided to SMME's in the district prepared and submitted as at 30 June 2021.	Reports indicating number and names of SMMEs in the district that are provided with dedicated training as part of entrepreneurial support.	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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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(c)	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.	Two (2) Customer Care training provided to SMMEs in the district by 30 June 2021.	Number of Customer Care training provided to SMMEs in the district by 30 June 2021.	Customer Care training provided to SMMEs in 2019/20	Provide two (2) Customer Care training to SMMEs in the district by 30 June 2021.	<b>Achieved:</b> Training was provided to 244 SMMEs in Fezile Dabi District through SEDA, see attached report as at 30 June 2021.	Attendance Register for customer care training provided.	Achieved	Not Applicable
3.1(d)			Two (2) cooperatives supplied with identified tools/equipment by 30 June 2021.	Number of cooperatives supplied with identified tools/equipment by 30 June 2021.	1 Cooperative supplied with identified tools/equipment in 2019/20	Supply two (2) Cooperatives with identified tools/equipment by 30 June 2020.	<b>Achieved:</b> Reports on supported cooperatives supplied with identified tool/equipment was prepared and submitted as at 30 June 2021.	Signed reports indicating number of Cooperatives supplied with identified tools/equipment.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
3.2	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 2021.	Number of qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2021.	4 qualifying artists and / or groups of artists supported in 2019/20.	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 2021.	<b>Achieved:</b> Three (3) qualifying artists and / or groups of artists in the district were identified and subsequently assisted as at 30 June 2021.	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
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 2021.	Number of B&B establishments in the district assisted with Tourism Council grading and certification by 30 June 2021.	5 B&B establishments assisted in 2019/20	Assist five (5) B&B establishments in the district with Tourism Council grading and certification by 30 June 2021.	<b>Not Achieved:</b> Assistance to 5 B&B Establishments with Tourism Council Grading was postponed to due Lockdown level 4 regulations.	Signed internal reports indicating number, names and location of B&B establishments in the district assisted with grading, provision of promotional material and provide	Not Achieved	Alternative arrangements to be made while awaiting for herd immunity based on number of people vaccinated in the country.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
								Customer Care training.		
3.3(b)			Four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) conducted by 30 June 2021	Number of tourism awareness campaigns (i.e. 1 per local municipality per year) conducted by 30 June 2021	4 Tourism awareness campaigns in 2019/20	Conduct four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) by 30 June 2021.	<b>Achieved:</b> Report on tourism awareness campaign is prepared and submitted as at 30 June 2021.	Signed reports indicating awareness Campaign was held.	Achieved	Not Applicable
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 2021.	Number of local and / or international tourism shows / expos participated in by 30 June 2021.	1 Local Tourism Shows attended in 2019/20	Participate in at least one (1) local and / or international tourism show / expo by 30 June 2021.	<b>Achieved:</b> One (1) Tourism expo was held by Minister of Tourism and Fezile Dabi District Municipality as at 30 June 2021.	Signed reports indicating the International Indaba Tourism show attended.	Achieved	Not Applicable
3.3(d)			Two (2) advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2021.	Number of advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2021.	1 Advertisement placed in 2019/20	Publicize two (2) advertisements on promotion of tourism in the district on dedicated tourism publications by 30 June 2021.	<b>Achieved:</b> One (1) Advertisement on promotion of tourism in the district was placed in the Getaway Magazine as at 30 June 2021.	Proof of Advertisement in a publication.	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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	Number of SMME owned by women and / or disabled persons in the district identified and provided with dedicated entrepreneurial support by 2021.	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 2021.	<b>Achieved:</b> Report on assistance/support provided to SMME owned by woman in the district is prepared and submitted as at 30 June 2021.	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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 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 2021: <ul style="list-style-type: none"> <li>• Asset Management Policy;</li> <li>• Banking &amp; Investment Policy;</li> <li>• Funding &amp; Reserves Policy;</li> <li>• Budget Virements Policy;</li> <li>• Budget &amp; Reporting Policy;</li> <li>and Supply Chain Management Policy</li> </ul>	Reviewed draft of the following Budget related policies and proof of their submission to Council for approval by 31 May 2021: <ul style="list-style-type: none"> <li>• Asset Management Policy;</li> <li>• Banking &amp; Investment Policy;</li> <li>• Funding &amp; Reserves Policy;</li> <li>• Budget Virements Policy;</li> <li>• Budget &amp; Reporting Policy;</li> <li>and Supply Chain Management Policy</li> </ul>	Reviewed 2019/20 - <ul style="list-style-type: none"> <li>• Asset Management Policy;</li> <li>• Banking &amp; Investment Policy;</li> <li>• Funding &amp; Reserves Policy;</li> <li>• Budget Virements Policy;</li> <li>• Budget &amp; Reporting Policy; and Supply Chain Management Policy</li> </ul>	Review and submit the following Budget related policies for approval by Council by 31 May 2021: <ul style="list-style-type: none"> <li>• Asset Management Policy;</li> <li>• Banking &amp; Investment Policy;</li> <li>• Funding &amp; Reserves Policy;</li> <li>• Budget Virements Policy;</li> <li>• Budget &amp; Reporting Policy; and Supply Chain Management Policy</li> </ul>	<b>Achieved:</b> All budget related policies were reviewed and submitted to council by the 28th May 2021.	Copies of Budget related policies reviewed, updated and extract of Council resolution for approved.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 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 2021: • 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 2021: • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy	Reviewed 2019-20: • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy	Develop, annually review and submit the following Financial Management and / or Accounting policies for approval by Council by 31 May 2021: • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy	<b>Achieved:</b> All Financial Management and Accounting Policies were tabled to council by the 28th May 2021	Copies of Financial Management and/or Accounting policies reviewed, updated and extract of Council resolution for approved.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 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 2021.	% 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 2021.	2019/20 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 2021.	<b>Not Achieved:</b> Not all invoices were paid within 30 days on the interpretation of the date of receiving of invoices as at 30 June 2021.	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.
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 2021.	% cash-backed annual budgets prepared and proof of submission to Council for approval by 31 May 2021.	2019/20 Approved Budget	Prepare annual budgets that are 100% cash-backed and submit to Council for approval by 31 May 2021.	<b>Achieved:</b> 100% cash-backed annual budget was prepared and was submitted to Council for approval on the 28th May 2021.	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

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 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(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 2021.	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 2021.	2019/20 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 2021.	<b>Achieved:</b> AFS were submitted on the 30 November 2020 in line with the revised deadline by the National Minister of Finance due to COVID-19.	A signed-off Audit file for 2019/20 financial year that is compliant with Annexure A of MFMA Circular 50.	Achieved	Not Applicable
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 2021.	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 2021.	2019/20 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 2021.	<b>Achieved:</b> AFS were submitted on the 30 November 2020 in line with the revised deadline by the National Minister of Finance due to COVID-19.	Signed-off 2019/20 Annual Financial Statements and Auditor-General's report confirming that the statements were prepared in accordance with the South African Standards of Generally.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 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(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 2021.	Number of monthly budget statement reports and quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2021.	12 Monthly budget statement reports and 4 quarterly financial reports in 2019/20.	Prepare and submit to Executive Mayor by 30 June 2021, twelve (12) signed-off monthly budget statement reports and four (4) quarterly financial reports by 30 June 2021.	<b>Achieved:</b> 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 2021.	Copies of signed monthly budget statement reports, quarterly financial reports, for 2019/20 produced and submitted to the Executive.	Achieved	Not Applicable
4.1(h)			Twelve (12) monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2021.	Number of monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2021.	12 signed-off monthly bank reconciliation statement of all bank accounts in 2019/20.	Prepare and sign-off twelve (12) monthly bank reconciliation statements of all bank accounts by 30 June 2021.	<b>Achieved:</b> Twelve (12) monthly bank reconciliations done on all Three (3) bank accounts of the municipality as at 30 June 2021.	Signed monthly bank reconciliation statements of all bank accounts.	Achieved	Not Applicable
4.1(i)	To secure sound financial management practices that enhance	Plan, implement, monitor and report financial management activities in	2 quarterly reviews and updating of financial management related internal	Number of quarterly reviews and updating of financial management related internal	New KPI	2 quarterly reviews and updating of financial management related internal	<b>Not Achieved:</b> No reports received from Internal audit as at 30 June 2021.	Signed internal quarterly reports indicating financial management related internal controls reviewed	Not Achieved	Management to ensure that all reports due in line with KPI and Targets are submitted on

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
	financial viability & compliance with the requirements of MFMA & other relevant legislation	accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	controls based on the quarterly Internal Audit reports by 30 June 2021.	controls based on the quarterly Internal Audit reports by 30 June 2021.		controls based on the quarterly Internal Audit reports by 30 June 2021.		and updated based on the quarterly Internal Audit reports findings		time for verification
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 2020/21 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 2020/21 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 2020/21 financial year.	<b>Achieved:</b> All payment vouchers were 100% filed as at 30 June 2021.	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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 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 2021.	Number of biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2021.	New KPI	1 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2021.	<b>Not Achieved</b> Zero biannual asset verification was performed as at 30 June 2021.	Signed internal reports indicating assets verification performed and updates made on the asset registers with all assets movements, including damaged / missing items.	Not Achieved	Monitor adherence to scheduled asset count activities and subsequent updating of registers and compiling of report as stipulated in the KPI target.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019-20	Annual Target 2020/21	2020-21 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 2021.	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 2021.	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 2021.	<b>Not Achieved:</b> Not detailed report on fruitless expenditure was submitted for verification as at 30 June 2021.	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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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.	2019/20 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.	<b>Achieved:</b> The Top-Layer SDBIP for 2020-21 financial year was submitted to the Executive Mayor for approval on the 11 June 2021, and subsequently approved by the Executive Mayor on the 25 June 2021.	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 2020/21 financial year by 31 July 2020.	5 Performance Agreements & Plans for 2020/21.	2019/20 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 2020.	<b>Achieved:</b> All four senior managers of the municipality concluded Performance Agreements and Plans for 2020-21 by 31 July 2021.	Signed quarterly performance assessment reports not later than 30 days after the end of this quarter and 1 annual performance report by 31 August 2021 for 2020/21.	Achieved	Ensure that all performance agreements are signed within the prescribed period.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	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 2021.	Four (4) quarterly performance assessment reports of 2019/20.	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 2021.	<b>Achieved:</b> Four (4) quarterly performance assessment reports were concluded and submitted to Internal Audit unit as at 30 June 2021.	4 Quarterly performance assessment reports complied and send to Internal Audit for verification.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	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 2021.	2019/20 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 2021.	<b>Achieved:</b> One (1) signed off Mid-Year Performance Assessment for the 2020-21 financial year was submitted to the Executive Mayor, Provincial and National Treasury on the 23 January 2021 and tabled in council on the 29 January 2021.	Copy of mid-term year budget and performance assessment report for 2020/21, 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 2021.	Number of audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2021.	2019/20 Audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2021.	One (1) audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2021.	<b>Achieved:</b> Annual Report delayed due to two months extension granted by National Minister in line with MFMA Circular 104 of 2020.	Proof of submission of audited annual report for 2019/20 submitted to Provincial Treasury, CoGTA and National Treasury.	Achieved	Compliance with the requirements of MFMA Circular 104 of 2020.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.2(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 2021.	Number of content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2021.	12 Monthly content updates is 2019/20.	Do twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website by 30 June 2021.	<b>Partially Achieved:</b> Not all content updates (i.e. One (1) per month during the financial year were submitted and published as at 30 June 2021.	Signed internal reports indicating number of updates of the municipality's website performed, supported by relevant pre and post update screen shots where appropriate.	Partially Achieved	Ensure that all information submitted to IT is published on time.
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 education about various programs	Four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings convened by 30 June 2021.	Number of IDP Public Participation meetings and number of IDP Rep Forum meetings convened by 30 June 2021.	4 IDP Public Participation Meetings, 1 IDP Steering Committee Meetings held in 2019/20	Convene four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings by 30 June 2021.	<b>Achieved:</b> Four 4 IDP Public Participation Meetings, 1 IDP Steering Committee Meetings held as at 30 June 2021.	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 Review,	Achieved	Improve coordination and follow-up mechanisms with external stakeholders in order to ensure attendance to prescribed and scheduled IDP forums and meetings.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
		that are initiated at other						each supported by copies of attendance registers.		
5.2(c)			Four (4) community awareness campaigns and civic education held by 30 June 2021.	Number of community awareness campaigns and civic education held by 30 June 2021.	1 x Civic Education held in 2019/20	Hold four (4) community awareness campaigns and civic education by 30 June 2021.	<b>Achieved:</b> Seven (7) community awareness campaigns and civic education were held as at 30 June 2021.	Signed internal reports indicating number of community awareness campaigns and civic education held.	Achieved	Not Applicable
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 2021.	Number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conferences convened by 30 June 2021.	Eight (8) awareness campaigns held in 2019-20.	Convene four (4) workshops & training, four (4) Speaker's Imbizos, one (1) Ward Committee Conferences, one (1) CDW Conferences by 30 June 2021.	<b>Achieved:</b> Three (2) Speaker's Imbizos, one (1) School Youth Civic and One (1) CDW Conferences was convened as at 30 June 2021.	Signed internal reports indicating number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conference and Civic Education held.	Achieved	Usage of other social media platforms to conduct awareness campaigns during COVID-19.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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 2021.	Number of District Coordination Forum (DCF) meetings convened by 30 June 2021.	Two (2) DCF Meetings in 2019/20	Convene two (2) District Coordination Forum (DCF) meetings by 30 June 2021.	<b>Achieved: Five (5) District Coordination Forum (DCF) meetings were held as follows: dates:</b> 1. 9/7/2020, 2. 28/07/2020, 3. 26/08/2020, 4. 25/09/2020, 5. 25/01/2021	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.
5.4(b)			Two (2) Technical IGR meetings convened by 30 Jun 2021.	Number of Technical IGR meetings convened by 30 Jun 2021.	1 Technical IGR meeting was held in 2019/20.	Convene two (2) Technical IGR meetings convened by 30 Jun 2021.	<b>Achieved: Five (5) Technical IGR meetings were held as follows:</b>  09 July 2020; 27 July 2020; 27 August 2020; and 10 September 2020 25 September 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.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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(c)			Four (4) Municipal Manager's Forum meetings convened by 30 June 2021.	Number of Municipal Manager's Forum meetings convened by 30 June 2021.	1 Municipal Manager's Forum meetings held in 2019/20.	Convene four (4) Municipal Manager's Forum meetings by 30 June 2021.	<b>Achieved:</b> Six (6) Municipal Managers Forum meeting was held on the:  26 August 2020; 15 October 2020; 10 November 2020; 12 April 2021; 21 April 2021; and 28 April 2021	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.
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 2021.	Number of District LED Forum meetings convened by 30 June 2021.	1 District LED and Agricultural Forum was held in 2019/20.	Convene two (2) District LED Forum meetings by 30 June 2021.	<b>Achieved:</b> The Agriculture Forum was held on the 2nd of September 2020  The LED & Tourism Directors Forum was held on the: 10 September 2020	Signed internal reports indicating number of LED Forum meetings held, supported by copies of attendance registers for each.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
							03 December 2020.			
5.4(e)			Two (2) CFO Forum meetings convened by 30 June 2021.	Two (2) CFO Forum meetings convened in 2020/21.	Number of CFO Forum meetings convened by 30 June 2020.	Convene two (2) CFO Forum meetings by 30 June 2021.	<b>Achieved:</b> Two (2) Meeting was held on 23 September 2020 8 June 2021.	Signed internal reports indicating number of CFO Forum meetings held, supported by copies of attendance registers for each.	Achieved	Not Applicable
5.4(f)			Four (4) Communications Forum meetings convened by 30 June 2021	Number of Communications Forum meetings convened by 30 June 2021.	4 Communications Forum meetings convened in 2019/20.	Convene four (4) Communications Forum meetings by 30 June 2021.	<b>Achieved.</b> Four (4) Communication Forum meeting was held on the 27 August 2020. 9 February 2021. 16 March 2021 28 April 2021	Signed internal reports indicating number of Communications 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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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(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 2021.	Number of Energy Forum meetings convened by 30 June 2021.	Four (4) Energy Forum meetings convened in 2019/20.	Convene two (2) Energy Forum meetings convened by 30 June 2021.	<b>Achieved: Three (3)</b> District Energy Forum Meeting held on the: 27 August 2020. 26 November 2020 11 March 2021	Signed internal reports indicating number of Technical Managers' Forum held, supported by copies of attendance registers for each.	Achieved	Not Applicable
5.4(h)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	Four (4) Corporate Support Services Forum meetings convened by 30 June 2021.	Number of Corporate Support Services Forum meetings convened by 30 June 2021.	One (1) Corporate Support Services Forum meetings held in 2019/20	Convene four (4) Corporate Support Services Forum meetings by 30 June 2021.	<b>Achieved: One (1)</b> Corporate Support Services Forum meeting was held on the: 23 September 2020. 02 December 2020 12 March 2021 04 June 2021	Signed internal reports indicating number of Director CSS Forum 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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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(i)			Four (4) Back to Basics Forum meetings convened by 30 June 2021.	Number of Back to Basics Forum meetings convened by 30 June 2021.	2 Back to Basics meetings were held in 2019/20	Convene four (4) Back to Basics Forum meetings by 30 June 2021.	<b>Achieved:</b> Back to Basics Forum Meeting for the period under review was held on the: 23 September 2020. 20 November 2020. 17 March 2021. 19 April 2021.	Signed internal reports indicating number of Back to Basics 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.
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 2021.	Number of Water Sector Forum meetings convened by 30 June 2021.	1 Water Sector Forum meeting held in 2019/20	Convene two (2) Water Sector Forum meetings by 30 June 2021.	<b>Not Achieved:</b> Zero (0) out of Two (2) Water Sector Forum was held as at 30 June 2021	Signed internal reports indicating number of Water Sector Forum meetings held, supported by copies of attendance registers for each.	Not Achieved	Improve communication and follow-up mechanisms with the forum stakeholders so as to ensure availability and attendance of stakeholders.

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.7(k)			Four (4) Disaster Management Forum meetings convened by 30 June 2021.	Number of Disaster Management Forum meetings convened by 30 June 2021.	3 Disaster Management meetings held in 2019/20	Convene four (4) Disaster Management Forum meetings by 30 June 2021.	<b>Achieved:</b> Due to the COVID - 19 epidemic Disaster declaration, Disaster Management Centre replaced the Disaster Advisory Forum with the Joint Operation Committee meetings since stakeholders who are participating in the JOC meetings also participate in the Advisory Forum. JOC meetings are held virtually. Date of the meetings held on the: 09 July 2020, 30 July 2020, 13 August	Signed internal reports indicating number of Disaster Management Forum meetings held, supported by copies of attendance registers for each.	Achieved	Not Applicable

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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, 20 August 2020, and 03 September 2020 22 September 2020 10 December 2020. 14 April 2021			
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 2021.	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 2021.	4 quarterly performance reports and 1 draft annual report for 2018/19 internally audited in 2019/20.	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 2021.	<b>Achieved:</b> Four Quarterly performance report was submitted to Internal Auditor for verification as at 30 June 2021.	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

# Fezile Dabi District Municipality

Draft Annual Report: 2020/21

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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 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(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 2021.	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 2021.	4 quarterly Internal Audit reports of 2019/20	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 2021.	<b>Achieved:</b> All Four (4) quarters performance report were 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.	Achieved	Not Applicable
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 2021.	Number of quarterly risk assessments performed and risk register and risk mitigation plans subsequently updated by 30 June 2021.	4 quarterly risk assessments performed in 2019/20.	Perform four (4) quarterly risk assessments and subsequently update risk register and risk mitigation plans by 30 June 2021.	<b>Achieved:</b> Four (4) quarterly risk assessments and subsequently update risk register and risk mitigation plans were prepared as at 30 June 2021.	Signed quarterly risk assessment performed and updated risk register and risk mitigation plans.	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 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	2020-21 Annual Actual Performance	Source of Supporting Evidence	Internal Audit Findings /Comments for Annual Performance	Corrective Measure(s) Taken/ To be Taken to Improve Performance
5.7	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.	<b>Not Achieved: Zero (0) OR Tambo Games were held in 2020-21.</b>	Copy of 1 annual OR Tambo Games Report.	Not Achieved	Alternative arrangements to be made while awaiting for herd immunity based on number of people vaccinated in the country.

## 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										
	African		Coloured		Indian		White		Total		Total
	M	F	M	F	M	F	M	F	M	F	
Senior Management	2	3							2	3	5
Mid- Management/Prof	9	13		1			3		12	14	26
Supervisors and Junior Management / Professional	6	4							6	4	10
Clerical / administrative	43	31					1	4	44	35	79
Elementary	18	9							18	9	27
<b>Total Permanent</b>	<b>78</b>	<b>60</b>		<b>1</b>			<b>4</b>	<b>4</b>	<b>82</b>	<b>65</b>	<b>147</b>
<b>Temporary Employee</b>	<b>17</b>	<b>06</b>							<b>17</b>	<b>06</b>	<b>23</b>
<b>Grand Total</b>	<b>95</b>	<b>66</b>		<b>1</b>			<b>4</b>	<b>4</b>	<b>99</b>	<b>71</b>	<b>170</b>

## A 2: Employment Equity Profile

Table 4.2: Employment Equity Profile

Category	2019/20		2020/21	
	Total	% of total employees	Total	% of total employees
Black* employees	165	95.4%	161	94.7%
Women employees	74	43%	71	41.7%
Employees with Disabilities	1	0.6%	1	0.5%
Employees over age 51	29	20%	29	17.0%
Employees between 31 & 50	117	71%	117	68.8%
Employees under age 30	16	9%	16	9.4%

\* 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	4	4	8
Resignations	2	1	3
Pensioned	0	1	1
Dismissed	0	0	0
<b>Net Movement</b>	<b>6</b>	<b>6</b>	<b>12</b>

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE LEVELS

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

Table 4.4: Vacancies filled

Vacancy / Position Filled	Employment Category	Name of the person appointed	Gender	Date of Appointment
Secretary Led & Tourism	Semi-skilled and discretionary decision making	Nombulelo Toyi	Female	01/06/2021
Youth Development Officer	Semi-skilled and discretionary decision making	Sylvester Sising	Male	01/06/2021
HR and Occupational Health and Safety officer	Professionally qualified and mid-management	Onkgopotse Molibeli	Female	03/05/2021
Manager Led and Tourism	Professionally qualified and mid-management	Nokuthula Chakane	Female	03/05/2021
Messenger/Driver	Semi-skilled and discretionary decision making	Ncedo Mnyanda	Male	02/11/2020

Vacancy / Position Filled	Employment Category	Name of the person appointed	Gender	Date of Appointment
Messenger/Driver	Semi-skilled and discretionary decision making	Silence Tsundzukani	Male	02/11/2020
Chief Financial Officer	Senior Management	Nozuko Mdaka	Female	01/07/2020
Director LED and Tourism	Senior Management	Matsepela Taetsane	Male	01/07/2020

**Table 4.5: Vacant Senior Management Positions**

Job Title	Employment Category	Provided for on the Org. Structure	Position Budgeted for in 2020/21	Date since vacant
DIRECTOR PMPW		YES		DECEMBER 2012

### 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:

Type of Report	Reporting Period	Date of Submission of Report
<b>Monthly Monitoring Report</b>	July 2020	27 July 2020
	August 2020	27 August 2020
	September 2020	22 September 2020
	October 2020	03 November 2020
	November 2020	30 November 2020
	December 2020	11 December 2020
	January 2021	28 January 2021
	February 2021	03 March 2021
	March 2021	30 March 2021
	April 2021	30 April 2021
	May 2021	28 May 2021
	June 2021	07 July 2021

#### C 1: Skills Audit

Skills Audit was conducted in 11 to 16 March 2021 for 10 newly appointed employees

#### 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
M Taetsane	Mr	CPMD	20 November 2020		In Progress
N Mdaka	Ms	CPMD	03 May 2021		In Progress

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

Name	Title	Course	Start Date	Duration	Progress
None					

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

Name	Title	Course	Start Date	Duration	Progress
Mapheello Motsitsi	Ms	Municipal Finance	05 July 2021		In Progress
Sihle Jico	Mr	Municipal Finance	05 July 2021		In progress
Mamokete Mtimkulu	Ms	Municipal Finance	05 July 2021		In progress
Thabiso Ganafana	Mr	Municipal Finance	05 July 2021		In progress

## D 2: Skills Development & Training Costs

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

Title	Amount	Number of Candidates
Finance Interns	R 178 000	4

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
M Taetsane	Mr	R 58 000
N Mdaka	Ms	R 49 400
Cllr M Madisa	Mr	R 64 400

## 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)
Ms L Molibeli	Municipal Manager	Yes	Yes

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

## 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	No	
Bursary policy	Yes	No	
Career pathing and succession planning policy	Yes	No	
Cellular phone policy	Yes	No	
Code of conduct policy	Yes	Yes	14/12/2020
Corporate Governance	Yes	No	
Disciplinary Procedure Policy	Yes	No	
Employee wellness policy	Yes	Yes	14/12/2020
Dress Code policy	Yes	Yes	14/12/2020
Extraneous employment policy	Yes	No	
Gifts to employees policy	Yes	No	
Grievance Procedure Policy	Yes	No	
Home Owner's subsidy policy	Yes	No	
Incapacity policy	Yes	No	
Medical Aid policy	Yes	No	
Membership of professional society	Yes	No	
Occupational health and safety	Yes	No	
Overtime policy	Yes	No	
Promotion and transfer policy	Yes	No	
Protected disclosure	Yes	No	
Recruitment policy	Yes	Yes	14/12/2020
Records Management policy	Yes	Yes	14/12/2020
Skills development policy	Yes	No	
Staff retention and exit management	Yes	No	
Subsistence and travel allowance policy	Yes	No	
Termination of Service Policy	Yes	No	
Travel Allowance Policy	Yes	No	
Use of council vehicles	Yes	No	
Leave Policy	Yes	Yes	26/02/2021

**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	628	76
Maternity	195	3
Family Responsibility	37	15
Other/ Special leave	0	0
Annual Leave	3481	131
Compassionate	32	9

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

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

Title	Amount	Number of Candidates
Finance Interns	R 178 000	4

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
M Taetsane	Mr	R 58 000
N Mdaka	Ms	R 49 400
Cllr M Madisa	Mr	R 64 400

## CHAPTER 5: FINANCIAL PERFORMANCE

### 5.1. INTRODUCTION

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

### 5.2 SUPPLY CHAIN MANAGEMENT

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

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

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

**Table: Supply Chain Management Bid Committees**

Name of Bid Committee	Committee Members
<b>Bid Specification Committee</b>	<ul style="list-style-type: none"> <li>- 1. Chakane Sibaya – Chairperson</li> <li>- 2. Ntombi Motaung - Secretary</li> <li>- 3. Charles Mosia - Member</li> <li>- 4. Nthethe Mofokeng – Member</li> <li>- 5. Momo Monosi – Member</li> <li>- 6. Dawie Maree - Member</li> </ul>
<b>Bid Evaluation Committee</b>	<ul style="list-style-type: none"> <li>- 1. Diabo Mamphitha – Chairperson</li> <li>- 2. Paseka Moloi – Secretary</li> <li>- 3. Mabutho Mphuthi – Member</li> <li>- 4. Tlali Motshoikha – Member</li> <li>- 5. Adv. Kiki Khonkhe - Member</li> </ul>
<b>Bid Adjudication Committee:</b>	<ul style="list-style-type: none"> <li>- 1. Nozuko Mdaka – Chairperson</li> <li>- 2. Matsepela Taestane – Member</li> <li>- 3. Dr Solomon Motingoe – Member</li> <li>- 4. Nonhlanhla Baleni</li> <li>- 5. Maria Moeketsi - Secretary</li> </ul>

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

### 5.3 EXPENDITURE AND CREDITORS

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

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

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

Details	Amount

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

#### COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rand	Note(s)2021	2020
	_____	_____
<b>Revenue</b>		
<b>Revenue from exchange transactions</b>		
Actuarial gains	14	318 801      2 351 336
Insurance pay-out		89 186      -
Interest received - investment	17	4 905 089      7 726 832
Other income	16	780 116      1 643 370
<b>Total revenue from exchange transactions</b>		<b>6 093 192      11 721 538</b>
<b>Revenue from non-exchange transactions</b>		
<b>Transfer revenue</b>		
Government grants & subsidies	18	170 472 599      162 525 488
<b>Total revenue</b>		<b>176 565 791      174 247 026</b>
<b>Expenditure</b>		
Employee related costs	19	(112 031 721)      (103 397 792)
Remuneration of councillors	20	(7 960 587)      (7 752 868)
Depreciation and amortisation	21	(7 360 182)      (7 479 259)
Impairment loss	22	-      (33 553 327)
Finance costs	23	(2 263 007)      (1 533 287)
Repairs and maintenance	24	(1 040 300)      (1 169 188)
Contracted services	25	(8 898 591)      (8 347 499)
Transfers and Subsidies	26	(4 906 000)      (6 906 888)
Loss on disposal of assets and liabilities	27	(146 667)      (168 017)
General Expense	28	(38 621 957)      (39 671 629)
<b>Total expenditure</b>		<b>(183 229 012)      (209 979 754)</b>
<b>Deficit for the year</b>		<b>(6 663 221)      (35 732 728)</b>

**COMPONENT B: SPENDING AGAINST CAPITAL BUDGET**

Asset Type	Budget	Expenditure
Plant and Machinery	196 000	195 948
Furniture and Fixtures	128 100	23 664
Replacement Air conditioners	390 000	274 652
IT Equipment	200 000	200 840
Total	914 100	695 104

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

Figures in Rand	Note(s) 2021	2020	
Cash flows from operating activities			
Receipts			
COGTA ICT	7 350 000	-	
Vat refunds received	2 880 173	3 889 503	
RSC Levy Replacement Grant	153 478 000	162 525 488	
Interest income	5 060 793	7 726 832	
Energy efficiency grant	2 700 000	-	
Financial Management Grant	1 000 000	-	
Asset management	2 206 000	-	
Other receipts	869 302	1 643 370	
	175 544 268	175 785 193	
Payments			
Employee costs	(119 992 308)	(111 831 290)	
Suppliers	(57 817 394)	(39 194 119)	
Finance costs	(165 977)	-	
Other payments	-	(675 708)	
	(177 975 679)	(151 701 117)	
Net cash flows from operating activities	29	(2 431 411)	24 084 076
Cash flows from investing activities			
Purchase of property, plant and equipment	7	(6 895 778)	(1 662 657)
Net cash flows from investing activities		(6 895 778)	(1 662 657)
Cash flows from financing activities			
Finance lease payments		-	(173 794)
Net increase/(decrease) in cash and cash equivalents		(9 327 189)	22 247 625
Cash and cash equivalents at the beginning of the year		107 315 274	92 978 346
Cash and cash equivalents at the end of the year	3	97 988 085	107 315 274

## 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

Formula	2020/21			2019/20
	Government Grants	Total Revenue	%	%
Grants & Subsidies/Total Revenue	170 472 599	176 565 791	96.55	93.27

**Analysis and Interpretation:** From the above, it is evident that the municipality remains highly reliant on Government Grants which makes up over 96.55% 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 2020/21	Budgeted Revenue 2020/21	Variance	Variance	
			R	2020/21 %	2019/20 %
Variance/Actual Revenue	176 565 791	183 089 000	6 523 209	3.56	7.56

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 3.56%. In the previous financial year, actual revenue was less than budgeted revenue by 7.56%. 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	2020/21			2019/20	
	Employee Cost	Total Operating Expenditure	%	%	
Actual Salaries, Wages and Allowances/Total Expenditure	112 031 721	183 229 012	61.14	49.59	

Analysis and Interpretation: From the above, it can be deduced that employee related cost as a percentage of total operating expenditure is above 61.14% 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 63.70%.

### 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	2020/21			2019/20	
	Remuneration of Councillors	Total Expenditure	%	%	

Actual Remuneration of Councillors/ Total Expenditure	7 960 587	183 229 012	4.34	3.69
---	-----------	-------------	------	------

**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 4.34% 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 4.52%.

### 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

	2020/21			2019/20
Formula	Repairs & Maintenance	Total Expenditure	%	%
Actual Repairs & Maintenance/ Total Expenditure	1 040 300	183 229 012	0.56	0.56

**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 50%.

	2020/21			2019/20
Formula	Current Assets less Inventory	Current Liabilities	Ratio	Ratio
Current Assets less Inventory/Current Liabilities.	112 719 703	39 927 209	2.82	3.60

**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 2.82 times, which is a substantially enough margin to can cover current liabilities.

## **CHAPTER 6: AUDITOR-GENERAL'S FINDINGS (2019/20)**

### **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 (2019/20) 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**

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

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
1	COAF 01: High level review of AFS: Issues on the presentation and disclosure of the AFS	Matters affecting the Audit Report	Misstatement in Financial Statements	Financial and performance management	15-Aug-21	100%	Paseka/CFO	Finance: Financial Acc	
48	COAF 48: UIFWE - No investigations on Unauthorised, Irregular, Fruitless and wasteful expenditure of previous years	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	DIABO/KIKI/CFO	Finance	
47	COAF 47: Irregular Expenditure No evidence of implementation of MPAC resolution and presentation of total IE to council	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	80%	DIABO/KIKI/CFO	MM/FIN/CSS	
63	COAF 63: Statement of comparison of budget and actual amounts Differences noted in the amounts used to prepare the statement	Matters affecting the Audit Report	Misstatements in financial statements	Financial and performance management	15-Aug-21	20%	Paseka/Charles	Finance	
6	COAF 06: Property, plant and equipment: Work in progress - Stadium in Tumahole	Matters affecting the Audit Report	Misstatements in financial statements	Leadership	15-Aug-21	67%	CFO/Diabo	Fin/MM	
38	COAF 38: Contracted services: Misstatements on consultants	Matters affecting the Audit Report	Misstatements in financial statements	Leadership	15-Aug-21	50%	Directors and Managers	all	
41	COAF 41: Expenditure - Classification issues identified - 2019	Matters affecting the Audit Report	Misstatements in financial statements	Leadership	15-Aug-21	100%	Charles/Johan	Finance: Budget	
10	COAF 10: Expenditure invoices recorded in the incorrect financial year - 2019	Matters affecting the Audit Report	Misstatements in financial statements	Leadership	15-Aug-21	100%	Khumile	Finance: Expenditure	

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
22	COAF 22: Procurement and contract management - Quotation process - 3 Written quotations were not obtained.	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Leadership	15-Aug-21	100%	Maria	Finance: SCM	Three quotations are obtained where three quotations are not received proof of email/fax is attached.
35	COAF 35: Procurement and Contract management Evaluation criteria applied is not consistent with the one specified in the bid documents	Other Important Matters	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	Evaluations criteria is followed and SCM ensure that appointment is line with the specifications
49	COAF 49: Receivables from non-exchange transactions overstatement of the balance with the amounts not recoverable	Matters affecting the Audit Report	Misstatement in Financial Statements	Financial and performance management	15-Aug-21	100%	Paseka	Finance: Financial Acc	
61	COAF 61: Procurement and contract management-Evaluation criteria applied in evaluating the quotations are not the same as those indicated in the original request for quotations.	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	Evaluations criteria is followed and SCM ensure that appointment is line with the specifications
68	COAF 68: Procurement and Contract management: No evidence of monthly monitoring of contractor's performance	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Leadership	15-Aug-21	100%	Kiki	CSS	
69	COAF 69: Procurement and contract management: Approved deviation and reasons thereof were not provided	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	Responsible departments are requested to provide reasons on the deviation form before submitting the request to SCM

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
76	COAF 76: Procurement and Contract management Bids - Specified evaluation criteria not applied	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	Evaluations criteria is followed and SCM ensure that appointment is line with the specifications
82	COAF 82: Contract management Control deficiencies identified with the contract management	Matters affecting the Audit Report	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Kiki	CSS	
54	COAF 54: Trade and other Receivables from non-exchange transactions - Recoverable Unauthorised, irregular, Fruitless and wasteful expenditure is misstated	Matters affecting the Audit Report	Misstatements in financial statements	Leadership	15-Aug-21	100%	Maria/ Bid Chairpersons	SCM	
<b>OTHER IMPORTANT MATTERS</b>					15-Aug-21				
21	COAF 21: Fruitless and wasteful expenditure - expenditure identified that could be avoided	Management Report Matter	Internal Control Deficiency	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	
12	COAF 12: Internal controls Control deficiencies identified in the Cash and Cash equivalent processes	Other Important Matters		Financial and performance management	15-Aug-21	100%	Paseka	Finance: Financial Acc	
51	COAF 51: Cash and Cash Equivalents- Differences	Other Important Matters		Financial and performance management	15-Aug-21	80%	Paseka	Finance: Financial Acc	
19	COAF 19: Grants and Subsidies paid - VAT input not recognised on RRAMS expenditure	Other Important Matters	Misstatements in financial statements	Financial and performance management	15-Aug-21	100%	Kehumile/Johan	Finance: Expenditure	

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
57	COAF 57: Grants and Subsidies paid 2019: VAT input not recognised on RRAMS expenditure	Other Important Matters	Misstatements in financial statements	Leadership	15-Aug-21	100%	Khumile/Johan	Finance: Expenditure	
4	COAF04: IT- No separate strategic plan	Other Important Matters	Other Important Matters	Financial and performance management	15-Aug-21	0%	Maletsatsi	IT	
5	COAF05: Audit committee: Understanding of the entity and its environment	Other Important Matters	Other Important Matters	Financial and performance management	15-Aug-21	100%	Tumo	MM: Internal Audit	
30	COAF30: Consultants - control deficiencies identified	Other Important Matters	Other Important Matters	Financial and performance management	15-Aug-21	0%	CFO/KIKI	Fin/CSS	
7	COAF07: Internal controls - Audit Action Plan did not adequately address prior year findings	Other Important Matters	Other Important Matters	Financial and performance management	15-Aug-21	100%	CFO	Finance	
50	COAF50: Unspent grants - Incorrect Classification of Conditional grants received for Mafube	Misstatements in financial statements	Other Important Matters	Financial and performance management	15-Aug-21	100%	Paseka	Finance: Financial Acc	
52	COAF52: Interest received (2020 & 2019)- Accuracy	Misstatements in financial statements	Other Important Matters	Financial and performance management	15-Aug-21	50%	Paseka	Finance: Financial Acc	
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
29	COAF29: Limitation: Understanding of the entity and its environment	Other Important Matters	Other Important Matters	Financial and performance management	15-Aug-21	100%	Maletsatsi	IT	

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
39	COAF39: Understanding of the entity's internal control deficiencies identified	Other Important Matters	Other Important Matters	Financial and performance management	15-Aug-21	33%	Tlali/Mpotseng Paseka/Johan	Fin/CSS/MM	
87	COAF87: Unauthorised Expenditure - Misstatements identified on Disclosed amounts of Unauthorised expenditure	Misstatements in financial statements	Other Important Matters	Financial and performance management	15-Aug-21	67%	Johan	Finance	
46	COAF46: Limitation of scope - Property, plant and equipment - RFI 63 not submitted.	Other Important Matters	Other Important Matters	Financial and performance management	15-Aug-21	100%	Paseka	Finance: Financial Acc	
95	COAF95: Property, plant and Equipment - Existence and valuation of assets of the municipality	Misstatements in financial statements	Other Important Matters	Financial and performance management	15-Aug-21	56%	Paseka	Finance: Financial Acc	
40	COAF40: Limitation of scope - Requested information was not submitted	Misstatements in financial statements	Other Important Matters	Financial and performance management	15-Aug-21	100%	CFO/Paseka/Johan	Finance	
16	COAF16: General expenses - classification issues identified	Misstatements in financial statements	Other Important Matters	Financial and performance management	15-Aug-21	75%	Johan	Finance	
26	COAF26: Expenditure: invoices recorded in the incorrect financial period	Misstatements in financial statements	Other Important Matters	Leadership	15-Aug-21	100%	Khumile	Finance: Expenditure	
56	CCOAF56: contracted services - classification issues identified on consultants	Misstatements in financial statements	Other Important Matters	Financial and performance management	15-Aug-21	100%	Kiki	CSS	

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
11	COAF11: Expenditure Accuracy of the recorded amount	Matters affecting the Audit Report	Misstatements in annual performance report	Financial and performance management	15-Aug-21	100%	Khumile	Finance: Expenditure	
15	COAF15: Expenditure Occurrence of the transactions	Matters affecting the Audit Report	Misstatements in annual performance report	Financial and performance management	15-Aug-21	100%	Paseka	Finance: Financial Acc	
24	COAF24: Procurement and Contract management: Could not confirm whether final award was approved.	Other Important Matters	Non - Compliance with laws & regulations	Governance	15-Aug-21	100%	Maria	Finance: SCM	The matter was resolved. The evaluation reports were signed by CFO
<b>OTHER IMPORTANT MATTERS</b>									
25	COAF25: Procurement and Contract management: Deviation was not disclosed	Other Important Matters	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	The deviation was disclosed
37	COAF37: Supply chain management- Control deficiencies identified in the SCM business process	Other Important Matters	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	(a) Revisit and review the 2019/20 report of all the SCM procurement processes conducted

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
43	COAF43: Procurement and Contract Management: EEDSM - bidder with the highest score not appointed and tender was re-advertised	Other Important Matters	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	<p>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 2020/21 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>

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
									(c) Strengthen review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by the Manager SCM or duly delegated SCM official prior to final processing and conclusion.
45	COAF45: Procurement and Contract management: Reasonableness of the bid price for HIV/AIDS concert could not be confirmed	Other Important Matters	Non - Compliance with laws & regulations	Leadership	15-Aug-21	100%	Maria	Finance: SCM	Responsible departments are requested to provide reasons on the deviation form before submitting the request to SCM
59	COAF59: Procurement and contract management Quotations - Possible Tender splitting	Other Important Matters	Misstatement in Financial Statements	Financial and performance management	15-Aug-21	100%	Maria	Finance: SCM	The deviation was disclosed

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
60	COAF60: Procurement and Contract Management- Quotation processes possible cover quoting	Other Important Matters	Other Important Matters	Leadership	15-Aug-21	100%	Maria	Finance: SCM	Strengthen the review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by SCM Manager prior to final processing and conclusion
66	COAF66: Procurement and Contract Management: Contract register is not complete	Other Important Matters	Misstatement in Financial Statements	Financial and performance management	15-Aug-21	100%	Kiki	CSS	
70	COAF70: Procurement and Contract Management: Deficiencies identified in the applied preferential point system	Misstatements in financial statements	Other Important Matters	Leadership	15-Aug-21	100%	Maria	Finance: SCM	Strengthen the review and approval processes in the SCM unit by ensuring that all procurement processes are reviewed and approved for compliance by SCM Manager prior to final processing and conclusion

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
71	COAF71: Procurement and Contract management: COVID19 related expenditure - Three quotations were not obtained.	Misstatements in financial statements	Other Important Matters	Leadership	15-Aug-21	100%	Maria	Finance: SCM	Three quotations are obtained where three quotations are not received proof of email/fax is attached.
73	COAF73: COVID-Deficiencies identified in the processes for procurement of the COVID-19 material	Other Important Matters	Non - Compliance with laws & regulations	Leadership	15-Aug-21	100%	Maria	Finance: SCM	
75	COAF75: Contract management- contract register not updated with the actual payments from inception to date	Other Important Matters	Non - Compliance with laws & regulations	Leadership	15-Aug-21	100%	Kiki	CSS	
84	COAF84: COVID - Amount in Note 43 is understated	Other Important Matters	Non - Compliance with laws & regulations	Leadership	15-Aug-21	100%	Maria	Finance: SCM	
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
85	COAF85: COVID-Payments -Evaluation criteria applied in evaluating the quotations is not the same as those indicated in the original request for quotations.	Other Important Matters	Non - Compliance with laws & regulations	Financial and performance management	15-Aug-21	50%	Maria	Finance: SCM	Evaluations criteria is followed and SCM ensure that appointment is line with the specifications
86	COAF86: Procurement and Contract Management-Supplier non-tax compliant on the date of award	Other Important Matters	Non - Compliance with laws & regulations	Leadership	15-Aug-21	100%	Maria	Finance: SCM	All suppliers tax matters are checked in advance before appointment
89	COAF89: Deviations register: Amount disclosed in note 43 of AFS is misstated	Other Important Matters	Misstatement in Financial Statements	Leadership	15-Aug-21	100%	Maria/Paseka	Finance	

EX No.	Item	Impact on Audit Report	Classification	Control Component	Target Date	Prog%	Responsibility	Department within the Municipality	Remarks
<b>MATTERS AFFECTING THE AUDIT REPORT</b>									
90	COAF90: Irregular Expenditure Irregular Expenditure disclosed in the AFS is not complete	Other Important Matters	Misstatement in Financial Statements	Leadership	15-Aug-21	100%	Paseka	Finance: Financial Acc	
92	COAF92: Provisions: Provision for Performance bonus has been incorrectly raised	Other Important Matters	Misstatement in Financial Statements	Leadership	15-Aug-21	100%	Johan	Finance	
31	COAF31: Accumulated surplus Differences identified between the Draftworx TB-AFS and solar GL-TB for both 2018-19 and 2019-20	Other Important Matters	Misstatements in financial statements	Leadership	15-Aug-21	50%	Paseka	Finance: Financial Acc	
13	COAF13: Other income - Output VAT not recognised	Other Important Matters	Other Important Matters	Leadership	15-Aug-21	100%	Khumile/Paseka	Finance	
36	COAF36: Other income: Staff and Councilors Recoveries for both 2020 and 2019 not included as other income on the AFS	Other Important Matters	Misstatements in financial statements	Leadership	15-Aug-21	100%	Johan	Finance	
55	COAF55: Grants and Subsidies - Total amount allocated per DoRA not recognised	Other Important Matters	Misstatements in financial statements	Leadership	15-Aug-21	47%	Paseka/Momo	Finance	
8	COAF08: Other income General ledger descriptions not consistent with the description on the AFS	Other Important Matters	Misstatements in financial statements	Financial and performance management	15-Aug-21	100%	Paseka	Finance: Financial Acc	

**TOTAL PROGRESS**

**81%**

**REPORT OF THE AUDITOR-GENERAL TO THE FREE STATE PROVINCIAL LEGISLATURE AND THE COUNCIL ON FEZILE DABI DISTRICT MUNICIPALITY****Report on the audit of the financial statements****Qualified opinion**

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 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

In my opinion, except for the effects and possible effects of the matters described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Fezile Dabi District Municipality as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 10 of 2020 (Dora).

**Basis for qualified opinion****Property, plant and equipment**

The municipality did not correctly account for information technology (IT) equipment included as part of property, plant and equipment in note 7 to the financial statements, in accordance with GRAP 17, *Property, Plant and Equipment*. The municipality incorrectly capitalised assets during the financial year that were purchased in the next financial period. Consequently, property, plant and equipment and trade payables were overstated by R3 136 676.

**General expenses**

I was unable to obtain sufficient appropriate audit evidence for general expenses, as supporting evidence was not provided for certain expenses. I was unable to confirm the general expenses by alternative means. Consequently, I was unable to determine whether any adjustments relating to general expenses stated at R38 621 957 in note 28 the financial statements, were necessary.

**Contracted services**

The municipality did not recognise contracted services in accordance with GRAP 1, *Presentation of financial statements*, as the municipality did not have an adequate system to ensure that legal services were accurately recognised in the period that the services were received. Consequently, contracted services was overstated by R2 847 042 (2020: R2 847 042 understated) and payables from exchange transactions was understated by RNil (2020: R2 847 042). In addition, there was an impact on the deficit for the period.

### Net cash flows from operating activities

The municipality did not correctly prepare and disclose the net cash flows from operating activities in accordance with GRAP 2, *Cash flow statements*. This was due to multiple errors 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. Consequently, I was unable to determine whether any adjustments were necessary to cash flows from operating activities, stated at R2 431 411 in the financial statements.

### Context for the opinion

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 my report.

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.

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

### Emphasis of matters

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

#### Irregular expenditure

As disclosed in note 41 to the financial statements, the municipality incurred irregular expenditure of R27 734 003 (2020: R14 770 512), due to non-compliance with supply chain management (SCM) requirements. In addition, the full extent of irregular expenditure is still in the process of being determined.

#### Unauthorised expenditure

As disclosed in note 39 to the financial statements, the municipality incurred unauthorised expenditure of R46 579 839 (2020: R5 225 398), due to overspending of the budget.

#### Restatement of corresponding figures

As disclosed in note 38 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2021.

### Other matters

I draw attention to the matter below. My opinion is not modified in respect of this matter.

### Unaudited disclosure notes

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**

The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the 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.

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**

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.

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

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

#### **Introduction and scope**

In accordance with the Public Audit Act 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 the selected key performance area (KPA) presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

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 included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be

included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected KPA presented in the municipality’s annual performance report for the year ended 30 June 2021:

KPA	Pages in the annual performance report
KPA 2 – basic service delivery and infrastructure investment	83 – 88

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.

I did not identify any material findings on the usefulness and reliability of the reported performance information for this KPA - basic service delivery and infrastructure investment.

## Report on the audit of compliance with legislation

### Introduction and scope

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

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

#### Annual financial statements

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, current assets, liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records provided, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.

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

## Procurement and contract management

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

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.

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 2017 preferential procurement regulation (PPR). Similar non-compliance was also reported in the prior year.

## Expenditure management

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

Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The value of R27 734 003, as disclosed in note 41 to the financial statements, is not complete as management was still in the process of quantifying the full extent of the irregular expenditure. Most of the disclosed irregular expenditure was caused by non-compliance with SCM requirements.

Reasonable steps were not taken to prevent unauthorised expenditure amounting to R46 579 839, as disclosed in note 39 to the financial statements, in contravention of section 62(1)(d) of the MFMA. Most of the unauthorised expenditure was caused by overspending of the approved budget.

## Consequence management

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.

Irregular 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.

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

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 KPA presented in the annual performance report that have been specifically reported in this auditor's report.

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

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 areas presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

#### Internal control deficiencies

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

There was a slow response from leadership and management to implement and monitor the audit action plan to address the findings and internal control deficiencies identified during the previous audits, resulting in material misstatements and repeat non-compliance with the relevant legislation.

Management did not implement and monitor daily and monthly processing controls, prepare regular, accurate and complete financial reports that were supported by reliable information, as material corrections were made to the financial statements.

Inadequate oversight and accountability resulted in officials not being held accountable for transgressions of laws and regulations, and council did not ensure that all unauthorised, irregular, fruitless and wasteful expenditure incurred was investigated during the year under review.

AUDITOR - GENERAL

Bloemfontein

28 February 2022



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

**APPENDICES**

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

**A1: Details of Directly Elected Councillors**

#	Surname & Initials	Ward Responsible for
<b>ANC Councillor(s)</b>		
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
<b>DA Councillor(s)</b>		
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
<b>EFF Councillor(s)</b>		
26	Kekeletso Khunyeli	N/A
27	S. Motsapi	N/A
28	Molefi Khunyeli	N/A
29	April Motaung	N/A
30	Cabonina Tete	N/A
<b>SACPCouncillor(s)</b>		
31	Mosuoqa Poho	N/A

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

Number of meetings for the period 2020/21	Ordinary	Special	Total	Apologies
	4	3	7	
<b>Initials &amp; Surname</b>	<b>Meetings Attended</b>			
	<b>FEZILE DABI DISTRICT MUNICIPALITY</b>			
Moeketsi Moshodi ( <b>Executive Mayor</b> )	3	3	6	1
Lucky Kubeka ( <b>Speaker</b> )	4	3	7	0
Magugudi Oliphant	3	2	5	2
Thandi Soetsang	3	3	6	1
Nthabiseng Mokodutlo	4	3	7	0
Aphathia Majoe	3	3	6	1
Madisa Mosia	4	3	7	0
Girtz Nketu	3	3	6	1
Frederick Scholtz	3	3	6	1
Kekeletso Khunyeli	4	3	7	0
Safania Setungoane	4	2	6	1
Moeketsi Makhema	1	-	1	
Kamohelo Thulo	4	3	7	0
Mbochoase Motsapi	4	3	7	0
Puleng Modikoe	4	3	7	0
<b>METSIMAHOLO LOCAL MUNICIPALITY</b>				
Khomoliileng Mare	4	3	7	1
Gabaikitsi Nnune	0	0	0	0
Mosiuoqa Poho	3	3	6	0
Tibisi Motaung	4	3	7	0
Phineas Mohapi	4	3	7	0
<b>NGWATHE LOCAL MUNICIPALITY</b>				

Catharina Serfontein	2	2	4	3
Victoria De Beer- Mthombeni	4	3	7	0
Malebo Magashule	4	2	6	1
Cabonina Tete	3	3	6	1
Leponesa Sotshiva	4	3	7	0
<b>MOQHAKA LOCAL MUNICIPALITY</b>				
Molefi Khunyeli	4	3	7	0
Mmanako Mntuze	3	2	5	2
Justice Mareka	2	2	4	3
Magdeline Pietersen	3	2	6	1
Sidney Pittaway	3	3	6	1
Selake Tladi	4	3	7	0
<b>MAFUBE LOCAL MUNICIPALITY</b>				
Jabulani Hlongwane	0	0	0	0

## 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**

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	11	9
Cllr S Setungoane	DA	11	7
Cllr N Mokodutlo	ANC	11	5
Cllr M Khunyeli	EFF	11	11
Cllr S B Tladi	ANC	11	11
Cllr M. Pietersen	ANC	11	8

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	5	4
Cllr N Mokodutlo (Portfolio Head)	ANC	5	5
M Oliphant	ANC	10	10
A Majoe	ANC	10	7
B Nnune	ANC	10	0
C Serfontein	DA	10	9
C Tete	EFF	10	8
J Hlongwane	ANC	10	0

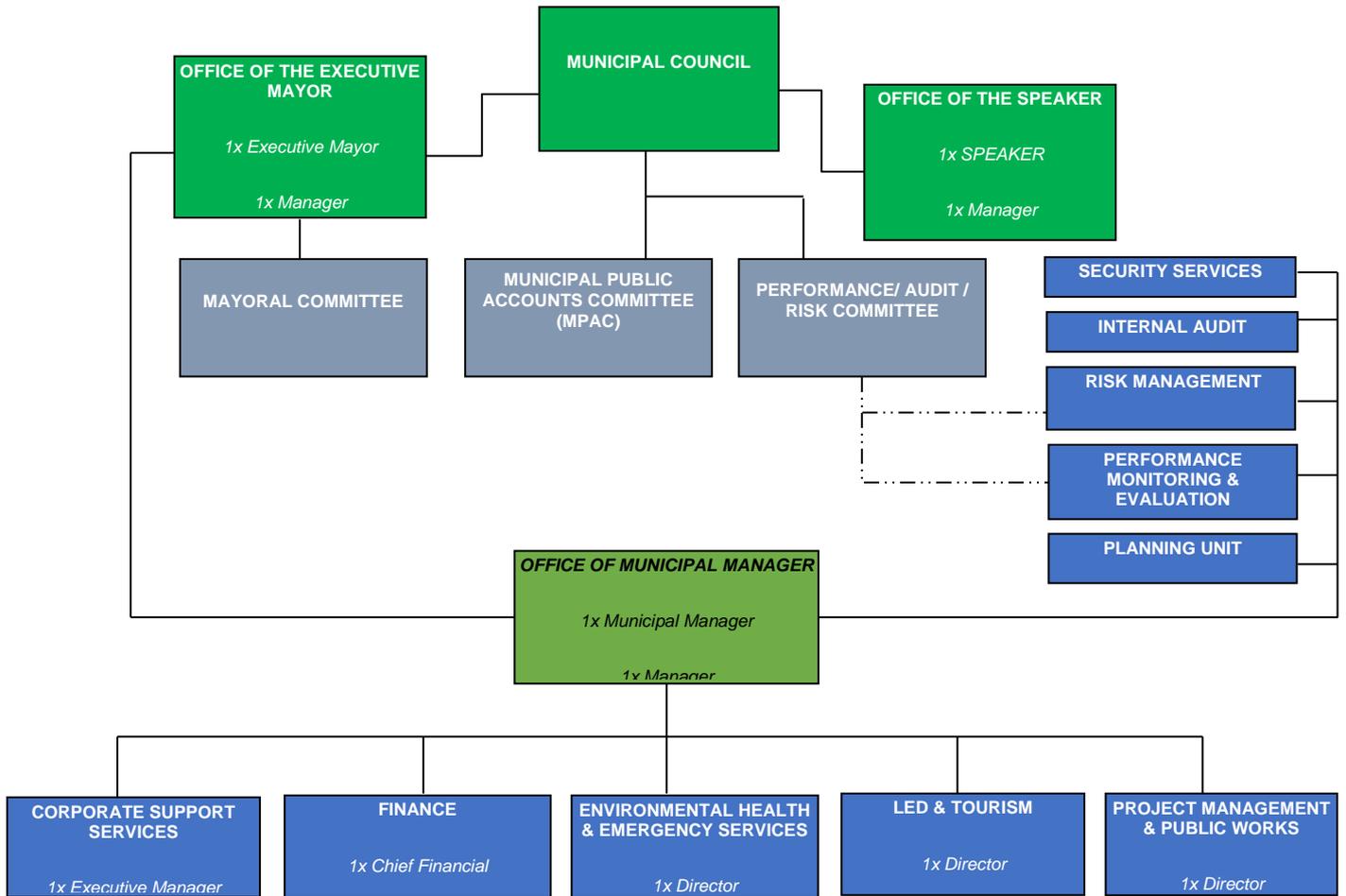
PROJECT MANAGEMENT & PUBLIC WORKS PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Portfolio Head Cllr Puleng Modikoe (ended, January 2021)	ANC	10	6
MMC IM Magashule (started February 2021)	ANC	10	4
Cllr Apathia Majoe	ANC	10	7
Cllr Leponesa Sotshiva	ANC	10	10
Cllr Solomon Poho	SACP	10	10
Cllr Molefi Khunyeli	EFF	10	10
Cllr Fredderick Scholtz	DA	10	9

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	ANC	3	3
T. Soetsang	ANC	3	3
S Leponesa	ANC	3	3
K. Thulo	DA	3	3
M.S Motsapi	EFF	3	2

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	7	5
Cllr M. Pietersen	ANC	7	7
Cllr N. Mokodutlo	ANC	7	3
Cllr K. Khunyeli	EFF	7	7
Cllr F. Scholtz	DA	7	7
Cllr B Nnune	ANC	7	0
Cllr N Mntuze	ANC	7	2

FINANCE PORTFOLIO COMMITTEE			
Initials & Surname	Political Party	No. of Meetings Held by the Committee for the period	No. of Meetings Attended by the Member
Portfolio Head Cllr Madise Mosia	ANC	8	8
Cllr Selake Tladi	ANC	8	6
Cllr T L Soetsang	ANC	8	8
Cllr April Motaung	EFF	8	6
Cllr Sydney Pittaway	DA	8	6
Cllr Nthabiseng Mokodutlo (Only member till end of November)	ANC	8	2

**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> <ul style="list-style-type: none"> <li>▮ 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</li> <li>▮ Scheduled services for the carriage of passengers, owned and operated by the municipality, on specific routes</li> </ul>
Storm water drainages /	<p>The management of systems to deal with storm water in built-up areas.</p>

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

**Appendix E: Ward Reporting**

**Status of ward committees in the district**

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

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

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

– **Metsimaholo Local Municipality**

Despite several attempts, both email correspondence and telephonically to solicit the report, none has been received to date.

– **Mafube Local Municipality**

- There were no trainings / workshops conducted
- Attended ID Campaign in May & June 2021
- Had 13 Public Meetings and 3 Ward Committee Meeting
- Currently having a running program of verification of RDP houses started this week on Monday the 26<sup>th</sup> – 2 August 2021

– **Ngwathe Local Municipality**

Ward	Reporting Element	Performance Indicator	Overall Status
1,2,3,4 and 5 (Heilbron)	Committee Establishment and Training	Due to COVID- 19 pandemic no reports and meeting schedules	Ward 1 , one ward Ward committee Vacant post
6,7,9 ,10,11,12 and 13(Parys)		Due to COVID-19 pandemic no reports and meeting schedules	Ward 6 – one ward committee vacant post Ward 7, - one ward committee vacant post Ward 10 – one ward committee vacant post Ward 11 – two ward committee vacant post

Ward	Reporting Element	Performance Indicator	Overall Status
			Ward 12 – two ward committee vacant post
8,14 and 15 (Vredefort)		Due to COVID- 19 pandemic no reports and meeting schedules	
16 and 17 (Koppies)		Due to COVID- 19 pandemic no reports and meeting schedules	Ward 16 – one ward committee vacant post
18 (Edenville)		Due to Covid 19 pandemic no reports and meeting schedules	
8,14 and 15 (Vredefort)		Due to Covid 19 pandemic no reports and meeting schedules	

– **Moqhaka Local Municipality**

Moqhaka Local Municipality has 23 wards which means that there 230 ward committee members in total.

All the wards have functional committee. Presently we are having 193 ward committee members and 37 members have become inactive. Ward committees do report on monthly basis on the work they have been doing during the month.

Challenges that we need to improve on are the communication of ward committees with the municipal administration on matters of service delivery.

Because of Covid-19 it has been very difficult to convene public meetings. Therefore, this new normal is going to limit public participation and also have a bearing on the financial aspect in order to follow health protocols of keeping sanitizers.

**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 2020/21.

### Audit Committee Members and Attendance:

The Audit Committee consisted of the members listed hereunder. During 2020/21, two meetings were held.

### Dates of the Meetings:

20 October 2020

26 October 2020

### Members of the Fezile Dabi District Municipality for 2020/21 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	1	1
Ms N Modisaesi	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
- Fleet Management Review
- Sports & Recreation Management Review
- Environmental Management Review
- Maintenance Management Review
- Records Management Review
- Planning Management Review
- Audit of Reported Performance Information
- IT Management Review
- Asset 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 2021. 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 2019/20 Financial year before they were submitted to Auditor General on the 31 October 2020. 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 1<sup>st</sup>, 2<sup>nd</sup>, & 3<sup>rd</sup> Quarter Audited performance information report for 2020/21 financial year, during the meeting held on the 06 August 2021.

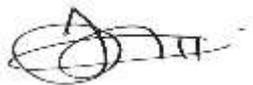
The quarterly performance reports were submitted to Internal Audit for verification before it can be tabled to Audit Committee. In addition, we have requested management to notify the Council on the Key Performance indicators that were not applicable for the year under review.

As a Performance Audit Committee, we like to bring to the attention of the council that the performance assessment for 2019/20 financial year on Municipal Manager and Section 57 Managers has been conducted.

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 been provided with the opportunity to interact with the Office of the Auditor General to provide feedback on the results of the audit outcome for the audit conducted for 2019/20 financial year.



.....

**18/08/2021**

**ME Mohlahlo**

**Chairperson of the Audit Committee**

**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	Completion Date	Status
		Yes	No			
Zama Compu World & Networking	Rental of multifunctioning printing devices (Photocopy Machines)	x		01/31/2019	30/06/2022	In progress
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	x		01/08/ 2019	31/07/2022	In progress
Netstar	Vehicle tracking system	x		01/11/ 2020	31/10/2023	In progress
Payday software System	Payday support systems	x		01 /07/ 2020	30 /06/ 2023	In progress
Marsh	Short term insurance	x		01 /07 2018	30/06/ 2021	Ended
PK & Son Financial Consultants	VAT review/recovery for FDDM	x		01/08/2019	31/07/2022	In progress
Sasolburg Alarms	Monitoring and armed response security	x		01/09/2019	31/08/2022	In progress
Parys Security	Monitoring and armed response security	x		10/12/2019	30/11/2022	In progress
Corcomm Security	Monitoring and armed response security	x		01/09/2019	31/08/2022	In progress
C-Sonke	Specialise, technical and functional support services for FDDM for 2018/19, 2019/20 and 2020/21	x		10/06/2019	09/06/2022	In progress
Otis Pty(Ltd)	Lift Maintenance	x		01/07/2004	30/06/2025	In progress
Schindler Lifts (SA) (Pty) Ltd	Lift Maintenance	x		01/07/2004	30/06/2025	In progress
Namasethethu Electrical (Pty) Ltd	Maintenance of air conditioners	x		01/07/2019	30/06/2022	In progress
Basia Environmental Services	Implementation of EEDSM programme	x		26/03/2020	30/03/2023	In progress

Name of Service Provider	Name of Project	SLA signed		Project Starting Actual Date	Completion Date	Status
		Yes	No			
Tsholetso Projects	Sourcing of funding for infrastructure development except electrical	x		21/08/2019	31/08/2022	In progress
Basia Consulting (Pty) Ltd	Sourcing of funding energy efficiency and demand side management	x		11/09/2019	31/08/2022	In progress
Flagg Consulting Engineers	Management of FDDM RRAMS	x		11/12/2020	30/11/2023	In progress

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

No.	Contract Name	Effective Date	Duration	Parties - FDDM &	Performance Status
<b>2020-21</b>					
1	Multi-functioning printing devices (Photocopy Machines)	2019-07-01	2022-06-30	Zama Compu World & Networking	Parties performs in accordance to contractual obligations.
2	Hygiene Services	2016-12-01	2019-11-30	Steiner Hygiene	Parties performs in accordance to contractual obligations.
3	Purified Water Services	2013-02-01	2016-01-31	Abaphangeli Logistics	Parties performs in accordance to contractual obligations.
4	Analysis of water, food, food products, milk, dairy products, structural, equipment surfaces & hand swabs samples for microbiology chemical & physical analysis	2019-08-01	2022-07-31	Swift Silliker t/a Meriex NutriSciences	Parties performs in accordance to contractual obligations.
5	Vehicle Tracker systems	2020-11-01	31-Oct-23	Netstar	Parties performs in accordance to contractual obligations.
6	Payday support system	2020-07-01	2023-06-30	Payday software System	Parties performs in accordance to contractual obligations.
7	Financial Management Systems	2005-09-01	Open ended	Business Connection (Pty) Ltd	Parties performs in accordance to

No.	Contract Name	Effective Date	Duration	Parties - FDDM &	Performance Status
<b>2020-21</b>					
					contractual obligations.
8	Internet Services	2005-06-01	Open ended	Internet solution	Parties performs in accordance to contractual obligations.
9	Internet & E-mail Service at Satellite offices	2007-05-01	Open ended	Atlantic @ Lantic (VOX)	Parties performs in accordance to contractual obligations.
10	Banking Services	2013-07-01	2018-01-31	ABSA BANK	Parties performs in accordance to contractual obligations.
11	Short-term insurance	2018-07-01	2021-06-30	Marsh	Parties performs in accordance to contractual obligations.
12	Value Added Tax (VAT) review/recovery for a period of (3) three for FDDM	2019-08-01	2022-07-31	PK & Son Financial Consultants	Parties performs in accordance to contractual obligations.
13	Monitoring and Response Security	2019-01-09	31/08/2022	Sasolburg Alarms	Parties performs in accordance to contractual obligations.
14	Monitoring and Response Security	2019-01-12	30/11/2022	Parys Security	Parties performs in accordance to contractual obligations.
15	Monitoring and Response Security	2019-01-09	31/08/22	Corcomm Security	Parties performs in accordance to contractual obligations.
16	Request for submission of proposals for specialise, technical and functional support services for FDDM for 2018/19, 2019/20 and 2020/21	2019-06-10	2022-06-09	C-Sonke	Parties performs in accordance to contractual obligations.
17	Lift Maintenance - T & H Building	2004-01-07	2025-06-30	Otis Pty(Ltd)	Parties performs in accordance to contractual obligations.
18	Lift maintenance - Main Building	2005-01-01	2025-12-31	Schindler Lifts (SA) (Pty) Ltd	Parties performs in accordance to contractual obligations.
19	Maintenance of air conditioners for a period of (3) three years	2019-07-01	2022-06-30	Namasthethu Electrical (Pty) Ltd	Parties performs in accordance to contractual obligations.

No.	Contract Name	Effective Date	Duration	Parties - FDDM &	Performance Status
<b>2020-21</b>					
20	Implementation of EEDSM programme	2020-03-26	2023-03-30	Basia Environmental Services	Parties performs in accordance to contractual obligations.
21	Sourcing of funding for infrastructure development except electrical	21/08/2019	31/08/2022	Tsholetso Projects	Parties performs in accordance to contractual obligations.
22	Sourcing of funding - Energy efficiency and demand side management	2019-11-09	31/08/2022	Basia Consulting (Pty) Ltd	Parties performs in accordance to contractual obligations.
23	Management of FDDM RRAMS	2020-11-12	30/11/2023	Flagg Consulting Engineers	Parties performs in accordance to 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 ( <b>Executive Mayor</b> )	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 ( <b>Speaker</b> )	ANC
Fezile Dabi District Municipality	K.G. Nketu ( <b>Chairperson MPAC</b> )	ANC	Yes
Metsimaholo	Phineas Mohapi	DA	Yes
	Khomolileng 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
Ms N Mdaka	Chief Financial Officer	Yes
Dr. R.S Motingoe	Director: Corporate Support Services	Yes
Mrs N.T. Baleni	Director: Community, Health and Environmental Services	Yes
Mr M.J Taetsane	Director: Local Economic Development & Tourism	Yes
Mrs N.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	
N/A						

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

Projects Description	Municipality where Project implemented	2020/21 Budget Allocation	Actual Expenditure as at 30 June 2021	New Infrastructure or Upgrade	Status of the Asset / Project as at 30 June 2021
Energy Efficiency and Demand Side Management (EEDSM)	Mafube LM	R2 700 000	R2 326 923,33	Upgrade	Meet Target on Retrofitting of streetlights 100% implementation. Outstanding Capacity building budget could not be implemented due to COVID 19. Saving on budget for retrofitting.
<b>Total</b>		<b>R2 700 000</b>	<b>R2 326 923,33</b>		

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

Project description Figures in Rand's	Area	2020/21 Expenditure
RRAMS	FDDM District	R2 205 770,01
EEDSM	Mafube LM	R2 326 923,33
<b>Total</b>		<b>R 4 532 693,34</b>

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

Not applicable to Fezile Dabi District Municipality.

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

Not applicable to Fezile Dabi District Municipality

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

Not applicable to Fezile Dabi District Municipality

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

None.

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

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

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

Not applicable to Fezile Dabi District Municipality.

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