



**JOHN TAOLO GAETSEWE
DISTRICT MUNICIPALITY**

ANNUAL REPORT

2011-2012



VOLUME I

BY SERVING WE GOVERN

JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY | 4 Federalemynbou Street | P.O. Box 1480 KURUMAN 8460 | TEL 053 712 8700 | FAX 053 712 2502

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Chapter 1

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

1. MAYOR’S FOREWORD

It gives me great pleasure to table the Annual Report for John Taolo Gaetsewe District Municipality for the 2011/12 financial year as required by the Municipal Systems Act of 2000.

The report we are presenting is a report on the achievements and challenges of our municipality. The year under review proved to be one of the most difficult years as we had to grapple with challenges such as loss of staff and filling of critical posts that impacted highly on our capacity to carry out some of the functions. In that year again, the new council was being ushered in, which required the municipality to take them through the local government system and how it functions.

Challenges relating to the financial viability of our municipality also impacted negatively on our balance sheet. We lost revenue due to the loss of the District Management Area to our sister municipality, Joe Morolong Local Municipality. Allocations from the National Treasury were reduced and the introduction of the revised procurement legislation also had a negative impact on the financial state of the municipality.

Our district, particularly the Joe Morolong and Gamagara Local Municipalities were hardly affected by the service delivery protests. Government services were heavily impacted upon, to the extent that schools had to close down. Through the intervention of the National Department of Education, the office of the Public Protector and other stakeholders the situation returned to normality.

However, we managed to rise above the challenges and steered the Municipality in the right direction. The Municipality through the Housing Unit was accredited with Level 1 which means that the District Municipality can perform duties which were previously performed by province. A total of 76 houses were completed and temporary jobs were created in the process.

One major highlight was the completion of our Spatial Development Framework. The strategy seeks to identify and highlight development areas as well as to guide the Municipality in terms of how we want to position ourselves as a district as one of the development corridors.

Public participation programmes were carried out and communities were given a platform to make inputs into the framework. Messages were disseminated through newspaper adverts, notices and announcements by Dikgosi, Ward Councillors and Community Development Workers and through churches.

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I would like to extend my gratitude to the Council, Management and personnel for their continuous support in making sure that our municipality delivers on its promise. I have faith that together with the Mayoral Committee we will assist one another in making sure that we steer the Municipality in the right direction.

Thank you.

Mayor/Executive Mayor

COMPONENT B: EXECUTIVE SUMMARY

a. MUNICIPAL MANAGER'S OVERVIEW

MUNICIPAL MANAGER'S OVERVIEW

The financial year 2011/2012 had its own challenges for the John Taolo Gaetsewe District Municipality. Some of these challenges were:

- High vacancy rate for senior manager's posts, e.g.: Municipal Manager, Technical Manager and Corporate Services Manager.
- As a temporary measure, assistant managers were appointed to act in those positions to avoid disruption in the administration of the Municipality.
- The Municipality also suffered a huge blow when the Municipal Manager (Dr. S. Sebushe) passed away in August 2011 after a short illness. There were also some developments that took place on the demarcation of the District Management Areas (DMA's) into local municipalities in the country. From 1 July 2011, Vanzylsrus which was administered by the District Municipality became part of Joe Morolong Local Municipality. There were engagements between the District and Joe Morolong to allow smooth transition to take place.
- The other development was the Road Agency function which was taken back by province to the Department of Public Works. As from 01 July 2011 this function was no longer performed by the District Municipality.

The governance structures of the municipality have been in place throughout the financial year. Portfolio committee meetings have been held regularly, leading up to council meetings taking place according to their schedule. The audit committee had been established but was not functional through the year. The annual financial statements and annual performance report were submitted within the prescribed period to the office of the Auditor-General.

For the year under review the Municipality received a qualified report, mainly due to the following matters:

- Fixed assets,
- Depreciation and amortisation,

Chapter 1

- Commitments,
- Irregular expenditure,
- Contingent liabilities, and
- Unauthorised expenditure.

We have developed an Action Plan to help remedy the above mentioned matters and the plan can be found in Volume II of this Annual Report.

All in all this has not been the most successful year for the Municipality, but we have overcome some challenges, which put us in a better position to achieve a better audit outcome in the next financial year. We hope therefore that in reading this report, the reader will be in a position to decide on the general state of our Municipality as our performance in line with our objectives.

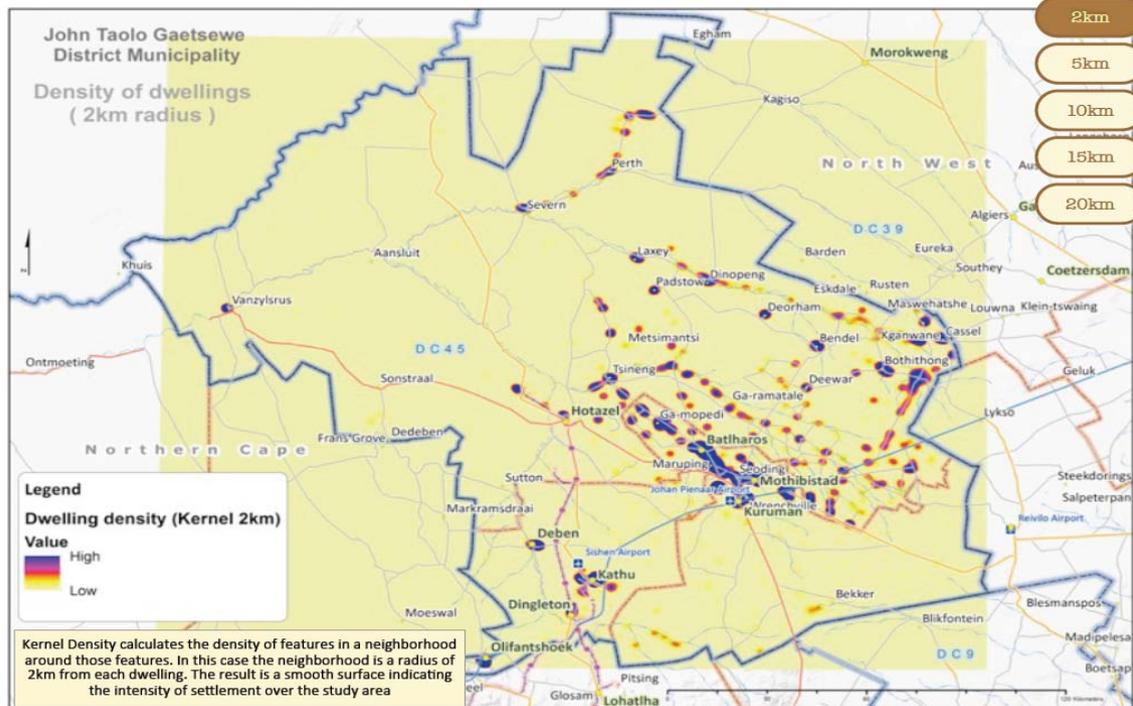
TH Mathare (**Acting Municipal Manager**)

b. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

INTRODUCTION TO BACKGROUND DATA

The John Taolo Gaetsewe District Municipality is located in the Northern Cape Province between 26°07' and 27°58' South and 21°46' and 24°06' East, and borders on Botswana. Politically John Taolo Gaetsewe DM consists out of three local municipalities, Ga-Segonyana-, Gamagara-, and Joe Morolong Local Municipalities. Below find a map of the John Taolo Gaetsewe District Municipality:

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Source: John Taolo Gaetsewe District Spatial Development Framework (2012)

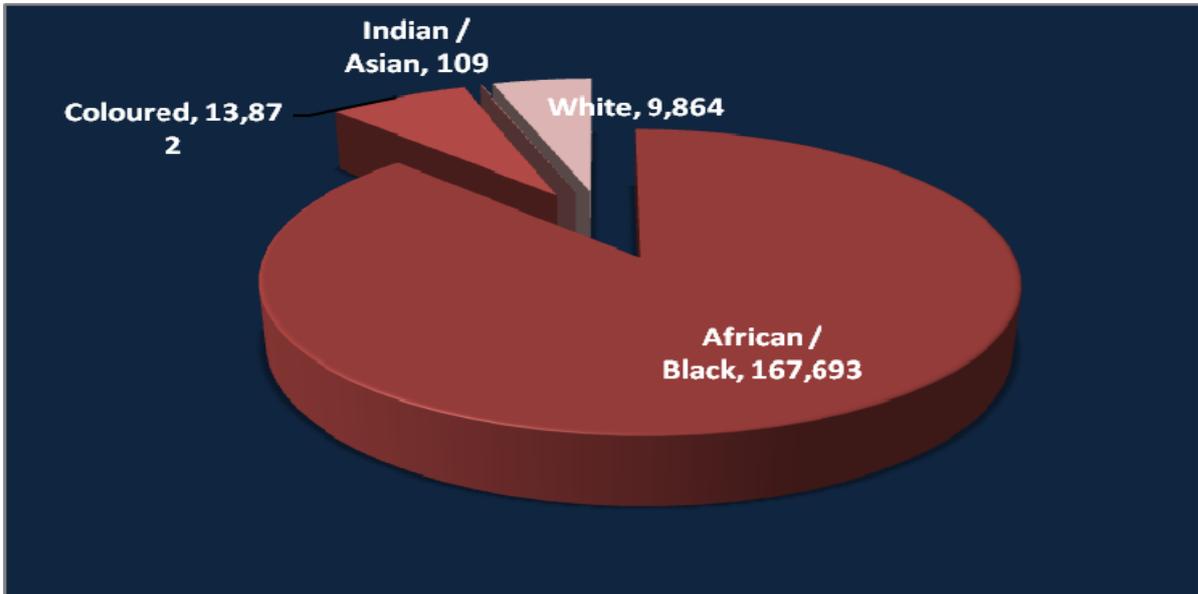
The main towns and villages within the district borders are Kuruman, Kathu, Deben, Dingleton, Olifansthoek, Vanzylsrus, Bothitong, Churchill, Manyeding, Laxey, Batlharos, Mothibistad, Hotazel and Heuningvlei. The main economic activity is mining, followed by agriculture, tourism and retail. Joe Morolong municipality is the biggest in the district in hectares, population and number of villages.

The north-eastern region is comprised principally of high-density rural and peri-urban areas while the western and southern areas are sparsely populated and consist mainly of commercial farms and mining activities. The area has a population of approximately 180 000 people, the majority of which reside in the Joe Morolong municipal area. The district consists of 186 settlements, the majority being in the Joe Morolong municipal area.

COMMENT ON BACKGROUND DATA:

The demographics of the John Taolo Gaetsewe District Municipality are in line with that of the Northern Cape. Below find Diagram 1 indicating Population Groups:

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The historically disadvantaged section of the population (those persons from the African, Coloured and Indian population groups) represents a total of 94,8% of the total population. It is also in these groups that the main development challenges are. Setswana is by far the dominant language in the district. The majority of people are part of the African population group (87,5%). It is also in this group where the greatest development need is.

Due to the increased mining activities, the District has experienced a migration between municipalities, especially to Gamagara. This reality has far-reaching implications for the District in terms of –

- ☑ The scope and extent of the District's spatial development framework;
- ☑ The service delivery demands put on the District Municipality, as well as the local municipalities in its area of jurisdiction; and
- ☑ The grading of the Municipalities, and thereof the resources (grants and subsidies) made available to them.

Other challenges identified:

- ☑ Land invasion whereby traditional authorities allocate land without consultation with municipalities, especially in Ga-Segonyana Local Municipality; and
- ☑ Lack of funding to review Sector Plans, e.g.: Integrated Transport Plan, Water Service Development Plan, etc.

c. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION

The District Municipality has achieved in areas of developing and implementing strategic planning tools as the housing sector plan, commencing with the housing needs register and commencing registering

Chapter 1

for accreditation in housing, implementing some of the issues raised in the Integrated Transport Plan. We have also continued to provide support to local municipalities in housing, water, sanitation and solid waste management services. This service provision has however been subjected to challenges relating to the transfer of the roads component resources to the Provincial Roads and Public Works Department thus reducing the effectiveness of the Basic Services and Infrastructure municipal department, as well as the transfer of the former District Management Area to Joe Morolong Local Municipality as per the current demarcations.

d. FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

John Taolo Gaetsewe District Municipality provided services to District Management Area under its control. These areas were transferred by a section 12 notice by the MEC of Cooperative Governance and Transitional Affairs to Local B-Municipalities. Since 30 June 2011, John Taolo Gaetsewe District Municipality no longer has control over the District Management Area and does not provide any services to the area.

For more information please refer to the **Audited Annual Financial Statements 2011-2012 (Volume II)**.

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e. ORGANISATIONAL DEVELOPMENT OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE

In terms of Section 51 of the Municipal Systems Act 32 of 2000, a municipality has to establish and organize its objectives. The Act further provides that a municipality must perform its functions through operationally effective and appropriate administrative units, including departments and other functional units. The organizational structure relates to all functions stipulated in Service Delivery and Budget Implementation Plans as informed by the Integrated Development Plan (IDP).

Subsequently the municipality developed its employees and councillors through skills developments initiatives guided by the prescripts of the Skills Development Act, Skills Development Levies Act and South African Qualification Act. In addition to this, as well to ensure total development of employees a Municipality has a policy in place called "Study Assistance Policy" to encourage its employee to further their studies at any recognised institution of higher learning, countrywide. This policy provides financial support or assistance to employees as long as the study embarked on is in line with what the employee is doing.

The Municipality further ensures organizational development through compliance to the prescripts of the Employment Equity Act, which advocates for the advancement of the historically disadvantaged people.

f. AUDITOR-GENERAL REPORT

AUDITOR-GENERAL REPORT 11/12

REPORT OF THE AUDIT COMMITTEE FOR YEAR ENDED 30 JUNE 2012

The Audit Committee of John Taolo Gaetsewe District Municipality is pleased to present their report for the financial year ended 30 June 2012.

ATTENDANCE OF MEETINGS

The Local Government: Section 166 of the Municipal Finance Management Act, 2003 (Act 56 of 2003), requires that the Audit Committee meet at least four times a year. During the financial year under review, meetings were held to discuss matters relating to risk management, internal control, the governance process and the financial statements.

The attendance record for members of the committee on 01 July 2011 – 04/11/2011 was as follows:

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Name of Member	Number of meetings held during the year	Number of meetings attended during the year
Mr. T Batlhoi (Chairperson)	2	2
Mr. A.L. Geldenhuys	2	0
Ms B.Pule	2	2
Mr. O Thenga	2	0

The attendance record for members of the committee on 29 August 2012 was as follows:

Name of Member	Number of meetings held during the year	Number of meetings attended during the year
Mr. A. Kekesi	1	1
Ms. S. Motlhabane	1	1
Ms. L. Dhlamini	1	1

AUDIT COMMITTEE RESPONSIBILITY

The Committee reports that it has not as far as possible complied with its responsibility arising from its terms of reference including relevant legislative requirements.

EFFICIENCY AND EFFECTIVENESS OF INTERNAL CONTROL

Certain deficiencies and shortcomings reported by the Internal Audit function and the Auditor-General still need to be resolved. Even though adequately designed, controls relating to certain processes still need to be effectively implemented.

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RISK MANAGEMENT

A formal enterprise wide risk management function and process has been established and implemented for the year under review. The function still needs to be fully capacitated in order to carry out its responsibilities.

It is encouraging to note that a strategic and operational risk assessment has been conducted. However participation of top management in this process is still an area for improvement. The review of a risk management policy and strategy needs to be finalized.

INTERNAL AUDIT

The Internal Audit function appears to be partially effective in respect of its functioning, taking capacity constraints into account. Capacity needs to be augmented in order to achieve wider internal audit coverage. Internal audit is provided as a shared service to all municipalities in the Dsitrict.

PERFORMANCE MANAGEMENT

The performance management system was ineffective. This amounts to non-compliance with the requirements of section 38 of the Municipal System Act, No. 32 of 2000.

REVIEW AND EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

A high level review on the presentation of the financial statements could not be conducted on the financial statements due to the late and incomplete submission thereof to the Audit Committee prior to being submitted to the Auditor-General South Africa on 31 August 2012.

It is encouraging to note that the Auditor General issued a qualified audit opinion on the annual financial statements of JTGDM for the year ended 30 June 2012.

CONCLUSION

The qualified audit opinion of the auditor-General indicates a weakness in the financial administration of the district municipality. However other issues that could lead to future un-qualification of the annual financial statements need to be addressed by management as a matter of urgency.

Management should also endeavor to reap more benefits from the activities the internal audit function and risk management in order to improve the control environment of the municipality.

The committee concurs and accepts the Auditor General's report on the annual financial statements for the year ended 30 June 2012. The Committee is of the opinion that the audited Annual Financial Statements should be accepted and read together with the report of the Auditor-General.

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g. STATUTORY ANNUAL REPORT PROCESS

N o.	Activity	Timefram e
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise 4 th quarter Report for previous financial year	
4	Submit draft 11/12 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General.	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General assesses draft Annual Report including consolidated Annual Financial Statements and Performance data	September - October
12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	December
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	

Chapter 1

19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input.	January
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Chapter 3

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Municipal governance is a combined effort between the elected political component (Council) and the appointed administrative component. Council is responsible for decision-making relating to inter alia municipal legislation, policies, budgeting and planning. The Administration is responsible for the implementation of those decisions within the resources allocated by Council. The oversight function of Council is augmented by the combined assurance functions of risk management, internal- and external audit, Audit Committee and finally also the oversight role of the Municipal Public Accounts Committee. Governance within in the municipal sphere of Government is also forged on strong relations between different sectors and spheres of Government, as well as civil society.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution S151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community. The Municipality managed to govern on its own initiative, despite the challenges mentioned elsewhere in this report. There was a positive working relationship between the Council and the Administration.

a. POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

The Executive Mayor was supported by the following Mayoral Committee Members that headed the respective portfolio committees:

- Councillor OC Mogodi – Finance, Human Resources and Procurement Committee
- Councillor G Assegai – Economic Development, Agriculture and Tourism
- Councillor ME Mocwari – Health and Social Services, Fire Fighting, Disaster Management, Safety and Security
- Councillor E Hantise – Public Participation, Infrastructure and Service Delivery

The Executive Mayor was also supported by the Budget Steering Committee.

Chapter 3

COUNCILLORS

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
SB Gaoubusiwe	FT	Speaker	ANC	0.909091	
S Mosikasti	FT	Executive Mayor	ANC	0.909091	
OC Mogodi	FT	Finance,HR, Legal & Procurement Committee	ANC	0.909091	
G Assegai	FT	LED, Agriculture & Tourism	ANC	0.818182	
ME Mochwari	FT	Health, Social Services, Fire Fighting, Disaster Management	ANC	1	
OE Hantise	FT	Public Participation, Infrastructure & Service delivery	ANC	1	
MG Sephekolo	PT	Finance,HR, Legal & Procurement Committee	ANC	0.909091	
OH Kgopodithata	PT	Health, Social Services, Fire Fighting, Disaster Management	ANC	1	
V Jordan	PT	Public Participation, Infrastructure & Service delivery	ANC	1	
J Freedman	PT	LED, Agriculture & Tourism	ANC	1	
A van der Westhuizen	PT	Finance,HR, Legal & Procurement Committee	DA	0.909091	
MAP Brink	PT	Health, Social Services, Fire Fighting, Disaster Management	DA	1	
JC Kaars	PT	Public Participation, Infrastructure & Service delivery	DA	1	
MM Nhlapo	PT	LED, Agriculture & Tourism	DA	0.818182	
T Tiholenyane	PT	LED, Agriculture & Tourism	ANC	1	
MJ Rakoi	PT	Finance,HR, Legal & Procurement Committee	ANC	0.727273	
KR Makwati	PT	Health, Social Services, Fire Fighting, Disaster	ANC	0.909091	

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		Management			
BM Mosegedi	PT	Public Participation, Infrastructure & Service delivery	ANC	0.727273	
A Mwembo	PT	Health, Social Services, Fire Fighting, Disaster Management	DA	0.818182	
EV Makoke	PT	LED, Agriculture & Tourism	ANC	0.909091	

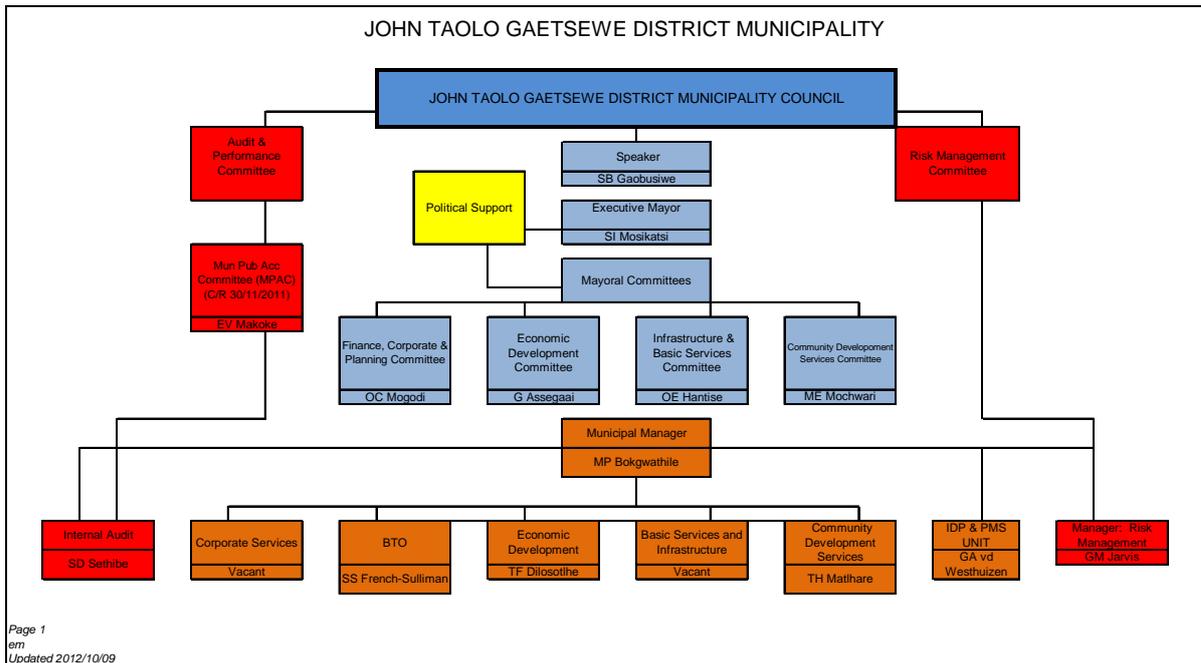
POLITICAL DECISION-TAKING

The Council of John Taolo Gaetsewe District Municipality is made up of four Portfolio Committees which report to Mayoral Committee and the Mayoral Committee reports to Council, eventually Council takes the final decision. The decision that Council takes its either approve the reports or reject them after altering where it fits necessary to do so. Upon decision by Council, the administration wing has to implement that decision and report back to Council inform of Council Resolution Register. The register will indicate as to how the administration has implemented the Council decision and progress thereof.

b. ADMINISTRATIVE GOVERNANCE

Third Tier Structure	
Directorate	Director/Manager (State title and name)
Office of the Municipal Manager	Dr SA Sebushe & MP Bokgwathile (Municipal Managers)
Corporate Services	OV Kaketso (Acting Manager: Corporate Services)
Budget & Treasury Office	SS French-Sulliman (Chief Financial Officer)
Community Development Services	TH Matlhare(Manager: Community Development Services)
Local Economic Development	TF Dilotsotlhe (Manager: Local Economic Development)
Basic Services & Infrastructure	TH Matlhare(Acting Manager: Basic Services & Infrastructure)
Internal Audit	SD Sethibe (Manager: Internal Audit)

Chapter 3



COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

It is important to establish and maintain good inter-governmental relations (IGR) to ensure that integrated sustainable development planning (IDP) is achieved. The District Municipality had limited success with IGR-Forums in the year under review. The attendance of both local municipalities and sector departments was very poor and in most cases the District IGR was unable to constitute. It was however revived towards the end of the year and extended to include external stakeholders. Traditional Leaders only attended this one meeting.

Note: MSA S3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisage in the Constitution S41.

Chapter 3

c. INTERGOVERNMENTAL RELATIONS

RELATIONSHIPS WITH MUNICIPAL ENTITIES

The municipality has not outsourced / or established municipal entities to provide services. However, in Hotazel the municipality used external service providers to service the area.

DISTRICT INTERGOVERNMENTAL STRUCTURES

The Municipality was very successful in forging good inter-governmental relations during the review of the District Spatial Development Framework. Steering Committee and working group meetings was well attended by a range of stakeholders. This included the participation of communities during the review process. The Municipality also conducted a training and information session with members of ward committees. This was a new approach to enhance community participation and capacity and was well received by those that participated. Municipalities in the District should consider continuing with this initiative.

Inter-governmental relations will need much improvement in coming years.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

The Municipality managed to consult communities through various means such as through notices in the press, community consultation sessions during the compilation of the Spatial Development Framework. This provided a valuable insight into the needs and views of communities in the District. It was also very clear that communities in the eastern part of the District are more severely affected by poverty and lack of access to infrastructure and services.

d. PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

The IDP Representative Forums of local municipalities and the IDP Regional Forum at the District was for all practical purposes not functioning. The Local Economic Development Forum was revived.

Chapter 3

WARD COMMITTEES

Not applicable to District Municipality since the re-demarcation of the DMA to Joe Morolong Local Municipality.

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

For the year under review the municipality has not been able to hold any successful public meetings. Notice for a meeting on the Draft IDP and Top-Layer SDBIP was done but community members never attended. IDP Roadshows at local municipalities where the district attended did not materialize apart from one public meeting in Joe Morolong.

e. IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers?	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	No
* Section 26 Municipal Systems Act 2000	T2.5.1

Chapter 3

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Corporate governance is a cross cutting issue for which all departments take responsibility. A strategic risk register was compiled for the district and all local municipalities. Risk identification is provided as a shared service to the local municipalities. The Municipality has a fraud prevention policy in place. No cases of financial misconduct were reported during the year. Both employees and councillors declared their interests outside the Municipality. The Municipality also has a supply chain management policy in place and quarterly reports were provided to Council.

Two of the municipal by-laws were revised. Most of the by-laws were transferred to the Joe Morolong Municipality as a result of the re-demarcation of the District Management Area into the Joe Morolong Municipal Area.

f. RISK MANAGEMENT

OVERVIEW OF RISK MANAGEMENT

Risk Management is an essential part of effective corporate governance and it is management's responsibility. In terms of the current risk management framework the risk management assessment should be performed annually in the municipality.

We do not seek to identify all risk faced by the municipality. It focuses only on those strategic risks highlighted in the workshop by the workshop participants.

Each risk identified has root cause, consequence of the risk, risk exposure, current controls processes in place to mitigate the risk, and risk owner.

Top five risks to the municipality

- 1) Effects of asbestos contamination
- 2) Low staff morale
- 3) Misappropriation of assets (loss, theft, abuse, fraud and corruption)
- 4) Loss of information
- 5) Misappropriation of funds (false claims/payment)

Chapter 3

g. ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

The municipality has a Fraud and Corruption Policy as well as an Anti-Corruption Plan. For the year under review there has not been any cases reported of fraudulent activities. However, the municipality experienced challenges with segregation of duties, e.g.: Chief Finance Officer acting as Municipal Manager.

h. SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

Please refer to the **Audited Annual Financial Statements 2011-2012** in Volume II Annual Report and Chapter 5.

i. BY-LAWS

COMMENT ON BY-LAWS:

There are no new by-laws adopted. However we have revised two by-laws during the year under review.

j. WEBSITES

The website was mostly not updated with the prescribed documentation. The reason was that the Municipality struggled to find skilled people in the District that could be employed to do web maintenance. The Municipality did however manage to publish the budget documentation to the web. Web maintenance needs to receive urgent attention in the coming financial year.

Chapter 3

k. PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFCATION LEVELS

The municipality could not conduct any Satisfaction Surveys during the year under review due to lack of funding. We have however committed ourselves to conduct the surveys with assistance of local municipalities' Community Development Workers (CDW's).

Chapter 3

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

COMPONENT A: BASIC SERVICES

INTRODUCTION TO BASIC SERVICES

For the institution to effectively meet the basic service provisioning standards there are pressing needs as to address staff complement in Departments: Basic Services and Infrastructure etc, to have the strategic documents such as the Spatial Development Frame work, Integrated Transport Plan, Water Services Development Plans in place and those existing updated and have adequate funding sources, this will further cascade into planning for and implementing projects and programmes in addressing the required standards in the provision of basic services.

Concerted, coordinated planning and management efforts from Government (provincial and national departments), the mining sector, government programmes (e.g MISA)'s assistance and contribution in planning and management can be key in the integrated development in our area.

a. WATER PROVISION

INTRODUCTION TO WATER PROVISION

The current strategy in supporting local municipalities who are the Water Service Authorities (WSA's) and their Water Service Providers (WSP's) is to maintain institutional arrangements which assist in identifying problems inhibiting the collective district effort to eradicate backlogs in the provision of water. This function is being put into practice through continuous interaction with individual municipal engagements and through the District Water Sector Forum meetings.

The municipality has been managing the supply services in Vanzylsrus and Hotazel on behalf Joe Morolong Local Municipality to which the services were transferred. The services management function has also been placed with Joe Morolong Municipality during the third quarter of the financial year.

The main water supply source in the District being ground water with resource and infrastructure management challenges experienced informs the reality of the need of water services management improvement and exploring surface water supplement. This does however need funding and agreements with local municipalities to be in place. The intended borehole and water control function which was considered to be explored in the 2011/2012 financial year could not be further planned for as a result of inadequate resources.

The management of the water quality monitoring function has been ongoing in the Joe Morolong Municipality area. The effectiveness of this has, however been hampered by unavailability of resources. Water supply problems are identified by individual municipality services data, reports from ward councillors and municipal IDP road shows often confirms that. Disturbances in regular supply are

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directly reported by community members to the relevant WSP's and in some instances to the district municipality. On identification of problem areas plans are being made and implementation is prioritised for different areas based on the availability of resources.

Note: Recent legislation includes the Water Services Act 1997 and the General Enabling Act 2005

Growth and development indicators – The results of Census 2001 are compared with that of the Community Survey 2007:

Diagram 3.1 with graph: Percentage distribution of households by type of water source

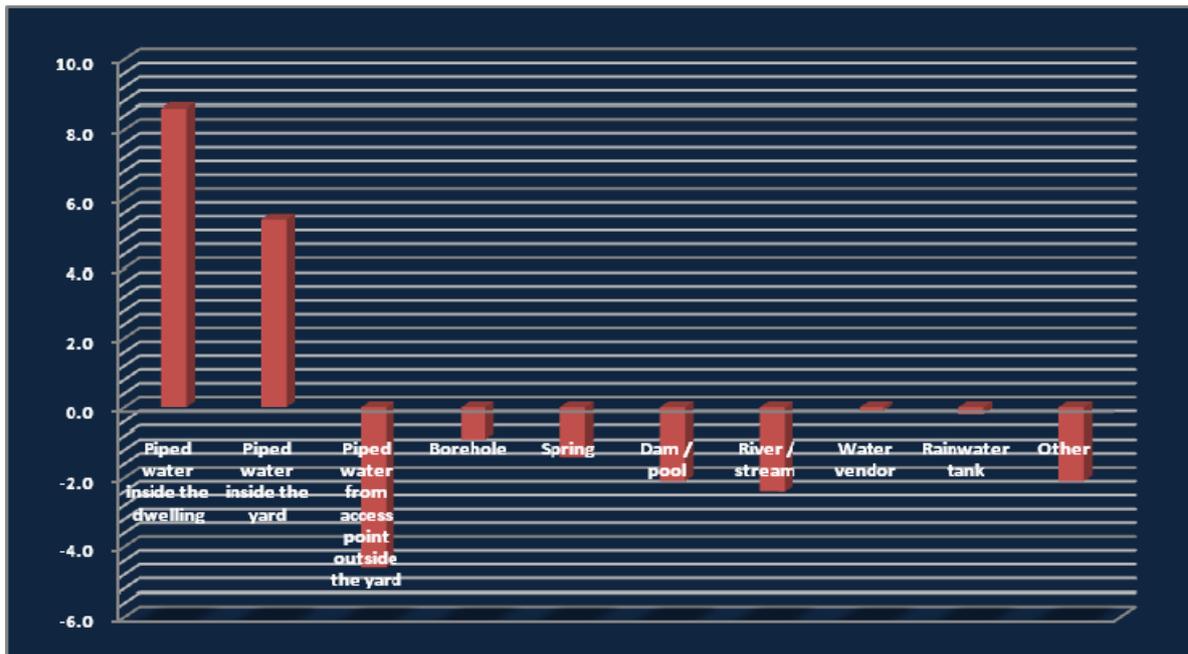
Category	Joe Morolong LM		Ga-Segonyana		Gamagara LM		JT Gaetsewe	
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007
Piped water inside the dwelling	1.0	2.0	13.7	21.0	55.8	60.0	14.4	23.0
Piped water inside the yard	4.8	1.9	14.8	24.6	35.8	38.2	13.7	19.1
Piped water from access point outside the yard	64.3	76.4	62.1	52.9	6.7	0.7	54.4	49.8
Borehole	11.7	14.8	4.0	0.8	0.1	0.7	6.9	6.0
Spring	3.4	0.0	0.0	0.2	0.0	0.1	1.5	0.1
Dam / pool	6.7	3.0	0.5	0.3	0.1	0.0	3.3	1.2
River / stream	5.0	0.0	0.3	0.0	0.0	0.0	2.4	0.0
Water vendor	0.8	0.7	0.1	0.0	0.0	0.0	0.4	0.3

WATER

Chapter 3

Rainwater tank	0.2	0.0	0.2	0.0	0.0	0.0	0.2	0.0
Other	2.0	1.1	4.3	0.3	1.5	0.2	2.7	0.6

(Source: Community Survey, 2007)



(Source: Municipal Demarcation Board)

COMMENT ON WATER USE BY SECTOR:

Although there is progress there hasn't been any substantial change in regards to water which remains one of the focal areas in the district.

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COMMENT ON WATER SERVICES OVERALL PERFORMANCE:

The targets set for the five year period cannot be attained with the approved budget provision. Strategic partners are being engaged on the plans and the resources required in having the plans implemented. The current role is mainly of support in local municipalities on their programs.

The Water Service Development Plan, borehole and water source control functions (functions relating to bulk water supply) and the intent to commence preparing for the WSA role through engaging local municipalities could not commence as the resources to evaluate the feasibility are not in place.

Though not implementing capital projects in water as there is no direct capital funding to affect that, the Municipality participates in the Heuningvlei Bulk Water Scheme refurbishment and the planned additional construction phases and the planning of the Kuruman, Bankhara/Bodulong Bulk Water Supply Project. There are not adequate funding resources to see both projects through. The Regional Bulk Infrastructure Grant allocation, supplemented by funding from the Department of Land Reform and Agriculture in the case of Heuningvlei, are not adequate to see both projects through.

b. WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

The intent, in collaboration with the local municipalities is to eradicate the sanitation backlog by 2014. There is a backlog of 18 581 households in the district predominantly basic services in rural areas. The Municipality has been managing the sanitation services in Vanzylsrus and Hotazel on behalf of the Joe Morolong Local Municipality to which the services were transferred. With the current committed and indicative resources the backlog may not be eradicated by 2014.

Sanitation services backlogs and problems are identified in individual municipality services data, reports from ward councillors and municipal IDP road shows often confirm that. Sewer overflows and blockages are reported by community members to the relevant local municipalities who in turn respond promptly. On identification of problem areas, plans are being made and implementation is prioritised for different areas based on the availability of resources.

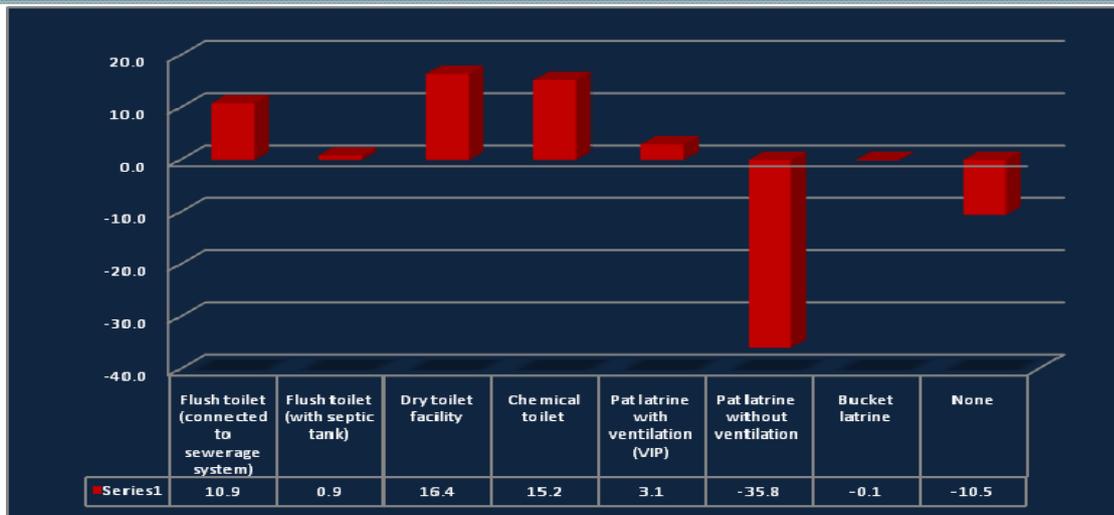
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Growth and development indicators – The results of Census 2001 are compared with that of the Community Survey 2007:

Diagram 11 with graph: Percentage distribution of households by type of toilet facilities									
Category	Joe Morolong LM		Ga-Segonyana LM		Gamagara LM		JT Gaetsewe		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	
Flush toilet (connected to sewerage system)	1.0	1.5	21.0	27.9	66.1	73.3	18.0	28.9	
Flush toilet (with septic tank)	0.4	0.9	3.7	6.2	15.2	10.7	4.0	4.9	
Dry toilet facility	0.0	22.7	0.0	16.1	0	6.5	0.0	16.4	
Chemical toilet	0.1	35.8	0.7	4.9	0.2	2.3	0.3	15.5	
Pat latrine with ventilation (VIP)	15.1	21.5	26.5	35.1	6.9	3.3	19.0	22.1	
Pat latrine without ventilation	53.7	0.0	28.4	0.4	3.5	0	36.0	0.2	
Bucket latrine	0.2	0.4	0.8	0.1	0.4	1.4	0.5	0.4	
None	29.4	17.2	19	11.3	7.9	2.4	22.2	11.7	

SANITATION

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(Source: Municipal Demarcation Board)

From a developmental perspective, the following remain persistent challenges that must be focus-areas for the district's management with the formulation of IDP strategies:

- The complete eradication of all bucket latrines in the area;
- Increasing access to high quality sanitation facilities in the area, with specific reference to ensuring, at least, toilet facilities with adequate ventilation; and

Addressing the 11% backlog where members of the community still do not have access to any acceptable standard of sanitation.

COMMENT ON SANITATION SERVICES OVERALL PERFORMANCE:

The targets set for the five year period cannot be attained with the approved budget provision. The current backlog is being reduced to over 15 000 households in the district and the cost is in excess of R195, 000, 000. Strategic partners are being engaged on the plans and the resources required in having the plans implemented. The current role is mainly of support in local municipalities on their programs.

Though not implementing capital projects in sanitation as there is no direct capital funding to affect that, the provision of sanitation units in Joe Morolong is continuing. The Kuruman bulk sewer project is planned to be taken in phases though not committed. Sewer oxidation ponds, pump stations and networks are also planned for at Kathu, Deben and Olifantshoek, the challenge is however the funding of the projects.

T3.2.10

Chapter 3

c. ELECTRICITY

INTRODUCTION TO ELECTRICITY

The municipality supports institutional arrangements which assist in identifying problems inhibiting the effort to supply households' electricity. The provincial Department of Energy leads an energy forum monitoring the implementation of household electrification projects in the district. The forum sits in The District Municipality and all municipalities in the district and Eskom are participants.

The Gamagara and Ga-Segonyana Local Municipalities supply electricity in the urban areas. Eskom supplies the whole of Joe Morolong and the rural parts of Ga-Segonyana and Gamagara. The areas planned for in the district are new settlements and infill sites. The unplanned growth of settlements and migration of households to areas close to urban settlements puts a strain to the grid electricity supply. The Moffat substation in Kuruman town had to be upgraded to accommodate such needs.

Local municipalities list households without electricity and submit their needs to the department of Energy for planning purposes. Eskom does infill houses electrification on application by residents. There are however dwelling houses in cattle posts and farms which are not having electrical supplies. Submissions were done by the local municipalities to the Department of Energy to consider alternate to grid electricity supply. Electricity supply problems are identified by individual municipality services data, reports from ward councillors and municipal IDP road shows often confirms that. Disturbances in regular supply are directly reported by community members to Eskom.

Growth and development indicators – The above-mentioned statistics are compared with results of the Community Survey 2007, the growth and development that has taken place is evident:

Diagram 6: Percentage distribution of households by type of energy / fuel used for lighting								
Category	Joe LM	Morolong	Ga-Segonyana LM		Gamagara LM		JT Gaetsewe	
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007
Electricity	34.1	85.6	74.5	90.8	92.7	97.4	58.2	90.0
Gas	0.1	0.6	0.1	0.2	0.1	0	0.1	0.3
Paraffin	7.9	1.5	2.6	1.2	0.3	0.1	4.7	1.1

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	Candles	57.3	12.4	22.2	7.9	6.7	2.2	36.4	8.5
	Solar	0.2	0.0	0.1	0.0	0.0	0.1	0.2	0.0
	Other	0.4	0.0	0.4	0.0	0.2	0.2	0.4	0.1

(Source: Community Survey, 2007)

Comparing the Census 2001 and 2007 statistics it is clear that electricity used for lighting increased from 58.2% to 90% for the entire district. Candles have declined from 36.5% to 8.5% and this is quite an achievement specifically for Joe Morolong municipality which is a rural area.

Growth and development indicators – The results of Census 2001 are compared with that of the Community Survey 2007:

Diagram 7: Percentage distribution of households by type of energy / fuel used for cooking									
Category	Joe Morolong LM		Ga-Segonyana LM		Gamagara LM		JT Gaetsewe District		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	
Electricity	7.7	31.9	45.0	74.3	78.0	94.6	32.3	63.0	
Gas	7.9	6.4	7.5	7.0	1.9	1.1	6.8	5.4	
Paraffin	13.5	7.4	26.1	10.2	3.5	0.7	16.7	7.1	
Wood	64.0	53.1	19.9	8.5	16.2	3.3	40.4	24.1	
Coal	0.2	0.0	0.2	0.0	0.1	0.0	0.2	0.0	

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	Animal dung	6.5	1.2	0.9	0.0	0.1	0.0	3.3	0.5
	Solar	0.1	0.0	0.1	0.0	0.2	0.1	0.1	0.0
	Other	0.1	0.0	0.1	0.0	0.1	0.1	0.1	0.0

(Source: Community Survey, 2007)

Electricity being used for heating has improved from 32.3% to 63%. Wood has declined from 64% to 53.1%. Although there is a decline in the use of wood more effort is needed to curb this behavior especially in Joe Morolong municipality.

Growth and development indicators – The results of Census 2001 are compared with that of the Community Survey 2007:

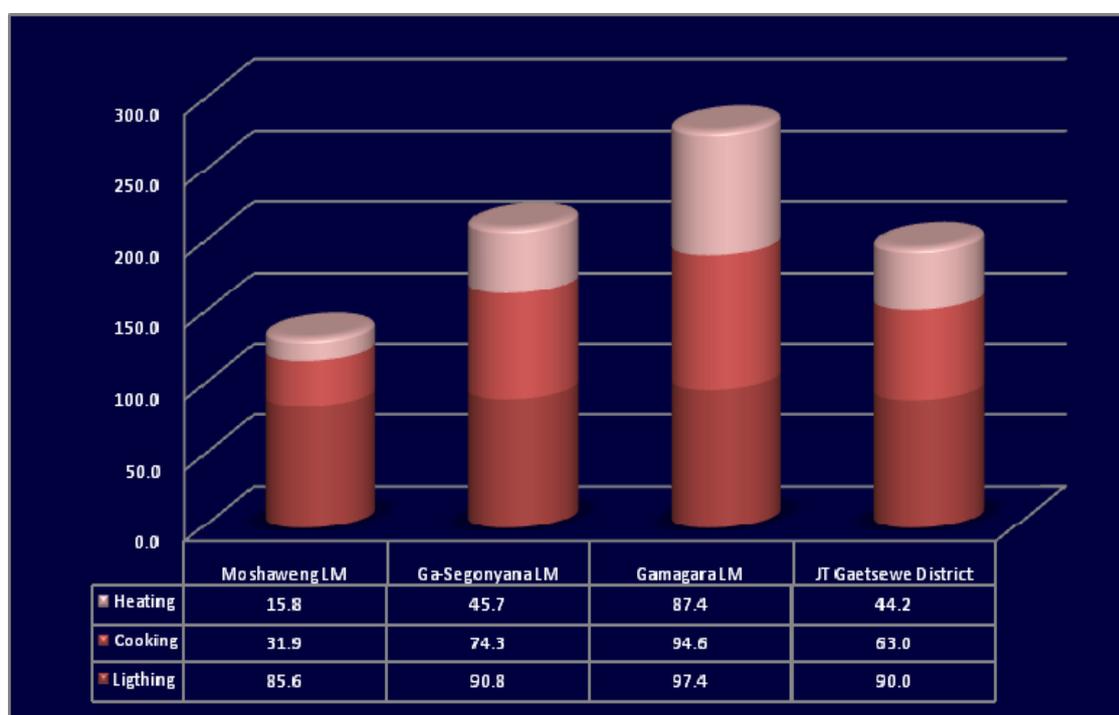
Diagram 8: Percentage distribution of households by type of energy / fuel used for heating									
	Category	Joe Morolong LM		Ga-Segonyana LM		Gamagara LM		JT Gaetsewe District	
		Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007
HEATING	Electricity	6.9	15.8	39.2	45.7	73.5	87.4	29.0	44.2
	Gas	1.7	1.2	1.4	0.9	0.3	0.1	1.4	0.8
	Paraffin	9.8	2.6	13.2	9.1	1.4	0.7	9.7	4.9
	Wood	74.0	78.0	39.1	38.7	23.6	10.5	53.5	46.8
	Coal	0.4	0.1	1.1	0.7	0.1	0	0.7	0.3
	Animal	6.0	2.2	1.5	0.1	0	0	3.3	0.9

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	dung								
	Solar	0.1	0	0.1	0	0.1	0.1	0.1	0
	Other	1.1	0	4.1	4.7	0.9	1.2	2.3	2.1

(Source: Community Survey, 2007):

The following graph illustrates how electricity is being used as the main source of energy:



(Source: Community Survey, 2007):

The growth in access to electricity as a primary source of energy in the district has been impressive. Access to electricity as a source of energy for perhaps its most vital need, namely lighting, has increased to 90% in the district; a growth of 31,8% over the period 2001-2007. However, challenges that remain are:

- To fill the 10% gaps that remains in terms of electricity as a source of lighting.
- The clear comparative disadvantaged of the Joe Morolong Municipality in relation to the other municipalities in the district.

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COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

The supply capacity is exhausted in particularly the northern parts of the municipality. Eskom has in plans to upgrade substation in the Van Zyl's Rus Area and Lykso areas and build substations in the Heuningvei area.

d. WASTE MANAGEMENT (THIS SECTION INCLUDES: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

INTRODUCTION TO WASTE MANAGEMENT

The Municipality does not provide waste management services in the district.

Growth and development indicators –The results of Census 2001 are compared with that of the Community Survey 2007:

Diagram 16: Percentage distribution of households in type of refuse disposal								
Category	Joe Morolong LM		Ga-Segonyana LM		Gamagara LM		JT Gaetsewe	
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007
Removed by the local authority / private company at least once a week	0.2	0.5	20.3	24.9	86.9	94.9	19.7	30.5
Removed by the local authority / private company less often	0.1	0.0	0.1	0.6	0.9	0.2	0.2	0.5
Communal refuse dump	2.6	1.9	1.2	1.4	0.6	0.1	1.7	1.3
Own refuse dump	84.1	89.7	70.0	72.9	9.4	4.6	68.9	64.6

REFUSE

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No rubbish disposal	13.0	7.9	8.4	0.3	2.2	0.2	9.5	3.1
Other	0.0	0.0	0.0	0.0	0	0	0.0	0.0

(Source: Community Survey 2007)

Refuse removal is an important strategic issue in the district, especially if the environmental and waste management implications thereof are considered.

e. HOUSING

INTRODUCTION TO HOUSING

The current broad housing strategy in supporting local municipalities and constructing houses has been partly achieved as the Housing Sector Plans for the District and Joe Morolong Local Municipality are in place, Ga-Segonyana and Gamagara Local municipalities had commenced with the compilation of the Housing Sector Plans. Due to funding challenges the Housing Needs Register for the District Municipality is incomplete. The Regional Housing Sector Forum led by the Department of Cooperate Governance, Human Settlement and Traditional Affairs is meeting on a quarterly basis to review matters relating to housing and interaction on housing projects in the form of assisting to verify works done in local municipalities by the district is ongoing.

The District Municipality has been directly managing the construction contract of low cost houses in Vanzylsrus and had completed 22 houses.

There are however challenges relating to settlements planning in rural villages where *in situ* houses are constructed, supply of construction water, delivery of building material to the remote rural areas and in instances availability of basic services supply. The backlog is also immense as dwelling houses built in rural areas were not built in line with the National Building Act and Regulations and many are structures built with mud as construction material. We will alleviate and finally address these problems through the housing sector plans and the annual revisions made to them.

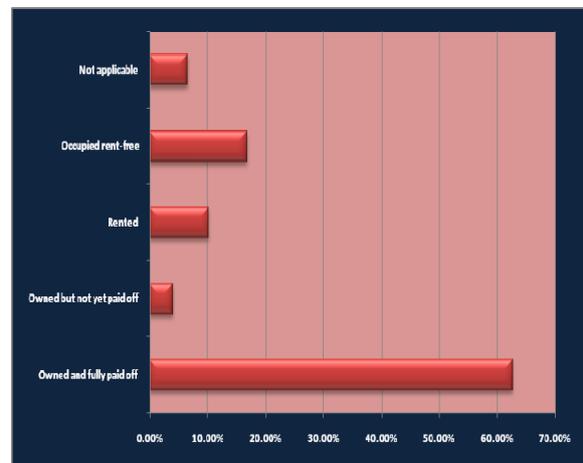
Housing needs are identified in the Housing Sector Plans and municipal IDP road shows often confirm that. Collapsing housing structures, which often happen during heavy destructive storms, are being attended under the emergency housing programme in applications to COGHSTA. Special programmes assist during identification of overcrowded below minimum income households needs. The identification is brought through ward councillors and also raised in IDP Road Shows.

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Growth and development indicators – According to the results of Census 2001, access to acceptable standards of housing in the John Taolo Gaetsewe district was as follows:

Diagram 12: Dwelling type		
House or brick structure on a separate stand or yard	29,780	63.01%
Traditional dwelling/hut/structure made of traditional materials	10,093	21.36%
Flat in block of flats	257	0.54%
Town/cluster/semi-detached house (simplex; duplex; triplex)	105	0.22%
House/flat/room in back yard	687	1.45%
Informal dwelling/shack in back yard	750	1.59%
Informal dwelling/shack NOT in back yard	2,241	4.74%
Room/flatlet not in back yard but on shared property	183	0.39%
Caravan or tent	110	0.23%
Private ship/boat	12	0.03%
Not applicable (collective living quarters)	3,042	6.44%

Diagram 13 with Diagram: Tenure status		
Owned and fully paid off	29,627	62.69%
Owned but not yet paid off	1,874	3.97%
Rented	4,795	10.15%
Occupied rent-free	7,921	16.76%
Not applicable	3,042	6.44%



(Source: Census 2001)

Growth and development indicators – The results of Census 2001 are compared with that of the Community Survey 2007:

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Diagram 14: Percentage distribution of households by type of main dwelling

Category	Joe Morolong LM		Ga-Segonyana LM		Gamagara LM		JT Gaetsewe	
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007
	House or brick structure on a separate stand or yard	62.4	65.3	69.2	76.4	76.2	57.9	67.3
Traditional dwelling/hut/structure made of traditional materials	33.4	31.8	18.6	7.8	0.6	1.2	22.8	15.2
Flat or block of flats	0.2	0.0	0.5	0.2	2.0	2.5	0.6	0.5
Town/cluster/semi-detached house	0.2	0.0	0.2	0.0	0.3	0.2	0.2	0.1
House/flat/room in back yard	0.2	0.0	2.0	3.0	5.4	3.5	1.6	2.0
Informal dwelling/shack in backyard	1.1	0.0	2.3	1.8	2.1	0.8	1.7	0.9
Informal dwelling/shack in not backyard (informal or squatter)	2.2	2.2	6.3	10.4	12.4	12.6	5.1	7.6

HOUSING

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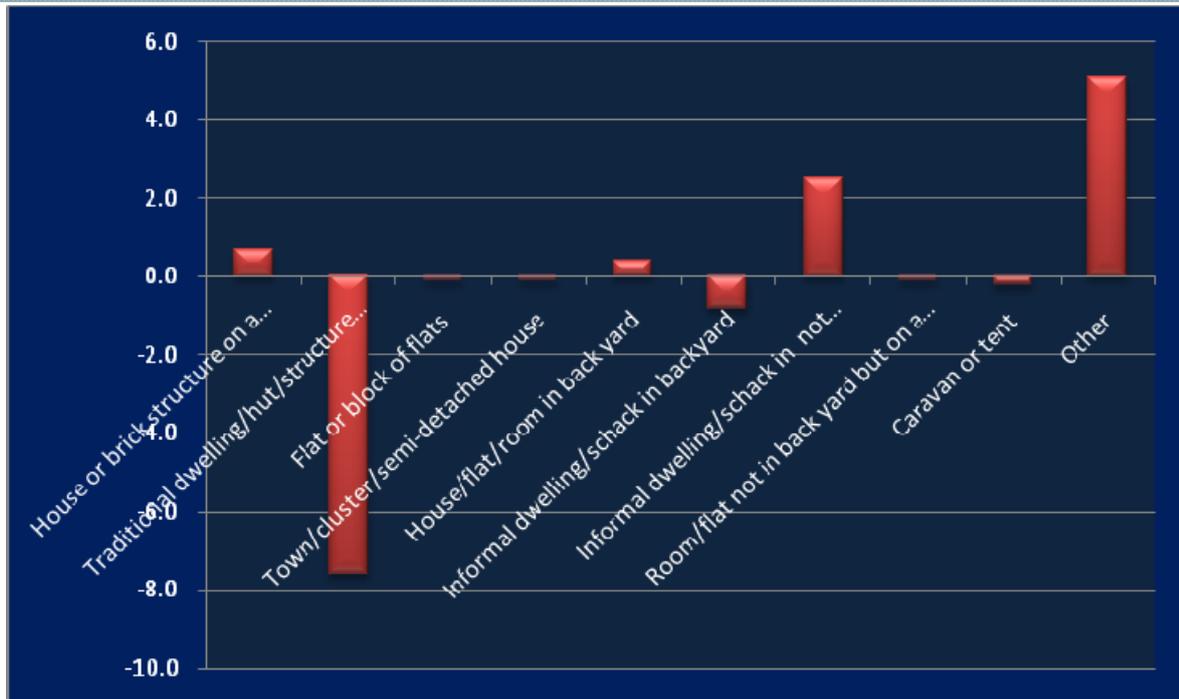
Room/flat not in back yard but on a shared property	0.2	0.3	0.6	0.0	0.4	1.4	0.4	0.3
Caravan or tent	0.1	0.0	0.3	0.0	0.5	0.1	0.3	0.1
Other	0.0	0.3	0.0	0.3	0.1	19.7	0.0	5.1

Diagram 15 with graph: Percentage distribution of households by tenure status

TENURE STATUS	Category	Joe Morolong LM		Ga-Segonyana LM		Gamagara LM		JT Gaetsewe	
		Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007
		Owned and fully paid off	88.2	94.9	56.9	78.7	36.4	37	67.0
Owned but not yet paid off	1.9	0.3	4.7	4.0	12.6	6.3	4.2	2.9	
Rented	3.8	2.4	9.4	10.3	35.1	46.2	10.8	16.5	
Occupied rent-free	6.0	2.5	29.0	7.0	15.9	6.7	17.9	6.0	
Other	0.0	0.0	0.0	0.0	0	3.8	0.0	0.7	

(Source: Municipal Demarcation Board)

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The housing need in the district area remains high. The apparent growth in the percentage of informal settlements from 5,1% to 7,6% of the population is especially concerning. However, in formulating strategies to address the housing backlogs in the district, the Municipality is dependent on the guidance and initiatives of both the sector Departments of Housing, as well as of the co-operation of the local municipalities.

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

Also refer to the **Audited Annual Financial Statements and Performance Report for 2011-2012** (Volume II and III).

f. FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

Services were transferred to Joe Morolong Local Municipality as result of the municipal re-demarcation. We have provided basic services infrastructure such as water, sanitation and electricity through housing projects during the year under review e.g.: Vanzylsrus Housing Project. All services provided are at the minimum free basic services standards.

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COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (storm water drainage).

INTRODUCTION TO ROAD TRANSPORT

As mentioned in the executive summary, the roads agency function that was performed by us was taken back to Provincial Roads. This had a huge impact to our municipality playing a huge role in implementing road infrastructure projects. We have participated in the Provincial Integrated Transport Plan (ITP) Committee meetings to develop a provincial wide ITP.

g. ROADS

INTRODUCTION TO ROADS

The Road Agency function been taken back by province, we are no longer responsible for maintaining and repairing roads. Local Municipalities are responsible for their respective municipal roads. The district is unable to provide financial assistance to local municipalities for the purpose of road maintenance. This remains a challenge that is exacerbated by the increase of especially freight traffic through major towns.

The District should however play a strategic partnership role through developing and updating the District ITP.

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

SANRAL commenced with the upgrading of the N14 road between Kuruman and Kathu. The construction of the R31 road between Kuruman and Hotazel also commenced during the year under review. The project is a multi-partner project between the Department of Public Works and Roads, BHP Billiton, UMK and ASSMANG.

Road D328 (Gamopedi to Tsineng) and road D320 (Churchill to Bendel) were upgraded from gravel road to bitumen surface road. In addition, 5km bicycle lane was constructed along road R328/1.

h. TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

The municipality does have an ITP. The plan was developed in 2005/06 and needs to be reviewed but there is no funding for the process.

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i. WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

Primarily in urban areas, the function is integrated with road capital projects and maintenance. However in unplanned settlements, it proves to plague particularly during heavy rain fall where some areas and constructions are below the flood line. The concern is that it can have disastrous effects. But the resources in the District at this stage are not adequate to deal with such effects.

There is an indication of a need for bridges at river crossings where villages are built around dry riverbeds during heavy rain seasons. Often movement in those communities are restricted, e.g.: scholars being unable to attend schools across the river.

COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

The Municipality was unable to perform the function due to lack of funding.

COMPONENT C: PLANNING AND DEVELOPMENT

3.1 INTRODUCTION TO PLANNING AND DEVELOPMENT

The Municipality assisted the Joe Morolong Municipality in processing applications for changes in land use during the year. The Joe Morolong Municipality, however took over the responsibility for decision-making relating to applications for changes in land use. This was as a result of the re-demarcation of municipal boundaries and the incorporation of the District Management Area into the Joe Morolong Area.

The District Spatial Development Framework was reviewed and the Municipality also participated in the review of the Joe Morolong Spatial Framework that will be concluded during the 2012/13 financial year. The District further participated in the compilation of the Provincial Spatial Development Framework and extensive efforts were made between the two teams to achieve alignment.

The following principles are embedded in the Spatial Development Framework of the District:

“Spatial justice: *The colonial and apartheid system wrought massive spatial injustices by restricting access to and ownership of not only the majority of the land, but also the most desirable portions of land to White South Africans, and trapping Black South Africans in peripheral areas of cities and in rural areas with limited potential. This needs to be reversed from both a past spatial justice and equitable and shared future growth perspective. Measures need to be implemented to provide access of previously disadvantaged South Africans to the most desirable and productive land portions and to ensure that the minority’s ownership of land is drastically addressed to the benefit of the majority.*

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• **Spatial sustainability:** Historically settlements were developed with scant regard for consumption of land and natural resources, notably carbon-based fuels. The resulting environmental degradation, wastage and depletion of natural resources cannot be allowed to continue or sustained. To stop this, settlement development and redevelopment must favour low-carbon, minimal footprint land development, which means preventing sprawl through concentration in planned nodes and corridors, higher density and intensity development, far greater mixing of land-uses, the construction of multi-functional buildings, a pursuit of walkable and cyclable settlements, and the improvement and expansion of public transport services to improve its use.

• **Spatial resilience:** Short-sighted settlement development and expansion, a lack of economic diversity, a loss of collective concern for nature and community, an unresponsive and distant State and a disregard for the impacts of decisions on ecosystems, people and economic systems, have placed the globe at serious risk from ecological, economic and social shocks. This needs to be addressed by developing more sustainable settlement development (as set out above), diversifying the economy, pursuing food security, developing the local economy and deepening local social connectedness through promoting both greater collective care and individual involvement in and accountability to “the collective”.

• **Spatial quality:** The environments that were created over the last four-hundred of years of settlement development in South Africa, in most cases lack quality in terms of visual appeal, vibrancy, safety and the celebration of what is good about coming together in urban spaces. This has been aggravated by the inequalities that were built into settlements through decades of colonial and apartheid rule. This needs to be attended to urgently, not only to enhance the quality of life of all South Africans, but also to instil pride and dignity, to make people feel respected, and to establish a sense of equality through the sharing of quality public and not the skewed privileging of some in quality private spaces. From an economic development perspective, higher quality settlements will also improve the marketability of settlements in the attraction of outside investment and the retention of endogenous investors and investments.

• **Spatial efficiency:** Humanity has over the last ten thousand years’ congregated in settlements to manufacture and trade goods and services, explore, pursue and celebrate shared beliefs, debate and sharpen our views on the world and the human condition, improve our understanding of the world through science, educate and develop our minds, bodies and souls, and entertain each other with a variety of forms of artistic expression. These endeavours all flourish when distance and the cost of such distance between people, both in the literal and the figurative sense are minimised, and the ease of access to these goods and services, improved and increased. This means the pursuit of higher densities and intensity settlement development, improving the provision of public transport, providing public space for economic activities and removing senseless restrictions on trade, and the provision of quality municipal services.

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The following spatial interventions were identified by the Municipality:

- *“Strengthening and/or Regenerating Existing Nodes*
- *Creating or Strengthening Activity/Development Corridors*
- *Creating New Nodes*
- *Instituting “No-Go Areas” (Source: John Taolo Gaetsewe District Spatial Development Framework 2012)*

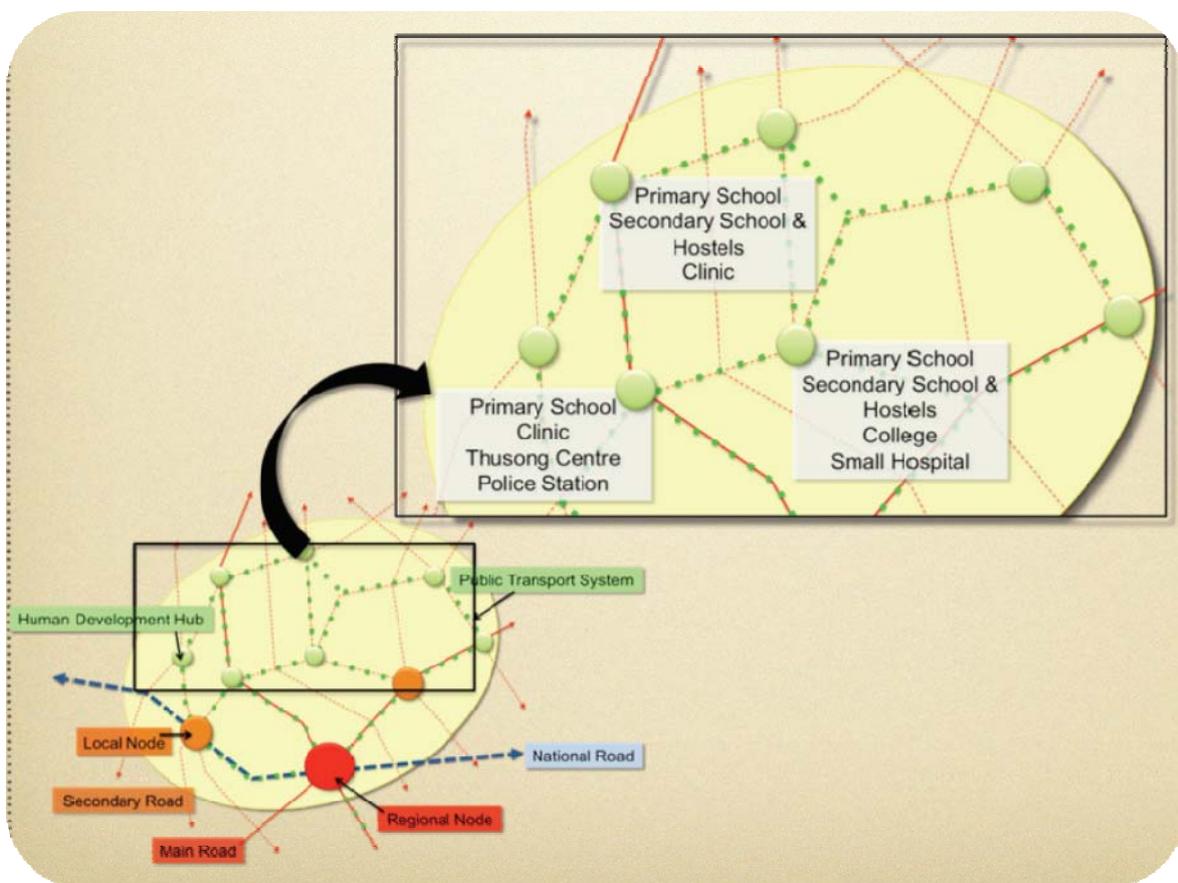
The Municipality adopted a “polycentric regional human development hub-network” approach to spatial development planning, especially in terms of the Joe Morolong Area on the eastern side of the District. *“In terms of this approach, villages and towns are not viewed as places of economic activity, but of human development, with economic development an outcome of, and not a prerequisite for human development. In practice this means that:*

- *A limited number of villages/towns in the eastern half of the Joe Morolong LM are carefully selected and developed through public-private partnerships (notably the mining companies) into “human development hubs”. This entails the provision of (1) quality education at good schools with boarding facilities; (2) quality health care services at good clinics; (3) quality municipal services, tarred roads and quality housing; (4) safety and security through quality policing services; and (5) quality access to government services at expanded multi-service Thusong Centres. In addition to this, and in accordance with the concept of the “polycentric regional network”, the village/town development is planned with the idea that the villages/towns selected to become “human development hubs” together form a whole in terms of the full spectrum of public services provided. So for instance, not every village/town will have a college or small hospital, but through the availability of reliable, quality public transport connections between the villages/towns in the network, such access can be readily gained.*
- *People that are able to provide these quality services can be attracted to and retained in these villages/towns because of their quality environments. (Such capable people are crucial, as dedicated, able people, and not machines, build other people). Given the relatively high salaries that these public officials earn, they will be able to purchase quality goods and services, creating a local market for local shops, personal service providers, such as hairdressers, doctors and dentists, and restaurants. With savvy land-use management regulations in such hubs geared towards favouring small businesses and not making it possible for externally-driven shopping mall-type development, a real, viable endogenous local economy can and will grow. Over time the human development hub-villages/towns will be able to stand on their own feet and the financial support for the public services could and would be lifted. In the process, not*

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only will tens of thousands of people have benefitted, but a real, viable, excellently-integrated economic settlement pattern will have been created. This entailed not the development of a centre-periphery or hierarchical arrangement, but rather a supporting, complementary, functionally-linked polycentric network of settlements, each with its own core local functions, but essentially, also a series of unique functions that contribute to the whole – a system by which each village acts like a cog in a larger integrated rural-regional machine.” (Source: John Taolo Gaetsewe District Spatial Development Framework 2012)

The following is a graphical presentation of human development hubs:



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a. PLANNING

INTRODUCTION TO PLANNING

The District adopted the following spatial objectives that should be addressed in future planning and development:

“District-Wide Spatial Development Objectives:

- *Objective 1: To enforce environmental and land-use management regulations*
- *Objective 2: To institute/do proper traffic and freight management*
- *Objective 3: To attract new business, especially manufacturers, to the district and retain existing ones*
- *Objective 4: To explore the viability of the Gamagara Corridor and a regional development corridor on the N14*

Joe Morolong Local Municipality Spatial Development Objectives:

- *Objective 5: To rationalise the fragmented, scattered settlement pattern and build a new intensive agriculture and agro-processing economy in the area*
- *Objective 6: To develop a limited number of villages along a public transport corridor into Human Development Hubs*
- *Objective 7: To develop Local Nodes in places like Churchill, Bothithong, Heuningvlei, Blackrock, Hotazel, Mmamathane and Vanzylsrus*
- *Objective 8: To manage, protect and further develop the existing extensive game and cattle-farming and tourism area to the west of the mining belt*

Ga-Segonyana Local Municipality Spatial Development Objectives:

- *Objective 9: To redevelop and rejuvenate the Regional Node of Kuruman*
- *Objective 10: To develop Local Nodes in Mothibistand and Baltharos*

Gamagara Local Municipality Spatial Development Objectives:

- *Objective 11: To manage land use and settlement expansion in Kathu and Sishen/Dingleton, and amalgamate the two towns into a single Regional Node*
- *Objective 12: To develop a Local Node in Olifantshoek” (Source: John Taolo Gaetsewe District Spatial Development Framework 2012)*

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b. LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

INTRODUCTION TO ECONOMIC DEVELOPMENT

The LED unit falls within the complex organogram of the District municipality. The LED unit should not be seen as a 'silo' and isolated from the other departments. All the departments within the municipality should be integrated and should communicate with each other. The JTGDM has a good LED organogram that separates LED from tourism and provides for specialized focus on different 'pillars' of strength (i.e. agriculture, tourism, manufacturing, and SMME development). It is vital that this LED unit remains integrated with the rest of the Districts departments, as well as the local municipalities, important stakeholders, NGO's, CBO's and civil society. There is very weak integration between JTGDM's LED unit and the Local Municipalities. More will need to be done to break these 'silos' and make sure that there is integration of initiatives and projects.

A "JTGDM LED Readiness Initiative" is embarked on to ensure that investors can be attracted and retained to implement successful and sustainable private sector projects. As LED involves both private and public sector goals and goods, it is essential that both are represented and incorporated into this initiative, which should build on the strength of existing structures, namely the LED Forum and the LED Unit. The JTGDM used to have an active LED forum but meetings have ceased because of poor attendance, as well as the issue of members changing regularly. The Forum needs to be re-established with more involvement with the mines and local municipalities so that the Social and Labour Plans can be aligned with LED and other local objectives. Through the District facilitation on Social and Labour Plans the following projects benefited:

	BHP billiton	Anglo American	United Manganese Of Kalahari	Aquila Resources
JTG District	<ul style="list-style-type: none"> • Kuruman Hotazel Road • Kalahari School Hotel Unit • Business Incubator • Surprise Cattle Farm 	<ul style="list-style-type: none"> • Dipudi Goat Enterprise • Business Simulation Hub 		
Joe Morolong	<ul style="list-style-type: none"> • Ba-Gaphadima Sand mining • Eradication of Invader Plants 	<ul style="list-style-type: none"> • Manyeding Cultivation • Bendell and Maphinik Road 	<ul style="list-style-type: none"> • Bursary • Joe Morolong Training Centre 	<ul style="list-style-type: none"> • Business Trucking Enterprise • Water facilities Madibeng, March and Bosra • Road Infrastructure raw material
Gamagara		<ul style="list-style-type: none"> • Roads and Sort water 		

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		<ul style="list-style-type: none"> • Olifantshoek Equip Dingleton, Kathu and Sishen schools • Sonstraaltjie • Honey Bee Project Diben • ART recycling plant 		
Gasegonyana		<ul style="list-style-type: none"> • Gantatelang Road 		

Capacity Building John Taolo Gaetsewe facilitate the identification for training LED official through the District and Department of Economic Development and Tourism in partnership with DBSA managed to train one official per municipality (Joe Morolong, Gasegonyana and JTG District).

Job Creations Mining House impact very positively on job creation/ employment and their preferential procurement is benefiting just a small percentage at locals. Anglo-American established a business simulation hub to support SMME development.

Tourism The Municipality for the previous year participated successfully at the Durban Tourism Indaba and won prizes.

Community Project LED Unit still needs to strengthen the partnership for more benefit and support for community project.

Projects: Surprise Cattle farm, Manyeding Cultivation and Devil's claw

COMMENT ON LOCAL JOB OPPORTUNITIES:

Distribution of employment sectors per Local Municipality is indicated in the tables below.

	Agriculture; hunting; forestry and fishing %	Mining and quarrying %	Manufacturing %	Electricity; gas and water supply %	Construction %	Wholesale and retail trade %	Transport; storage and communication %	Financial; insurance; real estate and business services %	Community social and personal services %	Other and not adequately defined %	Unspecified %
John Taolo Gaetsewe DM	100	100	100	100	100	100	100	100	100	100	100
Gamagara LM	16.89	56.88	29.32	20.69	48.39	22.98	48.71	25.16	16.47	12.88	37.29
Ga-Segonyana LM	32.24	20.76	50.29	26.29	37.04	55.95	26.08	55.55	65.68	67.32	43.74
Joe Morolong LM	50.87	22.36	20.39	53.02	14.56	21.07	25.20	19.29	17.85	19.80	18.97
Former Moshaweng LM	28.98	6.24	16.33	53.02	11.28	16.43	13.96	11.92	13.15	16.68	9.69
Former DMA	21.89	16.12	4.06	0.00	3.29	4.64	11.24	7.38	4.70	3.12	9.28

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Employment sectors per Municipality, Community Survey 2007

Municipality	Agriculture; hunting; forestry and fishing %	Mining and quarrying %	Manufacturing %	Electricity; gas and water supply %	Construction %	Wholesale and retail trade %	Transport; storage and communication %	Financial; insurance; real estate and business services %	Community social and personal services %	Other and not adequately defined %	Unspecified %
John Taolo Gaetsewe DM	4.67	18.73	8.47	0.75	4.35	15.31	4.42	7.08	17.35	10.92	7.94
Gamagara LM	2.56	34.52	8.05	0.50	6.82	11.40	6.97	5.77	9.26	4.55	9.59
Ga-Segonyana LM	3.18	8.22	9.00	0.42	3.40	18.10	2.43	8.31	24.07	15.53	7.34
Joe Morolong LM	10.90	19.21	7.92	1.83	2.90	14.80	5.11	6.27	14.21	9.92	6.91
Former Moshaweng LM	9.92	8.57	10.14	2.93	3.59	18.44	4.52	6.19	16.73	13.35	5.64
Former DMA	12.54	37.04	4.22	0.00	1.75	8.72	6.09	6.41	10.00	4.18	9.04

Source: John Taolo Gaetsewe District Spatial Framework, 2012.

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The LED annual report on performance reported many targets set not completely attained. Unfortunately it was inter alia incorrectly reported that the Tourism Association was not established, 4 Technical Forum meeting never took place, and local area planning process implemented at CRDP site, Number of jobs, all not attained, but it was in fact attained. The LED Department in future will ensure that all attained targets are reported correctly and corrective measures are written for targets not attained.

COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

Not applicable to the municipality.

c. LIBRARIES (THEATRES, ZOOS, ETC)

INTRODUCTION TO LIBRARIES

Library services are provided through an agency basis. These services are regulated by a Service Level Agreement between the District Municipality and Department of Sports, Arts and Culture.

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COMMENT ON THE PERFORMANCE OF LIBRARIES (THEATRES, ZOOS, ETC) OVERALL:

The municipality is providing library services on behalf of the Provincial Department of Sports, Arts and Culture through the library grant. This grant is allocated to the municipality on an annual basis, the implementation thereof is regulated by a business plan submitted and approved by the Department. The Department is providing incremental allocation on an annual basis upon satisfactory spending and accounting in respect of the grant allocated to the municipality.

d. CEMETERIES AND CREMATORIUMS

INTRODUCTION TO CEMETERIES

Minimum labour intensive works on clearing of cemeteries were done at Deben, Olifantshoek and Gamopedi through the Extended Public Works Programme.

COMMENT ON THE PERFORMANCE OF CEMETERIES OVERALL:

The Municipality has conducted feasibility studies to identify possible future development of cemeteries / burial sites in villages that were not properly planned.

e. SOCIAL PROGRAMMES

INTRODUCTION TO SOCIAL PROGRAMMES

The municipality is having a focal person dealing with the Transversal programmes.

These programmes include women, children, youth and the disabled. The focal person is also responsible to give support to the local municipalities in terms of the transversal programmes. On a yearly basis a budget is being allocated to these programmes albeit little because of the financial constraints. The municipality on their own or with partnering with other stakeholders have donated school uniforms and shoes to some of the schools to the needy learners.

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; and coastal protection.

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INTRODUCTION TO ENVIRONMENTAL PROTECTION

To ensure the protection of the environmental for present and future generations, through the enforcement of relevant legislation and awareness campaigns. Also promote conservation and secure ecologically sustainable development of our natural resources.

f. POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

Pollution control is implemented through the enforcement of legislation, awareness campaigns and environmental inspections and form part of multi-disciplinary function by the Department of environmental affairs, municipalities and other stakeholders. It also refers to the following:

- Ensuring hygienic working, living and recreational environments
- Identification of polluting agents and their resources
- Conducting environmental health impact assessments
- Ensuring clean and safe air externally (ambient and point sources)
- Control and prevention of vibration and noise pollution
- Prevention and control of land pollution detrimental to humans, animals or plant life

SERVICE STATISTICS FOR POLLUTION CONTROL

The stats for air pollution control are not available, because The District Municipality have not yet taken over the function formally. The Department of Environmental Affairs in the province is the custodian of air pollution control.

g. BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

The municipality has an Integrated Environmental Management Plan and the Department of Environmental Affairs have compiled a Draft Environmental Framework. The sector plan needs to be reviewed and aligned to the Provincial and National Plans. The District has set spatial priorities for the district and local municipalities that will influence investment and development in the district.

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T3.60.1

COMPONENT F: HEALTH

This component includes: clinics; ambulance services; and health inspections.

INTRODUCTION TO HEALTH

The municipality is responsible for the nine (9) municipal health functions. These are as follows:

1. Water quality and availability monitoring
 - Mapping of sources
 - Protection of water sources. Law enforcement
 - Monitoring of potable water, reticulation and sewerage systems
 - Water sampling
 - Implementing of health and hygiene awareness campaigns
2. Food quality monitoring
 - Food inspection at production, storage, distribution and consumption.
 - Street food vending and monitoring
 - Food premises inspection
 - Enforcement of food legislation
 - Food quality monitoring and HACCP audits
 - Promote safe handling of meat products including abattoir inspections
3. Waste management
 - Ensure proper refuse collection
 - Ensure proper storage, treatment, collection, handling and disposal of health care waste and hazardous waste.
 - Sampling of waste
 - Waste stream investigations
 - Advocacy on proper sanitation
4. Health surveillance of premises
 - Environmental health impact assessment on housing projects Indoor quality air.
 - Assessment of ventilation, lightning, floor space, thermal quality, structural safety.
 - Assessment for overcrowding, unhygienic conditions of industrial, commercial and residential premises.
 - Caravan parks, camping sites and resorts.
 - Prevention of conditions that can be a threat to health.
5. Surveillance of and prevention of communicable diseases
 - health and hygiene promotion
 - Epidemiological data
 - Use participatory Hygiene and Transformation Training (PHAST)
 - Epidemiological surveillance of diseases
6. Vector monitoring and control
 - Identification of vectors
 - Remedial action when necessary
7. Environmental pollution control
 - Ensure hygienic living and working conditions

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- Identify pollution agents
 - Conduct environmental health impact assessments
 - Conduct environmental health risk and hazard mapping
 - Approval of environmental health impact reports.
 - Air pollution control
 - Noise pollution control
8. Disposal of the dead
- Control of funeral undertakers, mortuaries, facilities for storage of dead bodies.
 - Regulating crematoria and cemeteries.
 - Manage, control and regulate exhumation and reburial of human remains.
9. Chemical safety.
- Listing of all operators and retail firms that deal with transport, sale and storage of chemicals.

Note: Recent legislation includes the National Health Act 61 of 2003.

h. HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC

INTRODUCTION TO HEALTH INSPECTIONS; FOOD, ABATTOIR INSPECTIONS, ETC

The municipality conducts all health services for the whole district under the functions mentioned above except for Gamagara Municipality.

SERVICE STATISTICS FOR HEALTH INSPECTION, Etc

Service statistics on health inspections performed are indicated in the Annual Performance Report.

COMMENT ON THE PERFORMANCE OF HEALTH INSPECTIONS, Etc OVERALL:

At the moment the Department is under stress to address all inspection issues because of not enough resources like staff and transport. The district must find a way to get extra income to try to address this issue.

Water monitoring cannot always be done due to inadequate resources. This will result in high health risks for communities. The monitoring of Air monitoring is also a challenge because of the cost of monitoring equipment.

The District Municipality must also look at a way of water bulk supply to municipalities that can generate income as well as Water conservation and Demand management. The implementation of Section 78 assessment of MHS 2008 is also a challenge where Gamagara Local Municipality still deliver MHS as it must be deliver by the District Municipality.

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Also, refer to **Audited Annual Performance Report 2011-2012**.

COMPONENT G: SECURITY AND SAFETY

i. DISASTER MANAGEMENT AND FIRE FIGHTING)

INTRODUCTION TO DISASTER MANAGEMENT

The main disaster risk for our area is veldt fires. There were major veldt fires during the year under review.

ACTIVITIES DURING THE YEAR

Attendance of meetings

- Four District Disaster Management Advisory Forum Meetings were attended in the Province.
- Four Provincial Disaster Management Advisory Forum Meeting were attended in the Province.

Contingency Planning

The following Contingency Plans were compiled and submitted to the PDMC

- Contingency Plan for the Local Government Elections 2011
- Contingency Plan for the Festive Season of 2011
- Contingency Plans for the Easter weekends of 2011 and 2012

Compilation of reports

- Compilation of 4 Quarterly reports for the JTGDM Council.
- Compilation of 4 Quarterly Reports for the Provincial Disaster Management Centre.
- Compilation of 12 monthly Conditional National Emergency Alarm Radio System (NEAR) grant reports.
- Compilation of Annual JTGDM Report.

i.1) RESULTS OF PREVENTION AND MITIGATION INITIATIVES

i.1.1) Community awareness campaigns

- A presentation on the handling of veldt fires in John Taolo Gaetsewe District was made during the Provincial Agricultural Land Care Conference of 04 October 2011 at Red Sands.

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- The Rabies Awareness day in Kuruman, hosted by the Department of Agriculture Land Reform and Rural Development, were attended on 27 September 2011.
- A veldt fire awareness campaign was conducted by the DMC from 17 – 19 October 2011 in Joe Morolong Municipality.

i.1.2) Training

- 17 Volunteers received First Aid Level 1 training that commenced on 08 September 2011.
- The North – West University provided Disaster Management training to 16 Councillors from all three Local Municipalities from 05 – 07th December 2011 in Kuruman.
- 26 Volunteers received Fire Extinguisher and building evacuation training that commenced on 05 – 06 March 2012.

i.2) CLASSIFICATION, MAGNITUDE AND SEVERITY OF DISASTERS/ INCIDENTS

i.2.1) Joe Morolong Municipality

i.2.1.1) Incident: Heavy Rain

During May 2011 a heavy rain storm hit Damros, Bosra in Joe Morolong Municipality.

Effects of Incident

3 houses were partially destroyed. It is with great gratitude that no injuries to human were reported.

Assistance

- The DMC made an assessment and assists the affected households with food parcels and tents.
- The incidents were reported to the relevant Departments.
- Risk reduction plans providing for prevention and mitigation strategies have been implemented.

i.2.1.2) Incident: Veldt Fires

From July – Sept 2011, eleven (11) veldt fires caused that 6140 Ha of grazing was lost.

From October – December 2011, 7 (seven) veldt fires caused that 7750 Ha was lost.

Effects of Incident

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Damage to border- and inner camp fences as well as damage to stock water reticulation systems were suffered.

Assistance

DMC reported the incident to Joe Morolong Municipality, Department of Agriculture, who responded to the incidents. Fire statistics were completed by DMC and forwarded to DWA.

In order to ensure effective combating of veldt fires the following strategy was compiled for Local Municipalities:

- 1) The person who discovered or observed the fire contact the land owner, neighbours and the Local Municipality/ FPA and the Disaster Management Centre in John Taolo Gaetsewe District.
- 2) Disaster Management Centre will activate the Local Municipality/ FPA.
- 3) The FPA, land owner, neighbours and the Local Municipality must act as first responders, make a proper assessment and start combating the fire.
- 4) FPA, Local Municipality must determine the amount of equipment needed, such as vehicles, fire fighters and water tanks that will be needed and activate them from the available resources within the FPA and Municipality.
- 5) The FPA and Local Municipality must ensure that there will be a supporting group at the fire, consisting of the Land owner and the Local Municipality, with vehicles and fire fighters which will be responsible for mopping up, which include final extinguishing of all embers and patrolling the burnt area increased.
- 6) After a veldt fire the Local Municipality will be responsible for the compilation and submission of a fire report to the Disaster Management Centre.

i.2.1.3) Ga–Segonyana Municipality

i.2.1.3.1) Incident: Heavy Rain

During May 2011 a heavy rain storm hit Maruping, Thamoyanche, Bodulong, Batlharos, Ncweng, Ditshoswaneng, and Kagung in Ga - Segonyana Municipality.

On 15 January 2012 a rain storm struck the Seven Miles village.

Effects of Incident

49 houses were partially destroyed. It is with great gratitude that no injuries to human were reported.

Assistance

- The DMC made an assessment and assists the affected households with food parcels and tents.
- The incidents were reported to the relevant Departments.
- Risk reduction plans providing for prevention and mitigation strategies have been implemented.

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i.2.1.3.2) Incident: Veldt Fires

From July – Sept 2011 Sixteen (16) veldt fires caused that 8430 Ha burnt. From October – December 2011, 8 (eight) veldt fires caused that 4260 Ha was lost.

Effects of Incident

Damage to border- and inner camp fences as well as damage to stock water reticulation systems were suffered. Fortunately no human casualties or loss of life occurred.

Assistance

The Contingency Plan for Fires in the District was activated through the Disaster Management Centre.

i.2.1.4) Gamagara Municipality

i.2.1.4.1) Incident: Veldt Fires

On Wednesday 12 October 2011 a veldt fire was caused by a power tool in the industrial area in the Gamagara Municipality. The fire spread to the neighbouring farms and was finally put out on Thursday, 13 October 2011 (23:00).

Effects of Incident

The fire spread over three (3) farms, and an estimated area of 6000 hectares was burnt down. Damage to border- and inner camp fences as well as damage to stock water reticulation systems were suffered.

Fortunately no human casualties or loss of life occurred. No loss in livestock was reported to date.

Assistance

The Contingency Plan for Fires in the District was activated through the Disaster Management Centre. The activities included the following procedures:

- The incident was reported to the Disaster Management Centre (DMC) on Wednesday 12 October 2011 at 14:15.
- DMC activated Gamagara Municipality, Kumba Mine, Khumani Mine, Kuruman Agri.
- Kumba Mine acted as first responder and made a proper assessment and started combating the fire.
- After an assessment by Kuruman Agri on Thursday 13 October 2011, they requested that extra ordinary measures should be taken to combat the fires due to severe weather conditions.
- The John Taolo Gaetsewe Disaster Management Centre (JTGDMC), together with the Agricultural Unions and all other role players determined the resources needed, such as vehicles, fire fighter, water tanks and volunteers.

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- Available resources were activated, which include resources at John Taolo Gaetsewe District Municipality, Gamagara Municipality, Kuruman Agricultural Union, Kumba Iron Ore Mine and Khumani Mine.
- A Joint Operation Centre was established on Thursday 13 October 2011 in Kuruman with a Venue Operation Centre in Kathu.
- The JTGDMC forwarded a request to the PDMC on Thursday 13 October 2011 at 14:00 for assistance from the SANDF. The HOC of JTGDMC received a call from the SANDF on Thursday 13 October 2011 at 15:00, confirming that the SANDF will assist with fire trucks in combating the fires.
- Telephonic situation reports were forwarded to the PDMC through the course of the incident.
- During the occurrence of the veldt fires the Disaster Management Centre of the District Municipality aimed at reducing the risk of the incident, mitigate the severity or consequences of the fires, and ensure rapid and effective response to the veldt fires and directing the disaster risk management activities of all role players.

i.3) PROBLEMS EXPERIECED IN DEALING WITH INCIDENTS

- Lack of Communication between role players

i.4) WAY IN WHICH PROBLEMS WERE ADDRESSED

- Workshops
- Training

i.5) DISASTER MANAGEMENT PLAN

The Disaster Management Plan and Framework was completed and adopted by the Council of JTG District Municipality in 2007. A copy of the plan was submitted to the Disaster Management Centre of the Northern Cape Province.

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT:

For more information please refer to the **Annual Performance Report 2011-2012**.

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

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INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

The Policy Research Unit was moved from the Office of the Municipal Manager to the HR & Corporate Services Department. The responsibility of the unit is to analyse the existing policies to ensure that they contribute positively to the Municipality in achieving its organizational objectives, but also to determine whether policies are still in line to serve the purposes for which they were developed. The role of the unit in policy formulation is to initiate policies, to communicate them as well as ensuring that policy development meets all the standards as set out by Council.

j. EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councilors; and municipal manager).

INTRODUCTION TO EXECUTIVE AND COUNCIL

The Municipality has an executive mayoral system. Council consisted of 17 councillors. During this year the Executive Mayor was Councillor BS Gaobusiwe and the Speaker was Councillor S Mosikatsi.

The Municipal Manager for this period was Dr Siphon Sebusho, who unfortunately passed away during the year. The Municipality only managed to fill the Municipal Manager's position in June 2012. Mrs Sharona French-Sullimann and Mr Tlhomelang Mathlare acted as municipal manager for prolonged periods during the year.

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:

Council identified the following key priorities for the District and also the priorities identified in the Spatial Development Framework in no particular order. The latter is discussed under planning:

1. Water and Sanitation:

The typical aspects covered by this priority issue was that of the water and sanitation provision as far as it relates to the function depicted in schedule 5A and B of the Constitution, implementation of the MIG grant, provision of basic services through-out the District and maintenance of it in the DMA area. Storm water as explained in the mentioned schedules also forms part of this issue.

2. Roads and Transport:

The focus on roads was those functions associated with the 'Roads Agency' which the District performed on behalf of the Province. Also, the construction and upgrading of new and existing roads (all roads) formed part of this issue. The Provincial Department took back the Roads Agency function from all District Municipalities during this year.

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3. Housing:

Housing provision in the district is becoming more of a priority for the various Councils. In the past the DM only catered for its DMA (Vanzylsrus) however, due to the possibility of receiving housing accreditation, the District became more involved in all low cost housing projects in the district.

4. Environmental & Municipal Health:

This issue deals with the municipal health function of the District as defined in the National Health Act and depicted in Schedule 5A and B of the Constitution. Aspects like cleansing, waste management and environmental management also formed part of this function. Asbestos related issues and disaster management also received attention here.

5. HIV/AIDS:

Due to the disastrous effect of this pandemic on our communities the DM cannot ignore it. It again focused on this issue, working hand in hand with other institutions and allocate resources to prevent the spread of the disease.

6. Local Economic Development:

The Municipality continued to focus on tourism as depicted in schedule 5A & B of the constitution. It will also promote the economic growth of the area through LED, mining, agriculture and other related economic potentials and drivers. The focus should be more on creating an environment for economic growth and investors to invest, rather than investing in specific LED projects with limited outcomes. It should also be acknowledged that infrastructure development contributes to LED and therefore the cross-cutting nature of the LED issue should be catered for.

7. Land Development:

The typical issues that will be dealt with under this issue are land-reform and re-distribution; continue availability of land for various uses like agricultural, mining, residential and commercial. Appropriate land use management system in all municipalities. Development, review and implementation of spatial development frameworks fall under this issue as well.

8. Sustainable Developmental Orientated Municipalities:

This issue considers improved local governance in the JT Gaetsewe. It considered aspects like financial viability (revenue raising strategies and financial systems), good governance (community participation, ward committees) and institutional development (Human resource development) and transformation. It is very much an internal focused issue. Communication was identified as critical to the process of good governance and should continue to be prioritized.

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k. FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

Please refer to the **Audited Annual Financial Statements 2011-2012** in the Annual Report Volume II.

l. HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

The Human Resources Unit provides institutional support to ensure that organizational objectives are met as set out in the strategic document of the Municipality (IDP). The responsibility of the unit is to perform the human resources maintenance functions, plan and coordinate skills development for staff as well as maintenance of sound labour relations, attraction of competent staff within three months, training of official and councillors in line with workplace skills plan and maintenance of sound labour relations.

The measures taken to improve the performance were adherence to the Recruitment & Selection Policy in order to meet the deadline as set out, implementation of workplace skills plan and adherence to Local Labour Forum meeting as scheduled.

m. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Information Technology (IT) unit provide IT support services to the whole institution. This support inter alia hardware and software maintenance, network maintenance, WEB maintenance and IT security (records).

Standardization of IT systems in the district and measures have been taken to improve the performance through develop a working document for this exercise

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

The municipality has experienced difficulties managing the website and was forced to replace the servers that crashed. However, we will strive to build capacity including human capital.

For more information on performance please refer to the **Audited Annual Performance Report 2011-2012**.

Chapter 3

n. PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

The municipality does not have in-house legal services and has to procure it from the private sector. This includes, drafting of agreements, debt collection, legal opinions and claims against the municipality. The municipality is engaged in arbitration that is related to human resources. The arbitration should be concluded in the next financial year (2012-2013) and depending on the outcome may have significant financial implications to the municipality.

COMMENT ON THE PERFORMANCE OF PROPERTY SERVICES OVERALL:

For more information on performance please refer to the **Audited Annual Financial Statements 2011-2012**.

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

Refer to the **Audited Annual Performance Report 2011/2012 Volume III**.

Chapter 4

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

INTRODUCTION TO ORGANISATIONAL DEVELOPMENT PERFORMANCE

In terms of Section 51 of the Municipal Systems Act 32 of 2000, a municipality has to establish and organize its objectives. The Act further provides that the municipality must perform its functions through operationally effective and appropriate administrative units, including departments and other functional units. The organizational structure relates to all functions stipulated in SDBIP's as informed by the IDP.

COMMENT ON VACANCIES AND TURNOVER:

The recruitment procedure of the Municipality in general was a little bit slow on the basis of the nature of the environment municipalities are operating. This situation impacts negatively on recruitment procedures and resulted in lengthy processes in respect of filling vacant.

The following positions were vacant in the financial year:

- IDP/PMS Manager: no suitably qualified candidates.
- Manager: HR & Corporate Services: implications of the Amendment Act (permanent v/s fixed term).
- Manager: Basic Services & Infrastructure: Transfer of the road agency functions to the Department of Roads and Public Works as well as the implications of the Amendment Act.
- Municipal Manager: implications of the Amendment Act.
- The reason for turnover is obvious - job security (fixed term v/s permanent).

COMPONENT A: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

The Municipality has developed appropriate systems and procedures to ensure fair, efficient; effective and transparent personnel administration. For this financial year the following policies were reviewed to be in line with the latest developments in respect of legislation and regulations.

- Recruitment & Selection policy
- Individual Performance Management System Policy

Chapter 4

- Leave policy
- Study Assistance Policy
- Acting Policy
- Supply Chain Management Policy

The review of these policies was prompted by changes in legislations and to ensure that matters relating to staff administration are dealt with in an appropriate manner, to ensure sound labour practice and to keep employees satisfied at all times.

Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

a. POLICIES

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
1	Employment Equity Plan	yes		
2	Attraction and Retention	yes		
3	Code of Conduct for employees	yes		
4	Delegations, Authorisation & Responsibility	yes		
5	Disciplinary Code and Procedures	yes		
6	Essential Services	yes		
7	Employee Assistance / Wellness	No		
8	Employment Equity	yes		
9	Exit Management	yes		
10	Grievance Procedures	yes		
11	HIV/Aids	yes		
12	Human Resource and Development	No		
13	Information Technology	No		
14	Job Evaluation	No		
15	Leave	yes		
16	Occupational Health and Safety	No		
17	Official Housing	No		
18	Official Journeys	yes		

Chapter 4

19	Official transport to attend Funerals	yes		
20	Official Working Hours and Overtime	yes		
21	Organisational Rights	yes		
22	Payroll Deductions			
23	Performance Management and Development	yes		
24	Recruitment, Selection and Appointments	yes		
25	Remuneration Scales and Allowances	yes		
26	Resettlement	No		
27	Sexual Harassment	yes		
28	Skills Development	yes		
29	Smoking	No		
30	Special Skills	No		
31	Work Organisation	yes		
32	Dress Code	yes		
33	Other:			

COMMENT ON INJURY AND SICK LEAVE:

The municipality has experienced minor incidents where sick leave of some staff members had been exhausted. There is a need to introduce a Wellness Programme in the workplace.

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)	130		11	14	1.226415	
Skilled (Levels 3-5)						
Highly skilled production (levels 6-8)	463		41	63	4.367925	
Highly skilled supervision (levels 9-12)	81		13	14	0.764151	
Senior management (Levels 13-15)	104		6	10	0.981132	
MM and S57	0			5	0	
Total	778		71	106	7.339623	0

Chapter 4

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

For the financial year under review, the municipality did not experience any suspensions and cases of financial misconduct.

b. PERFORMANCE REWARDS

Designations	Beneficiary profile		Number of beneficiaries	Expenditure on rewards Year 1 R' 000	Proportion of beneficiaries within group %
	Gender	Total number of employees in group			
Lower skilled (Levels 1-2)	Female	6	3	10 days	0.5
	Male	6	2	8 days	
Skilled (Levels 3-5)	Female	0	0		
	Male	0	0		
Highly skilled production (levels 6-8)	Female	24	20	64 days	1.2
	Male	17	9	30 days	1.888889
Highly skilled supervision (levels 9-12)	Female	5	0		
	Male	11	4	16 days	2.75
Senior management (Levels 13-15)	Female	1	1	4 days	1
	Male	9	4	12 days	2.25
MM and S57	Female	2	0		
	Male	3	0		
Total		84	43		

COMMENT ON PERFORMANCE REWARDS:

In terms of rewarding of the senior managers, it was not done on the basis that they were not assessed for the financial year. The reasons for them not being assessed were:

Evidence files were not verified by internal audit and Audit Committee.

For the other occupational categories, assessments were done and rewarded by giving them leave days instead of monetary rewards.

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COMPONENT B: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The Municipality capacitated its officials and councillors in the following training programmes:

Municipal Finance Management Programme, Environmental Practice, Councillor Development Programme, LED training, Monitoring & Evaluation, Performance Management System, Public Participation Programme, Payroll training and Assessor training.

However, the challenges facing capacity building were financial constraints.

Note: MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

c. SKILLS DEVELOPMENT AND TRAINING

Management level	Gender	Employees in post as at 30 June Year 1	Learnerships		Skills programmes & other short courses			Other forms of training			Total		
			Actual : End of Year 0	Actual : End of Year 1	Actual : End of Year 0	Actual : End of Year 1	Target	Actual: End of Year 0	Actual: End of Year 1	Target	Actual: End of Year 0	Actual: End of Year 1	Target
			No.										
MM and s57	Female	2	0	0	1	1	2		0	0	1	1	2
	Male	3	0	0	2	2	3		2	2	2	2	
Councillors, senior officials and managers	Female	10	0	0	4	4	7		4	7	4	4	7
	Male	20	0	0	16	16	19		14	20	14	14	20
Technicians and associate professionals*	Female	3	0	0	3	3	3		3	3	3	3	3
	Male	4	0	0	2	2	2		2	2	2	2	2
Professionals	Female	4	0	0	2	2	2		2	2	2	2	2
	Male	8	0	0	4	4	5		4	4	5	4	4
Sub total	Female	19				10	14		9	12		10	14
	Male	35				24	29		22	28		22	26
Total		54	0	0		34	43	0	31	40		32	40

Chapter 4

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

The implementation of training programmes in line with workplace skills plan or identified training needs was hampered by the lack of financial resources. Three senior officials were sent on training to progress in terms of the Minimum Competency Level Regulations and other officials will be sent in next financial year. Therefore, good progress is envisaged in the next financial year.

COMPONENT C: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

In terms of Municipal Planning and Performance Regulations, the approved staff establishment must be aligned to the budget to ensure effective and efficient workforce expenditure management. Through this alignment, the municipality will be able to control workforce expenditure and to curb over-expenditure on workforce.

The municipality is trying at all time to attract suitably qualified incumbents through its recruitment and selection procedures. This implies adherence to Recruitment & Selection Policy of Council and other enabling piece legislations.

d. EMPLOYEE EXPENDITURE

COMMENT ON WORKFORCE EXPENDITURE:

Please refer to the **Audited Annual Financial Statements 2011-2012** in Annual Report Volume II.

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

The municipality has not deviated from its approved organogram and the recruitment policy of Council was followed. Appointment of temporary workers such as EPWP has however been taking place.

DISCLOSURES OF FINANCIAL INTERESTS

The municipality does have a Disclosure of Interests Register. In terms of the Supply Chain Management policy vendors are expected to disclose whether they work for the State. Refer to Appendix J.

Chapter 5

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL PERFORMANCE

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

The municipality has to seriously consider alternatives to generate income. The municipality is highly dependent on grants. The municipality is just dependent on grants as setout in the AFS.

a. STATEMENTS OF FINANCIAL PERFORMANCE

COMMENT ON FINANCIAL PERFORMANCE:

For the year under review, Council ended with a deficit of R 57,000,000.00 due to assets that was transferred to Joe Morolong Local Municipality and Public Works at an amount of R 76,000,000.00. There was also a decrease of project funding of R 39,000,000.00 due to MIG funding that was directly paid to the Local Municipalities.

Regarding the revenue section of financial performance there was a decline of R 38,000,000.00 due to the transfer of the MIG grants to the Local Municipalities and also the transfer of the road functions to Public Works, as well as the income that was generated in the DMA. There was an increase in contributed PPE, thanks to equipment that was transferred from COCSTA.

Please refer to the **Audited Annual Financial Statements 2011-2012** in the Annual Report Volume II for amounts.

b. GRANTS

COMMENT ON OPERATING TRANSFERS AND GRANTS:

Chapter 5

This Council's only income is basic grants of the amount of R 60,000,000.00. That was for Equitable Share but also MSIG, MFG and housing grants and is indicated in Appendix F of the AFS.

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

The only grants receipt was from National Treasury and Northern Cape Province and as indicated in the AFS and Appendix F to the AFS.

c. ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

Council has adopted an Asset Management Policy that stipulates the control of assets. The assets value in the asset register is based on historic cost for movable assets and revalued value for land and buildings. This handling of the assets is set out in the Accountant Policy in the AFS.

COMMENT ON ASSET MANAGEMENT:

During the year under review assets to the value of R 76,000,000.00 was transferred to Joe Morolong Local Municipality, Public Works and John Taolo Gaetsewe Developmental Trust. Current the assets are divided in PPE (including land and buildings), Investment Property, Community Property, Intangible assets and Leased Property. Depreciation is written off over the assets life, excluding land that does not have depreciation. See Appendix B and C of the AFS.

COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The expenditure for repairs and maintenance is only for vehicles, equipment and buildings, as council do not have infrastructure and was almost 10% of the total expenditure.

d. FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

COMMENT ON FINANCIAL RATIOS:

74% of the expenditure was for salaries and 10% was for repair and maintains. The balance was used for the rest of councils operations.

Chapter 5

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

The capital budget for the year was R 1,772,00.00 for vehicles, computer equipment and furniture and due to the contribution from COCSTA the actual expenditure was R 20,812,046.00. See Appendix E(2) of the AFS.

e. CAPITAL EXPENDITURE

COMMENT ON SOURCES OF FUNDING:

The main income was grants to the amount of R 60,000,000.00 and a capital equipment of R 19,000,000.00 of the total income of R 86,000,000.00. Capital expenditure was financed from the CRR with contributions from the operational budget as setout in the Accounting Policy in the AFS.

f. CAPITAL SPENDING ON 5 LARGEST PROJECTS

The municipality did not have any capital projects.

g. BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

The municipality no longer receives MIG grants. The grants were allocated directly to the Local Municipalities.

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow management was implemented as required by GRAP. All surplus funds were invested at approved institutions as required from National Treasury till it was needed and was controlled by the Cash Management and Investment policy.

Chapter 5

h. CASH FLOW

COMMENT ON CASH FLOW OUTCOMES:

As indicated in the Cash Flow Statement in the AFS.

i. BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

All investments were made according to the Cash Management and Investment Policy. Council has only one loan with the DBSA.

j. PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

The municipality does not have any formal Public Private Partnership agreements.

COMPONENT D: OTHER FINANCIAL MATTERS

k. SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

Council has a Supply Chain Management Unit. It was regulated by the Supply Chain Management Policy.

l. GRAP COMPLIANCE

GRAP COMPLIANCE

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on

Chapter 5

GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

This is indicated in the Accounting Policy of Council and is part of the AFS.

CHAPTER 6

CHAPTER 6 – AUDITOR GENERAL'S AUDIT FINDINGS

INTRODUCTION

For more information on the Auditor-General's audit findings please refer to the Auditor-General's Report as well as Management's Action Plan in Volume III.

Note: The Constitution S188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. MSA S45 states that the results of performance measurement must be audited annually by the Auditor-General.

GLOSSARY

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of

GLOSSARY

	outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance	Indicators should be specified to measure performance in relation to

GLOSSARY

Indicator	input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a "vote" as:</p> <p><i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

VOLUME II & III

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Find attached audited Annual Financial Statements for the Annual report for 2011/12.

VOLUME III: ANNUAL PERFORMANCE REPORT

Find attached audited Annual Performance Report for the Annual report for 2011/12.