



EMTHANJANI MUNICIPALITY
ANNUAL REPORT
2009/2010

FOREWORD BY THE MAYOR

Since being elected Mayor, along with my fellow councilors in March 2006, of Emthanjeni Municipality, comprising Britstown, Hanover and De Aar located in the Pixley ka Seme Region in the Northern Cape, I have pledged my services in advancing only the best interests of society in ensuring that we deliver and provide quality services to our people, focusing on changing their material conditions by ensuring that our democracy translates people daily lives from quantity to quality. Because our government is people-centered and driven, government remains pre-occupied with transformation that ensures a bright future for South Africa, which includes Emthanjeni Municipality, the hopes, aspirations and dreams of our people are equally important to me, the entire council and administration.

It is my pleasure to introduce 2009/10 Annual Report, which presents us with an opportunity to take stock and assess progress in creating initiatives that improve quality of life for our residents. Section 46 of the Systems Act provides that "Municipalities must prepare an annual report for each financial year", which covers the following aspects, amongst others: the percentage of households with access to all basic household services, free basic services, capital projects, and jobs created, employment equity trends, financial viability, organogram and many more. This year we present both challenges and achievements. The mission of the Council remains that of providing quality services and infrastructure to the community, while balancing economic, environmental, community and social responsibility considerations. The Council of Emthanjeni Municipality has always undertaken the responsibility of serving the community within a framework of sustainability and creating decent work and this year we have achieved that goal through our efforts.

Local government, is the sphere of government closest to our communities and administration is central to the implementation of council decisions. This Annual Report will present each Directorate's performance. We do so in order for communities to bear testimony to the activities of 2009/10 financial year. Our interaction and communication with stakeholders remains a critical tool of assessment, planning and engagement, not only for compliance sake in terms of legislation, but to promote participatory democracy. The involvement of society in planning and shaping their future, ensuring government is accountable to the masses, gives direction and takes ownership of all decisions, sharing common responsibility for both successes and failures. It remains an important aspect post 1994 which distinguishes what democracy, means especially in the context of South Africa. We use different mechanisms for effective communication for example Newsletters, Council Meets the People, Ward Committees, Ward Councillors having monthly meetings, engaging with all Government Departments in various platforms, ensuring we establish and launch all local structures of government such as school governing bodies, Community Police

Forums, Street Committees, Local Aids Councils, Disability Desks, Youth Desk etc.

The recession has one way or another seriously affected the standards, level of expenditure, savings and general livelihood of our people. This year must indeed have been the most challenging and difficult year post democracy, due to all difficult issues as a result of the terrible experience caused and informed by recession. During 2009/10 we have weathered storms and economic turbulence caused by price hikes to arrive at where we are to date.

As this Annual Report makes clear, I wish to extend my sincere gratitude and appreciation to the collective efforts of Council, municipal personnel, the entire communities of Emthanjeni Municipality in the seven wards, including the business community and NGO's for the daily contributions to numerous key priority areas. I am pleased to see that we continuously work as a team in a transparent manner by ensuring community access to basic services. I am glad that I can draw lessons and support from resources of a renowned, energized team to help meet the challenges that lie ahead which include HIV/AIDS, the need for proper housing, water and sanitation, unemployment and poverty etc as ongoing issues facing our people on a daily basis. We need a proper coordinated mechanism and strategy to address and deal with these challenges effectively, and to solve some of these serious challenges we need to work with each other, hence the government theme “ **Working together we can do more**”.

Throughout 2009/10, the Council and its staff really showed resilience and a true sense of working together to achieve successful outcomes and for this I express my sincere thanks to all Councillors and council staff for their dedication and hard work. I remain confident that Emthanjeni Municipality can and will maintain significant momentum and innovation and remains committed to excellence that will ensure our communities receive the best.

Thank you very much!! Siyabonga!! Dankie!! Enkosi!!

STATEMENT OF THE MUNICIPAL MANAGER

“A customer is the most important visitor on our premises; he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so”.

This past year (2009/2010) has again provided me with enormous challenges and opportunities to ensure that Emthanjeni Municipality provides the community with effective and efficient services, notwithstanding the many constraints that we have, not the least of which, relate to finance.

Over this past year we have focused our efforts on ensuring that we develop and implement the appropriate strategies, revitalization plans, sectoral plans and key policies necessary to enable Emthanjeni Municipality to upgrade the existing infrastructure and resources and to ensure effective service delivery to all our areas. The challenges we faced were quite formidable, but as this Annual Report will indicate, our efforts were tireless and we rose to these challenges admirably.

From a governance and reporting perspective it must be noted that this Annual Report is required to be presented in terms of s127(2) of the Municipal Finance Management Act, Act no. 56 of 2003, and is to be formally approved by Council on 31 March 2011 (after having obtained input from the communities).

Our challenges continue to shape our structure and focus, and more specifically, we have been required to address the following issues:

- A strong drive has been made to improve both internal and external communication, which, if not properly addressed, could seriously impede our operational functioning and levels of service delivery;

- Councillor training and staff development initiatives have been undertaken to ensure that performance and resources are optimized. Notwithstanding these efforts, capacitation remains a real challenge, which is aggravated by the need to engage in Scarce Skills Policies and address talent management. To boost the morale of our staff, we identified the need for an Employee Wellness Programme at our strategic planning session in 2009. As a result of this a service provider was appointed at the end of 2009 to assist with this programme;
- Public participation and, more importantly, the engagement of the community and external agencies is critical in ensuring that democracy is deepened and that there is a strong focus on customers and residents Hence we have embarked on the development of our Public Participation Policy;
- The greatest challenge, perhaps, is the ability to ensure sustainable development and growth within this context. On the financial front, our Audit Opinion has not improved and the constant increase in our debtors remains a massive problem;
- The further roll-out of the Performance Management System to lower levels within the organization will be the catalyst in improving performance and performance reporting at every level (SDBIP, IDP monthly and quarterly reporting and performance management as such).
- Policies and procedures are required to be understood by all and applied correctly.
- In particular, implementation of the Supply Chain Policy is required to be properly understood and correctly applied by all relevant staff.
- The need for improved internal controls and management of risk remain top priorities to ensure ongoing financial and operational viability.

It is fair to say, and validated in the Annual Report, that officials and politicians of Emthanjeni Municipality have worked tirelessly to ensure that organizational objectives are met in the most cost effective manner. I wish to place on record my sincere thanks and appreciation to the Honourable Mayor, Mr. BK Markman for his ongoing support, guidance and commitment, together with his Executive Committee.

To my staff and Department Heads I wish to thank you for another year of valued effort, hard work and accomplishments that have enabled us to “fly our municipal banner” very high and to hold up our heads with great pride. Your efforts and achievements have not gone unnoticed.

May we achieve even greater things during 2010/2011 and by doing so we will ensure that Emthanjeni Municipality continues to be regarded as a leading municipality.

Appended below is a full account of the services rendered by each respective Directorate.

Isak Visser
Municipal Manager

October 2010

CONTENTS

Foreword by the Mayor

CHAPTER 1

Statement by the Municipal Manager

Overview of the Municipality

- Overview
- Location
- Economics
- Population

CHAPTER 2

Municipal Transformation, Organizational Development
Good Governance and Public Participation

CHAPTER 3

Financial Viability

- Directorate Finance Report
- Internal Audit Committee Report

CHAPTER 4

Infrastructure and Housing Services

CHAPTER 5

Auditor General's Report

CHAPTER 6

Audited Financial Statements

CHAPTER 7

Annual Performance Report

FOREWORD BY MAYOR

Since being elected Mayor, along with my fellow councilors in March 2006, of Emthanjeni Municipality, comprising Britstown, Hanover and De Aar located in the Pixley ka Seme Region in the Northern Cape, I have pledged my services in advancing only the best interests of society in ensuring that we deliver and provide quality services to our people, focusing on changing their material conditions by ensuring that our democracy translates people daily lives from quantity to quality. Because our government is people-centered and driven, government remains pre-occupied with transformation that ensures a bright future for South Africa, which includes Emthanjeni Municipality, the hopes, aspirations and dreams of our people are equally important to me, the entire council and administration.

It is my pleasure to introduce 2009/10 Annual Report, which presents us with an opportunity to take stock and assess progress in creating initiatives that improve quality of life for our residents. Section 46 of the Systems Act provides that “Municipalities must prepare an annual report for each financial year”, which covers the following aspects, amongst others: the percentage of households with access to all basic household services, free basic services, capital projects, and jobs created, employment equity trends, financial viability, organogram and many more. This year we present both challenges and achievements. The mission of the Council remains that of providing quality services and infrastructure to the community, while balancing economic, environmental, community and social responsibility considerations. The Council of Emthanjeni Municipality has always undertaken the responsibility of serving the community within a framework of sustainability and creating decent work and this year we have achieved that goal through our efforts.

Local government, is the sphere of government closest to our communities and administration is central to the implementation of council decisions. This Annual Report will present each Directorate’s performance. We do so in order for communities to bear testimony to the activities of 2009/10 financial year. Our interaction and communication with stakeholders remains a critical tool of assessment, planning and engagement, not only for compliance sake in terms of legislation, but to promote participatory democracy. The involvement of society in planning and shaping their future, ensuring government is accountable to the masses, gives direction and takes ownership of all decisions, sharing common responsibility for both successes and failures. It remains an important aspect post 1994 which distinguishes what democracy, means especially in the context of South Africa. We use different mechanisms for effective communication for example Newsletters, Council Meets the People, Ward Committees, Ward Councillors having monthly meetings, engaging with all Government Departments in various platforms, ensuring we establish and launch all local

structures of government such as school governing bodies, Community Police Forums, Street Committees, Local Aids Councils, Disability Desks, Youth Desk etc.

The recession has one way or another seriously affected the standards, level of expenditure, savings and general livelihood of our people. This year must indeed have been the most challenging and difficult year post democracy, due to all difficult issues as a result of the terrible experience caused and informed by recession. During 2009/10 we have weathered storms and economic turbulence caused by price hikes to arrive at where we are to date.

As this Annual Report makes clear, I wish to extend my sincere gratitude and appreciation to the collective efforts of Council, municipal personnel, the entire communities of Emthanjeni Municipality in the seven wards, including the business community and NGO's for the daily contributions to numerous key priority areas. I am pleased to see that we continuously work as a team in a transparent manner by ensuring community access to basic services. I am glad that I can draw lessons and support from resources of a renowned, energized team to help meet the challenges that lie ahead which include HIV/AIDS, the need for proper housing, water and sanitation, unemployment and poverty etc as ongoing issues facing our people on a daily basis. We need a proper coordinated mechanism and strategy to address and deal with these challenges effectively, and to solve some of these serious challenges we need to work with each other, hence the government theme “ **Working together we can do more**”.

Throughout 2009/10, the Council and its staff really showed resilience and a true sense of working together to achieve successful outcomes and for this I express my sincere thanks to all Councillors and council staff for their dedication and hard work. I remain confident that Emthanjeni Municipality can and will maintain significant momentum and innovation and remains committed to excellence that will ensure our communities receive the best.

Thank you very much!! Siyabonga!! Dankie!! Enkosi!!

CHAPTER 1

STATEMENT OF THE MUNICIPAL MANAGER

“A customer is the most important visitor on our premises; he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so”.

This past year (2009/2010) has again provided me with enormous challenges and opportunities to ensure that Emthanjeni Municipality provides the community with effective and efficient services, notwithstanding the many constraints that we have, not the least of which, relate to finance.

Over this past year we have focused our efforts on ensuring that we develop and implement the appropriate strategies, revitalization plans, sectoral plans and key policies necessary to enable Emthanjeni Municipality to upgrade the existing infrastructure and resources and to ensure effective service delivery to all our areas. The challenges we faced were quite formidable, but as this Annual Report will indicate, our efforts were tireless and we rose to these challenges admirably.

From a governance and reporting perspective it must be noted that this Annual Report is required to be presented in terms of s127(2) of the Municipal Finance Management Act, Act no. 56 of 2003, and is to be formally approved by Council on 31 March 2011 (after having obtained input from the communities).

Our challenges continue to shape our structure and focus, and more specifically, we have been required to address the following issues:

- A strong drive has been made to improve both internal and external communication, which, if not properly addressed, could seriously impede our operational functioning and levels of service delivery;

- Councilor training and staff development initiatives have been undertaken to ensure that performance and resources are optimized. Notwithstanding these efforts, capacitation remains a real challenge, which is aggravated by the need to engage in
 - Scarce Skills Policies and address talent management. To boost the morale of our staff, we identified the need for an Employee Wellness Programme at our strategic planning session in 2009. As a result of this a service provider was appointed at the end of 2009 to assist with this programme;

- Public participation and, more importantly, the engagement of the community and external agencies is critical in ensuring that democracy is deepened and that there is a strong focus on customers and residents Hence we have embarked on the development of our Public Participation Policy;

- The greatest challenge, perhaps, is the ability to ensure sustainable development and growth within this context. On the financial front, our Audit Opinion has not improved and the constant increase in our debtors remains a massive problem;

- The further roll-out of the Performance Management System to lower levels within the organization will be the catalyst in improving performance and performance reporting at every level (SDBIP, IDP monthly and quarterly reporting and performance management as such).

- Policies and procedures are required to be understood by all and applied correctly.

- In particular, implementation of the Supply Chain Policy is required to be properly understood and correctly applied by all relevant staff.
- The need for improved internal controls and management of risk remain top priorities to ensure ongoing financial and operational viability.

It is fair to say, and validated in the Annual Report, that officials and politicians of Emthanjeni Municipality have worked tirelessly to ensure that organizational objectives are met in the most cost effective manner. I wish to place on record my sincere thanks and appreciation to the Honorable Mayor, Mr. BK Markman for his ongoing support, guidance and commitment, together with his Executive Committee.

To my staff and Department Heads I wish to thank you for another year of valued effort, hard work and accomplishments that have enabled us to “fly our municipal banner” very high and to hold up our heads with great pride. Your efforts and achievements have not gone unnoticed.

May we achieve even greater things during 2010/2011 and by doing so we will ensure that Emthanjeni Municipality continues to be regarded as a leading municipality.

Appended below is a full account of the services rendered by each respective Directorate.

Isak Visser
Municipal Manager

October 2010

Overview of the Municipality

1.1 INTRODUCTION

Emthanjeni Municipality comprises the towns of De Aar, Hanover and Britstown, with De Aar as administrative seat.

Emthanjeni Municipality is managed by a council of 14 Councillors, of which 7 are elected in the wards and 7 are proportionally appointed.

Emthanjeni has adopted the following vision and mission statement:

VISION

We, Emthanjeni Municipality, commit ourselves to a humane and caring society, living in a healthy and secure environment, conducive to sustainable economic development.

MISSION STATEMENT

We strive to: -

Deliver quality services and promote development in our municipal area in a non-existent, non-racial and non-discriminating manner. We do this by creating a climate of co-operative governance with meaningful partnerships with all stakeholders, especially the members of the general public.

1.2 HISTORICAL OVERVIEW

1.2.1 DE AAR

De Aar means “the artery”, and in many senses this town is also the lifeblood of the Karoo. It’s the head office of the Emthanjeni and Pixley ka Seme District Municipalities; home to many artists; there’s an important weather station that can be toured by visitors, and it is still an important railway junction in the country. The significance of its situation on the railway line is because it’s central to Gauteng, Cape Town, Port Elizabeth and Namibia. There are about 110km of railway lines including 29 rail-tracks in De Aar’s precincts. However, “De Aar”, was so named because of the many water-bearing arteries that occur underground. Unlike many

other Karoo towns, it did not develop around the Dutch Reformed Church, but in fact developed because of the railway line. The first stands were sold in 1902 and the municipality of De Aar was established in 1904. De Aar has the largest abattoir in the Southern Hemisphere and supplies all the major centers throughout the entire country with the famous “Karoo” lamb and mutton. Apart from meat production, the sheep farms around De Aar are also major suppliers of wool. All the water used in the town comes from boreholes – which is why the town is known for its large number of windmills. The town is easily accessible by tarred road, two airfields serve it – one is an all-weather runway than can accommodate any type of aircraft and it’s only 52km away from the national bus route.

1.2.2 BRITSTOWN

It was in the heady days of The Great Diamond Rush in the year of 1877 that Britstown came into being. Fortune hunters paused here in their frenzied dash to the fabulous diamond field, and a settlement mushroomed to provide fresh horses, fodder, refreshment and accommodation. Soon even a concertina virtuoso made music for happy dancers lubricated by the local brew. First the Fuller and Gibson coaches and then others stopped here. But by the time Britstown gained municipal status in January, 1889, a railway line already snaked across the Karoo plains to carry would-be diamond diggers through to Kimberley.

LIVINGSTONE’S FRIEND

The small haven of Britstown, along the diamond route across the plains, was named after a man who loved the Karoo, Hans Brits. He once accompanied Dr David Livingstone, famous son-in-law of the great missionary Robert Moffat, on a journey to the north. Livingstone originally came to South Africa to help the Moffat`s at their mission in Kuruman, and it was on a journey to the north that he met Brits. They took a liking to each other, and Brits decided to travel with him. But, Livingstone did not get on with the Moffat`s, so he soon announced his intentions of travelling deeper into Africa, a decision that led to him becoming probably the continent`s most famous explorer. Brits decided against a life of exploration and returned to the Karoo.

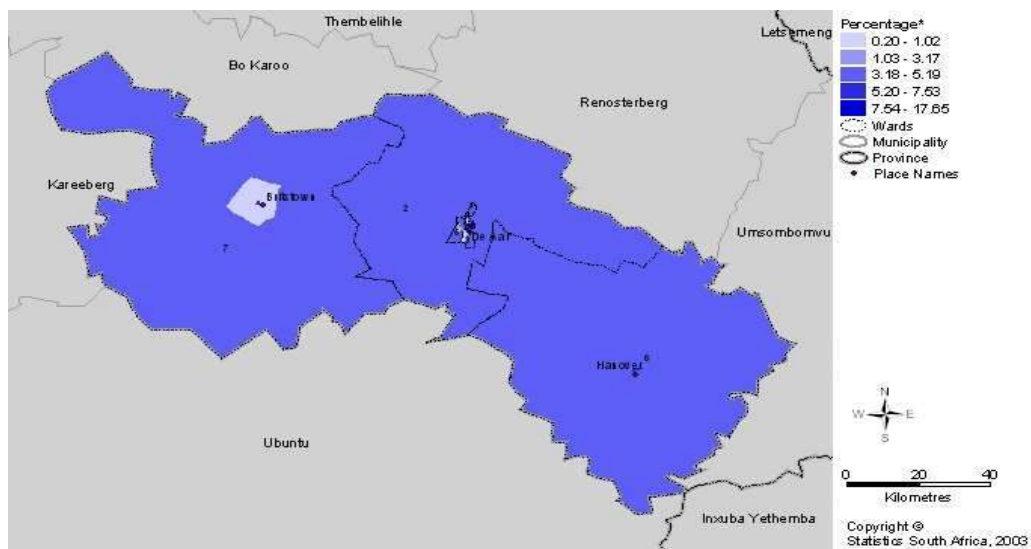
DIAMONDS PROVIDE THE SPARK

Hans Brits then settled on a farm he named Gemsbokfontein, which is where Britstown now stands. Soon after the discovery of diamonds at Hopetown and Kimberley, Brits realised that he and his neighbours could earn good money serving the growing traffic along the Diamond Route. So Brits arranged for a town to be laid out on a portion of his farm. As a

tribute to him it was named Britstown. The thinking was to establish a point between Victoria West and Kimberley that could provide travellers on the Diamond Route with accommodation and refreshment as well as fresh horses and fodder.

A LINK WITH THE GOLD MINES

Then, in 1877, a group of men, headed by TP Theron, purchased a section of Hans Brits's farm to establish a community centre with a church. This accomplished, they handed over the management of the fledgling settlement to church wardens. Traffic through the town increased when gold was discovered in "The Ridge of White Waters" in the old Transvaal Republic. Many of the fabled mining magnates, such as Cecil John Rhodes, passed through Britstown. In time, the town became a major junction on the route to the then South West Africa (Namibia).



Emthanjeni Municipality as a whole has a population of slightly more than **38 000**. De Aar is the most densely populated area.

Hanover

This attractive and historic little town on the N1 lies more or less halfway between Cape Town, Gauteng and Kwazulu-Natal. It was established in 1854 at the base of some rocky hills on the farm Petrusvallei, which was bought from Gert Gous. Gous requested that the town be called Hanover, after his great grandfather's town in Germany.

When declared a magisterial district in 1876, the town was very fortunate to be appointed with a far-seeing magistrate, Richard Beere. He insisted that trees be planted so that resident's descendants would have shade. Due to the increase in water consumption caused by an increase in residents, the spring that Hanover was built around dried up, and the number of trees seen in the town today is far less than 100 years ago. Beere loved the Karoo and spent a lot of time on the summit of Trappieskop, where a stone pyramid honoring his contribution to the town was erected when he died.

The older houses were all built right on the road edge – as per authority's instructions at the time – and when, in later years, homeowners built on verandahs, they had to pay a one shilling tax for this privilege. Today, they are still paying this tax, which is now R17, 00. Hanover was home to Olive Schreiner – well known South African author – who lived here from 1900 to 1907, and referred to it as “the prettiest little village I have ever seen”. Her husband, Cron, was an agent in town and today his offices are used as a small guest house. Like many small Karoo towns, most of the streets are not tarred and the residential areas are very quiet, however, behind garden walls and front doors there's plenty of activity going on as the industrious residents carry out their daily business.

The town is home to a variety of artists and craftspeople, as well as having several restaurants, a delightful bookshop, coffee shop and a museum. There's interesting Karoo architecture to be seen and many gardens have a wind pump standing sentinel in one corner. Surrounding farms are principally Merino sheep, with many of the country's best breeders operating in the Hanover district. Lesser Kestrels, from Europe and Central Asia, come to nest in trees around town, and can be seen gliding in the dawn and dusk sky from late October to the end of summer.

Emthanjeni Municipality primarily comprises 4 ethnic groups, i.e. Coloureds, Africans, Whites and Indians. According to the latest National Census statistics, 57,51 % Coloureds, 35,33 % Africans, 7,07% Whites and 0,08% Indians.

2.1 Municipality Population

Statistics South Africa
Descriptive - Community Survey 2007
Table 1
Geography by Gender
for Person weighted

	Male	Female	Grand Total
NC071: Ubuntu Local Municipality	8003	8151	16154
NC072: Umsobomvu Local Municipality	10560	11432	21993
NC073: Emthanjeni Local Municipality	18028	20203	38230
NC074: Kareeberg Local Municipality	4406	5460	9866
NC075: Renosterberg Local Municipality	4423	4767	9190
NC076: Thembelihle Local Municipality	6516	6709	13225
NC077: Siyathe Municipality	9895	10226	20121
NC078: Siyancuma Local Municipality	17272	18697	35969
NCDMA07: Pixley ka Seme	1231	879	2110
Grand Total	80335	86525	166859

Created on 20 September 2010

Statistics South Africa Web page: www.statssa.gov.za

Statistics South Africa support: info@statssa.gov.za

SuperCROSS. Copyright © 1993-2010 Space Time Research Pty Ltd. All rights reserved.

Employment - Category

It can be seen from the table below that approximately 56% of the total eligible workforce is unemployed. This figure does include homemakers and housewives who do not choose to work and persons who cannot work due to disability or illness. If those categories are excluded the unemployment figure reduces to approximately 42% of the eligible workforce.

The economically active age group of 20 to 59 years old accounts for almost half the population (47%).

**Statistics South Africa
Labour Force - Community Survey 2007**

**Table 1
Geography by Employment status
for Person weighted**

	Employed	Unemployed	Not economically active	Grand Total
NC071: Ubuntu Local Municipality	3667	2061	3110	8838
NC072: Umsobomvu Local Municipality	4278	3166	5270	12714
NC073: Emthanjeni Local Municipality	10541	4844	8842	24227
NC074: Kareeberg Local Municipality	1763	2207	1989	5959
NC075: Renosterberg Local Municipality	1749	857	2576	5182
NC076: Thembelihle Local Municipality	3007	1838	3325	8170
NC077: Siyathemba Local Municipality	5154	2936	4362	12452
NC078: Siyancuma Local Municipality	7274	3756	10619	21648
NCDMA07: Pixley ka Seme	1124	93	287	1503
Grand Total	38556	21758	40380	100694

Created on 20 September 2010

Statistics South Africa Web page: www.statssa.gov.za

Statistics South Africa support: info@statssa.gov.za

SuperCROSS. Copyright © 1993-2010 Space Time Research Pty Ltd. All rights reserved.

CHAPTER 2

Directorate: Corporate Community and Development Services

Introduction

The Corporate Services Directorate derives its mandate from Council's key development objective i.e. institutional development, the IDP. It therefore means it is largely an internally focussed directorate with the primary aim to recruit employees and the development and enhancement of efficient administration systems.

The strategic challenge for the municipality is to find better ways in delivery services to the Emthanjeni community by effectively and efficiently utilising existing structures and mechanisms to address the needs of the community in a holistic and integrated manner. It is therefore this Directorate's responsibility to ensure that the organisation is aligned to advance on the key objectives of the

municipality by addressing human resource related issues and to amplify technological applications within the organisation

Functional Overview

This Directorate consists of the following sections:

- Administrative Services
- Human Resources (HR)
- Community Safety
- Community Services
- Development Unit

This Directorate is regarded as a lifeline within the Municipality as it services the entire organisation. It provides administrative support services to each and every directorate, as well as Council's structures/committees.

The staff component of Directorate Corporate Services

Director	1
Managers	2
Administration and Auxillary services	8
Human Resources	3
Traffic	15
Library Services	14
Community Halls	14
Registration	2
Translation	1

Section: ADMINISTRATION SERVICES

As the administrative arm of the Municipality, this Section renders administrative support services to Council and its political structures. The political structures comprise the Executive Committee, Infrastructure Development and Social Committees, as well as ad-hoc committees. The administrative support service entails the preparation of Council agendas and minutes, as well as facilitating communication between Council and the various directorates, to facilitate the implementation of political decisions.

As a result of the March 2006 local government election, new portfolio committees have been established as Section 80 Committees which was

changed to Section 79 Committees to rendering assistance to the Executive Committee, as and when required.

Councilor Information:

No	Name	Position	Gender	Party	Chairperson	Committees
1	B.K. Markman	Mayor	Male	ANC	Exco: Social Committee	Executive Committee ; Social Services Committee
2	E.P. Eksteen	Speaker	F	ANC	Council	
3	EG Hendricks	Clr	M	ANC		Local Labour Forum ;Social Services
4	J.J Oberholzer	Clr	M	DA		Social Services;
5	A.F Jaftha	Clr	M	ID		Infrastructure Development Committee
6	J Jood	Clr	M	ANC		Local Labour Forum; Social Services
7	S. Max	Clr	F	ANC		Social Services
8	G.L.Nkumbi	Clr	M	ANC		Social Services Committee
9	G.L. Nyl	Clr	M	ANC	Infrastructure Development Committee	Executive Committee: Infrastructure Development Committee
10	S.T Sthonga	Clr	M	ANC	LLF	Local Labour Forum ; Development
11	B. Swanepoel	Clr	M	ID		Exco : Local Labour Forum
12	N.S. Thomas	Clr	F	ANC		Social Committee
13	M. Malherbe	Clr	F	DA		Social Services
14	A.G. White	Clr	F	DA		Social Services

These committees are:

- Executive Committee
- Social Services Committee

➤ Infrastructure and Development Committee

The following Ad hoc –Committee meets on a regular basis as reflected:

- Local Labour Forum
- Performance Management System
- Training Committee

This section also administers Council's by-laws and, in conjunction with the various user directorates, is responsible for the drafting / amendment and promulgation thereof.

YEAR PLANNER OF EMTHANJENI MUNICIPALITY

2010 SCHEDULE OF COUNCIL AND COMMITTEE MEETINGS

MONTH	COUNCIL	EXCO	Infrastructure and Development Committee	Social Services committee	Rules Committee
January		28 th	12 th	20 th	14 th
February	26 th	23 rd			
March		18 th	10 th	16 th	3 rd
April		30 th			
May	28 th	26 th	4 th	12 th	18 th
June		25 th			
July		29 th	6 th	27 th	14 th
August	26 th	19 th			
September		22 nd	7 th	14 th	9 th
October		28 th			
November	25 th	17 th	10 th	3 rd	12 th
December		9 th	2 nd	8 th	7 th
Councilors to attend meetings	All Councillors	BK Markman GL Nyl B Swanepoel	GL Nyl ST Sthonga M Malherbe EG Hendricks	B.K. Markman C. Koopman S. Max G.L. Nkumbi B Swanepoel N.S. Thomas	BK Markman GL Nyl C Koopman
Officials to attend meetings	MM, All Directors, All Senior Manager, CAO, AO1, AO2, Office Heads	MM, All Directors, All Senior Manager, CAO, AO1, AO2, Office Heads	DIHS, DCCS, MD, LED/IDP, MFS, Officer Tourism, Building Inspector CAO	DCCS, MHPM, A Wambi, AO1, AO2 CAO	MM, DCCS, DIHS, CFO, MFS, MCS, MHPH, MMO, CAO, AO1, AO2

SIGNED BY SPEAKER:

Correspondence

This section receives official correspondence from the public, which is distributed to the various directorates for attention. During this financial year the following correspondences was handled:

Faxes and e-mails received: **5 870**

Outgoing mail: **3 648**

Incoming mail: **4 110**

Incoming and Outgoing memorandums: **3 551**

Council decisions and items: **351**

All mail: **17 530**

This shows the magnitude of work done by the administration. This section plays a prominent communicative role between the Municipality and the public at large regarding applications, complaints and other issues that are raised by the public by way of correspondence.

Records

The records division is entrusted with the core responsibility of managing the Municipality's official records by means of archiving the records, disposing of certain of those records and the transfer of records to the Provincial Archives. In general, this division manages access to records and also serves as a centre for the receipt, distribution and dispatch of correspondence to and from the public, as well as to Councillors.

Legal Services

Currently we do not have a legal division in the Municipality but do make use of the services of Private Attorneys appointed by Council who render the specialist services to the different units of Council. Recently Council entered into a Shared Services Agreement with Pixley ka Seme District Municipality who will render this service in future.

Estate and Property Management

This section is not a separate unit on its own but rather an addition to the duty list of some employees. This section has in the past year, through direct and indirect interaction with the community of Emthanjeni, delivered in terms of expectations regarding service delivery and providing a better life for all.

ALL ERVEN SOLD

Date	Purchaser	Nr	Size	Price
21/05/2010	V Thomas	454	318vk/m	R2 973.30
27/07/2010	B.J Shoapa	418	275	R2 571.25
28/07/2010	F.N Louw	1319	556	R5 197.49
23/07/2010	AA Eksteen	5885	588	R5 497.80
08/07/2010	IH Jogee	4197	960	R32 832.00
29/04/2010	A Mkontwana	703 & 704	550	R5 142.50
29/04/2010	AGS Montana	4398	3405	R3 450.00
29/04 2010	WA Kotze	5844	540	R5 755.86
29/04/2010	WA Kotze	5859	859	R3 349.69
29/04/2010	AA Noyana	943	538	R5 198.60

Facility Management

In line with the IDP Strategic Objectives of improving the quality of life and maintaining the levels of services delivery and customer satisfaction, the halls of Council were leased to the community for the following number of functions held:

BRITSTOWN	
Proteaville Community Hall	8
Mziwabantu Community Hall	18
Britstown Town Hall	25
Hanover	
Hanover City Hall	18
Kwezi Community Hall	46
De Aar	
De Aar Town Hall	236
Juvenes Hall	12
Nonzwakazi Community Hall	47
Multi - Purpose Centre	75
De Aar East Community Hall	263

The number of functions includes weddings, birthdays and other parties, but excludes meetings held by community and other organizations.

Property Administration and Transfers

A definite highlight for the year the development of the SMME's through training programs.

A further serviced erven were also allocated to BEE companies. However, the majority of these companies cannot afford the cost of services to these erven or some is waiting on major developments to kick start before they could start. This development contributed to improving the opportunities of marginalized groups, as well as growing the economy to reduce poverty and unemployment.

All the administration in respect of these transactions, as well as general property related administration, is currently done by two officials.

Communication

Several additions were made to improve the level of service and customer satisfaction. The Service Provider is currently ironing out all teething problems with their system in order to improve effective information and communication processes.

Cell phone usage is growing beyond expectations and there are currently 65 cell phone users, including the Councilors and routers on the switchboard. Although this is enhancing communication, the usage needs to be strictly controlled to limit expenditure. Control measures are in place to recover the costs of private usage.

Human Resources and Organisational Management

Introduction

Emthanjeni municipal area has a significant unemployment figure. The recruitment and appointment process attempts to appoint local inhabitants of Emthanjeni, first and foremost. However, the process does identify scarce skills, i.e. electricians, engineers, etc. and therefore recruits much wider

The Organisational Structure of the Municipality was adopted by Council on August 2007 and is already implemented. Council intends to review it again in the near future to align it with its Strategic Goals.

The HR Section of Corporate Services consists of Training, Personnel administration, Labour Relations and Performance Management. The total staff establishment has 330 posts of which 330 are filled.

The Training Section

The Training Section is responsible for facilitating and liaising on all formal and informal training, as well all training with regards to Occupational Health and Safety issues. This section is also responsible for conducting the Induction programmes for all new employees.

List of training implemented during the year under review

SKILLS DEVELOPMENT: TRAINING REPORT FROM 01/07/2009 TO 30 /06/10

EMTHANJENI MUNICIPALITY

ELMDP	Univ. Pretoria	15
CTPMD	Univ. Wits	5
	DBSA	12
IT MANAGEMENT		1
MANAGERIAL TRAINING	SALGA	6
COMMUNITY SERVICES	DPHLG	3
Risk Management	MTI	3
Management	Molao Academy	13
Admin Training	MTI	6

Personnel Administration

Personnel Administration is divided into two sub-sections, namely Salaries and Payment and Human Resource Administration (Fringe Benefits Appointments including Employment Equity statistics and completion of EE reports for the Department of Labour). In-service sessions were held throughout Emthanjeni for all the employees regarding the new dispensation for leave and sick leave. We still experience challenges with our workforce as employees do not adhere to the policies and regulations on Leave and sick leave.

Labour Relations

Labour Relations deals with all disciplinary matters, grievances, SALGBC and CCMA conciliations and arbitrations

List of Disciplinary cases

Type	
Alcohol abuse	3
Theft case	3
Desertion	2
Fraud	1
Arbitrations	0
Conciliations	0
CCMA cases	0

Performance Management

With the exception of all Section 57 Directors, performance management for all officials has not yet been introduced. Performance management sessions were conducted quarterly. Both formal and informal sessions were conducted. The informal session is a one-on-one session between the Municipal Manager and the Directors whilst the formal sessions are conducted with the Performance Management Panel who evaluate the evidence from the Directors kept in the files. Quarterly reports are submitted to Council on the Performance of Directors in executing their mandate.

Community Services

Introduction

The Community Services was faced with numerous challenges during the financial year under review. The division consists of the following sections:

- Libraries

- Primary Health Services
- Fire
- Traffic
- Law Enforcement
- Licensing and Administration

The division is responsible for most of the grass roots aspects of service delivery within the Emthanjeni Municipality and the strategic principle of service delivery within this division is based on “Batho Pele” or “People First” principles. This division has strategically committed itself to providing a people-centred service, recognising that service delivery is based on the needs of people and service excellence can only be achieved through dedicated and committed staff. Only a portion of the previous division falls within Corporate Services Directorate.

Our aim is to provide quality services, which are accessible and equitable. This is in line with our strategy of making developmental and operational changes to better serve communities and to improve service delivery. It is our intention to be at the forefront of transformation and service excellence within Emthanjeni Municipality.

Functional Overview

Library Services

The Library Services, with its 14 permanent and 6 temporary staff members, renders an important educational service to the Emthanjeni community. The aim of the service is to take the libraries to the people, and this aim materialised in our project where books are delivered to the elderly at “Sonder Sorge” on a weekly basis.

The main aim of Emthanjeni Library Services is to render an effective and efficient service to the community of Emthanjeni. The Library provides information and recreational services to adults, learners and students. This section also promotes a culture of reading through educational programmes.

We are also involved in collaboration with Provincial Library Service in a Library Development Programme where we address the needs of Libraries through financial allocation from Provincial Government.

LIBRARY STATISTICS: 2009 – 2010

HANOVER

2009-2010	BOOKS	MEMBERS
Jul	2673	
Aug	2653	
Sept	2518	
Oct	2724	
Nov	2605	
Dec	2843	
Jan	2638	
Feb	2607	
March	2630	
Apr	2630	
May	2250	
Jun	2756	545
	31527	

BRITSTOWN

2009-2010	BOOKS	MEMBERS
Jul	717	
Aug	874	
Sept	999	
Oct	768	
Nov	762	
Dec	427	
Jan	365	
Feb	370	
March	674	
Apr	218	
May	313	
Jun	358	2190
	6845	

PUBLIC LIBRARY

2009-2010	BOOKS	MEMBERS
Jul	1513	
Aug	1591	
Sept	1678	
Oct	1720	
Nov	1757	
Des	933	
Jan	1064	
Feb	1160	
March	1246	
Apr	1160	
May	1181	
Jun	1255	3205
	16258	

LIBRA LIBRARY

2009-2010	BOOKS	MEMBERS
Jul	4054	
Aug	2784	
Sept	2896	
Oct	3254	
Nov	3009	
Des	2282	
Jan	3757	
Feb	2568	
March	3757	
Apr	3232	2825
May	2876	
Jun	3012	2800
	37499	

PHANDULWAZI LIBRARY

2009-2010	BOOKS	MEMBERS
Jul	6449	2758
Aug	7283	2866
Sept	6180	2869
Oct	6395	2879
Nov	4852	2899
Dec	3665	2899
Jan	4701	2768
Feb	5599	2777
March	6399	2788
Apr	5615	2881
May	6541	2884
Jun	4831	2895
	5757	2994
	74267	

PHOTO LIBRARY

Primary Health Services

The aim and vision of this section is to provide health care to the community that is accessible, affordable and accountable to all. The health care personnel strive to adhere to the “Batho Pele” principle of putting people first.

During the 2008/ 2009 financial year, the Primary Health Services fell under the jurisdiction of Emthanjeni Municipality. The Constitution, as well as the National Health Act (Act 61, 2003) provides that Primary Health Care (PPHC) is the responsibility of the Provincial Department of Health. This process is still in progress in the Northern Cape and we hope to finalise the process through the Department of Health.

The Provincial Department of Health is funding these services on the basis of claims submitted against allocated funds, which were transferred to Local Government.

The community in Emthanjeni has access to various primary health care facilities. Currently a new facility is nearing completion in Nonzwakazi, De Aar.

Clinics

Clinics deliver a comprehensive health service to the Emthanjeni Community:

De Aar	:	4
Britstown	:	1
Hanover	:	1

The clinics have priority health programmes for improving the health status of the Emthanjeni Community. The priorities are Tuberculosis (TB), HIV and AIDS, Women Health, Child Health and Chronic Disease programmes. TB still remains one of the most prevalent infectious diseases amongst the lower socio-economic community in the region. TB treatment is available at all clinics and is free of charge. HIV/AIDS remains an area of concern. Voluntary counselling and testing (VCT) is being done at the clinics and all results are deemed confidential.

Photo clinics

Traffic Services and Fire Services 2009/2010 Emthanjeni Municipality Traffic

The mission and vision of this section is to render an effective and professional service to the inhabitants of Emthanjeni municipality and the visitors to our area, to ensure the safety of all road users on our roads and areas within the municipal boundaries.

The Traffic Service can be divided into the following subsections:

- Traffic law enforcement
- Drivers license testing centre
- Vehicle test station
- By law enforcement

Traffic law enforcement:

Traffic law enforcements primary goal is to ensure the free and safe flow of traffic in the municipal area, the apprehension of traffic offenders, assisting and training of the general public in regards to road safety. This section consists of seven traffic officers with a back office personnel of five administrative officials, and its offices is situated in the Town hall in Voortrekker Street, De Aar. This section is responsible for traffic law enforcement and uses the following to accomplish this:

- Visible vehicle patrols.
- Roadblocks.
- Speed enforcement with mobile speed cameras. (917 Speed traps held in the past year, this includes mobile and fixed site camera.)
- Foot patrols in CBD.
- Vehicle check points.
- Maintaining road signs and markings. (99 Traffic signs and 1371 traffic markings was maintained.)

This section also does combined traffic enforcement operations with the SAPS and Provincial Traffic Department from time to time.



The following summonses for traffic offences were issued by this section in the 2009/2010 financial year.

Offences	Cases	Amount
Driving Licences	221	R 104,200.00
PRDP	6	R 3,000.00
Motor Licensing	137	R 65,150.00
Road signs and markings	143	R 73,400.00
Rules of the road	127	R 23,700.00
Parking / stopping	28	R 8,200.00
Vehicle defects	39	R 12,400.00
Overloading	11	R 2,100.00
Other Offences	15	R 5650.00
Speed Digi-Cams	43754	R 16,755,000.00
Speed N1 Hanover Camera	7820	R 1,746,950.00
Totals	49167	R 18,799,750.00

Traffic fines moneys received

Payments received office	R	10,172,530.00
Payments received courts	R	111,845.00
Total payments received fines amount	R	10,284,375.00
Minus TVS Payments	R	<u>5,907,686.36</u>
Nett fines amount received	R	<u>4,376,688.64</u>

Driving Licence Testing Centre:

The driving licence testing centre is responsible for the test and evaluation of persons for their drivers and learner licences. The Chief Traffic Officers office is also situated at this centre. This section consists of four examiners for driving licences and one administrative official. The driving licence test centre are being upgraded and extended to give a better service to our community. This sections daily duty consists of the following:

- Receive application for learner and driving licences.
- Receive application for Professional Driving permits.
- Do eye tests for compliance with legislation of applicants.
- Test applicants for driving and learner licences.
- Issue driving and learner licences to successful applicants
- Issue temporary driving licences to successful applicants.
- Keep all records up to date in connection with driving licences.



The following application was received and documents issued by this section in 2009/2010 financial year.

	Number	Amount
Applications for Professional Driving Permits	408	R 25,710.00
Applications for Learner licences	1312	R 67,675.00
Application for drivers licences – Motorcycles	23	R 3,650.00
Application for drivers licences - Light motor vehicles	566	R 99,300.00
Application for drivers licences - Heavy motor vehicles	708	R 145,940.00
Applications for Duplicate Learner licences	46	R 2,360.00
Issue of Driving licences	1907	R 207,000.00
Issue of Learner licences	697	R 36,015.00
Issue of Temporary Driving licences	825	R 23,285.00
Total	6492	R 610,935.00

Learner and driver test results

	Learners	Drivers
Total tested	1296	1157
Total passed	674	349

Total failed	622	808
Percentage passed	51.08%	22.58%

Vehicle test station:

This subsection is responsible for the testing of vehicles for roadworthiness and assisting of the law enforcement section in examining of vehicles to discontinue the motor vehicles. This subsection consists of the one examiner for motor vehicles and one pit assistant. This sections daily duty consists of the following:

- Testing of motor vehicles for roadworthiness.
- Assisting public with enquiries in connection with vehicle fitness.
- Keeping all records up to date.
-

The following application was received and documents issued by this section in 2009/2010 financial year.

	Number	Amount
Applications roadworthy Bus	6	R 970.00
Applications roadworthy Goods vehicle	443	R 71,540.00
Applications roadworthy Motorcycle	20	R 1,605.00
Applications roadworthy Other	365	R 53,170.00
Certification of roadworthiness	762	R 39,860.00
Total	1624	R 167,145.00

Vehicle testing results

Total vehicles tested	1086
Total vehicles first test - Passed	397
Total vehicles first test - Retest	338
Total vehicles first test - Failed	40
Total vehicles retest - Passed	333
Total vehicles retest - Failed	0
Percentage vehicles passed on first test	36.56%

By law enforcement:

This is a new subsection under traffic services and five peace officers were appointed by the municipality in this section. The peace officers are distributed in the municipal area as follows, one in Britstown, one in Hanover And three in De Aar.

The main goal of this subsection is as follows:

- Enforcement of municipal by laws.
- Educating the public in respect of the municipal by laws.

Fire Services

The mission and vision of this section is to establish a professional Fire and Rescue Service of a high standard for the population of Emthanjeni Municipality. Due to the lack of staff, training and budgetary constraints the duties are performed by traffic officers and volunteers.

This section faces major challenges in performing its duties due to the lack of resources and the large area it has to deliver services too.



This section was called out to the following incidents in the 2009/2010 financial year.

Callouts	Number
House fire	13
Flat fire	0
Shack fire	5
Business fire	1
Factory fire	0
Vehicle fire	6
Veld fire	19
Other incidents	2
Total number of callouts	46

Development Services

Issues

- Commonage
- Investment list progress & comments
- Overall summary of IDP
- Involvement of Departments & Institutions
- Tourism Indaba
- Visits to Emthanjeni 08/09
- Guest Houses: how many 08/09
- Probably list them
- How many libraries do we have
- Involvement of Departments & institutions in Tourism
- Beehives, Taxi Rank
- Karoo festival – talk to Klopper
- Seda: SMME
- Achievements / challenges
- Reports on Tuck shops

Executive Summary of IDP 2008/2009

Political Oversight of the Budget Process

In terms of the Political Oversight of the Budget Process for 2008/2009 Emthanjeni Municipality started with the Public Participation Process last year. Chapter IV of the Municipal Systems Act stipulates that a Municipal Council should put in place mechanisms and procedures that allow for public participation in the affairs of the Municipality including the IDP Process. To facilitate community participation the Municipality embarked on a number of activities like Council Meets the People Programme during the month of November 2008. Council meets the People was used as a baseline to get input from the communities. Meetings were held in all seven wards where the identified community issues and needs were identified. Separate IDP Representative Forum meetings were held with all relevant stakeholders to consider input from sector departments. The purpose of the meetings was to determine where we are, the process plan intention and to determine key strategic projects.

Process used to integrate the review of the IDP and preparation of the Budget:

In August 2008, Emthanjeni Municipal Council approved the IDP Process Plan and budget schedule. In terms of the MSA there is a need for the preparation and adoption of a Process and Framework Plan for the review process. This is emphasized in the MFMA as set out under point 1.2. An IDP Representative Forum meeting was held on 14 February 2008, where progress over the last year was considered and the IDP Process Plan was presented. Council Strategic Planning Session was held in July 2008. Strategic sessions were convened with emerging farmers, religious fraternity, tourism sector and young people of the entire Municipality. Consultative meetings were held in all seven wards to get the input from the community. The amendments contained in the IDP and Budget for 2009/2010 was concretized through deliberations at management meetings and steering committee meetings. The different directorates also participated in the process of compiling the IDP.

Vision of the municipality reads as follows:

We, Emthanjeni Municipality, commit ourselves to a human and caring society living in a healthy and secure environment, conducive to sustainable economic development.

The following strategic focus areas can be outlined:

1. Basic Service Delivery
2. Local Economic Development
3. Good Governance
4. Financial Viability
5. Institutional Arrangements

Long term goals or outcomes of the community

The issues of the community were translated into Key Performance Areas, which Emthanjeni Municipality seeks to address:

- Sustainable Services
- Provision of Infrastructure
- Local Economic Development
- Environmental Management
- Social Development
- Good Governance
- Safety and Security
- Cross Cutting Issues

Reference to alignment with national, provincial and district plans:

The IDP 2008/2009 was prepared within the framework of National, Provincial and District plans, with particular consideration being given to the National Spatial Development Perspective (NSDP), Pixley Ka Seme District Growth and Development Strategy (DGDS) and the Northern Cape Provincial Growth and Development Strategy (PGDS).

Summary of the medium-term objectives or output:

To deliver quality services and promote development in our municipal area in a non sexist, non-racial and non-discriminating manner

To ensure that all residents have access to sustainable free basic services and all other services rendered.

To promote the equitable creation and distribution of health in Emthanjeni Municipality

To ensure a healthy environment for all residents of Emthanjeni through effective environmental management principles

To contribute to the development of caring communities which promote and protect the right and needs of all citizens, with a particular focus on the poor

Contribute to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties.

Contribute to a multi-sectoral response in addressing matters of importance, affecting children, youth, women, people with disabilities and elderly persons.

Amendments to the IDP

The IDP Review 2008/2009 of Emthanjeni Municipality was conducted in house and it has enhanced buy-in by directorates and ownership of the document. Participation from directorates did improve, but can still improve further.

The following aspects of the IDP were amended:

Section A: Introduction

Amendments to the Situation Analysis on the issue of climate, water, vegetation etc.

We also attached a summary to the situation analysis

Amendments to the Economic Development Initiatives of the Municipality

Section C: Community and stakeholders priority issues

Amendments to the list of projects

Amendments to the Budget 2009/2010

Involvement of Departments and Institutions in the IDP Processes

Sector Departments are involved through the IDP Representative Forums which are held every quarter. All Emthanjeni Councilors are members of the Representative Forum. In terms of sector department contributions the Municipality can report that sector plans of government departments were not available and a holistic inclusion could not be made.

Tourism Indaba

The focus of this year's Tourism Indaba was firmly on 2010 FIFA World Cup and other global events coming to S.A. Emthanjeni Municipality received first prize for best stall at the Northern Cape stand. This is good for our Municipality as we can only improve from here onwards. The judging process was based on appearance, professionalism in conducting business with consumers and professionalism in the maintenance of stands. At Emthanjeni stall we were able to satisfy enquiries about paragliding, accommodation facilities and other tourism activities that take place in our municipal area. We were also able to respond to issues that relates to other municipalities in the Karoo Region.



Visits to Emthanjeni Municipality: June 2008/09

18.05.2009 until 12.10.2009

Purpose of visits to the Tourism Office / Information Centre:

- Information on the NC
- Accommodation

Accommodation List: De Aar 08/09

1. Annemarie 053 370 7509

2. De Aar Guest House 053 631 4079
3. De Aar Hotel 053 631 2181
4. Dorpshuis 083 305 6497
5. De Aar B&B 053 631 476
6. De Lange Guest House 053 631 4368
7. Fly De Aar / Potties B&B 053 631 1555
8. Emthanjeni Lodge 053 631 2777
9. Enslinsrus Guest House 053 631 3395
10. Garden Cottage 083 305 6497
11. Herberg Lodge 053 631 0315
12. Hydra Guest Houses 053 631 0522
13. Inn Excellence 053 631 3944
14. Karoo Country Lodge 053 631 0394
15. La Province Guest House 072 247 8544
16. Mike's Lodge 053 631 3245
17. Stay a Day guest House 053 631 4305
- 18.** The Guest House 053 631 0521 / 076 219 0348

Guest Farms

1. Brandfontein: 082 570 0798
2. Maria's Farm House: 078 268 2682

Hanover

1. Ash Tree B&B 053 642 0080
2. Bun Clody Guest House 053 643 0256
3. 3 Darling Street 053 643 0254
4. Hanover Inn 053 643 0333

5. Hanover Lodge 053 643 0019
6. Mams Megatown 053 643 0333
7. Shalom Guest House 053 643 0603
8. Vergenoeg't Country Lodge 053 643 0141

Guest Farms

1. Dwaalfontein 053 642 ask 1121
2. Mieliefontein 053 643-0170
3. New Holme 053 643 0193
4. Wortelfontein 082 378 3601

Britstown

1. Kambro Overnight Accommodation 083 305 6668
2. Mirage Rooms 053 672 0310
3. Transkaroo Lodge 053 672 0027

Guest farms

1. Elandsfontein 082 353 5543
2. Omdraaisvlei 053 353 3334
3. Rietpoort 083 468 6166

Amount of Libraries in Emthanjeni Municipality: **5**

The involvement of Departments & Institutions in Tourism

The involvement of Departments & Institutions in Tourism is lacking. It is a challenge to get them in meetings to discuss issues that involve Tourism. The challenge that we had here in our Municipality is that the Provincial Tourism Department will interact directly with the Municipality.

Beehives / Taxi Rank

The beehives in our Municipal Area were established in an effort to stimulate Local Economic Development. Up until now we built 10 beehives, 5 near De Aar Post Office and 5 at the Taxi Rank. The beneficiaries who applied for space at the beehives are people that will sell a variety of products.

Karoo Festival March 2009

Emthanjeni Municipality participated in this annual festival organized by the De Aar High School via a stall to promote local tourism, arts and crafts and drew a great deal of attention with the products on show, including tourism brochures, information on endangered bird species, birds of the Northern Cape and a guide to the veld flower regions of the province.

Paintings by Sikhaumbuzo Makandula, a budding young artist from Nonzwakazi, Patty van den Heever, Antoinette Fourie, Sylvia van de Walle and Human and martin Binedell, two aspiring young artists from De Aar Primary School, were exhibited.

The coffee table-book with paintings of historical buildings in and around De Aar by Antoinette Fourie, accompanied by photographs and brief historically accurate descriptions, was a hit unique keepsake. These paintings were also on show during the festival. The African dolls of Denise palm of Hanover, with their ethnic and modern dress, were also a cause of much interest. Local imbongi and cultural guru, Sam Mooi, really enjoyed teaching visitors of all ages to play his handcrafted African drums, which were also part of our exhibition. The canned olives and olive products produced by Petru Raath of Britstown were further testimony to the varied talents to be found in our region.



Emthanjeni Municipality

Diverse Parking System Implementation

Diverse Parking Bylaws

Notice was given in terms of section 12(3) of the Local Government Municipal Systems Act, 32 of 2000 that Emthanjeni Municipality has resolved to approve new Parking

Meter and Parking Ground By-laws and to revoke the parking meter by-laws promulgated.

In terms of Section 2(1)

It shall be unlawful to park any vehicle in any demarcated parking place without at the same time inserting and submitting, or having the vehicle registration number inserted and submitted by the parking meter attendant: Provided that the obligation to make payment as prescribed in subsection (3) apply only during such hours as the Council may by resolution determine.

In terms of the By-laws parking fees shall be payable by a person parking any vehicle or causing any vehicle to be parked in any demarcated parking place. Emthanjeni Municipality has the right to determine parking tariffs from time to time by means of Council Resolution.

Brief Background: Diverse Parking System

The Diverse Parking System is a new parking meter system for De Aar. This system has been developed to address a number of issues like crime and unemployment. Emthanjeni Municipality has acquired this unique parking meter system to tackle these problems.

The system was acquired with the assistance of the Department of Social Service and Population Development. Amandla Cc was appointed to assist with the development of such a system. The beauty of the system is that it tackles job creation and crime reduction in a very user friendly way.

Since 13 July 2009, Amandla has been busy with the implementation of the system.

The parking bays have been marked and the new signage has been created.

Currently the Diverse Parking Meter System is focusing on De Aar and feasibility studies will be done in future to consider expansion to satellite towns. These studies will be submitted to Council for consideration. During this period the operators will be deployed from time to time to practically test the machines and to get the acquainted with these modern high tech machines. Until the signage is up they will only test the system and no motorist is obliged to pay for any parking in De Aar. The motorist will be shown the machine, indicating the amount would be that be payable when the system is in operation.

How does the system work? Collection of parking fees:

- On arrival the operator will punch the vehicle details into the machine. Your vehicle is now metered and you will pay 95c for every 15 minutes your vehicle is parked
- On returning to your vehicle, you must indicate your desire to depart and the operator will come to you and show the meter that will display:
Registration number
Time parked
Money owed
- When payments are made, please insist to press the payment button yourself, or ensure the button is pressed by the operator. The screen will display

“Payment received-thank you”

- The transaction is completed. Failing to comply with this, a fine of R150, 00 could be issued by the Traffic Department as the By-laws regulating the parking meters have been promulgated.

Objective of the Diverse Parking System

The object of the system is to ensure parking management, job creation and crime reduction and to further add value to the community as it would also assist the SAPS in combating crime in the CBD.

Note: After six (6) months the friendly post payment system will change to pre payment which could assist with law enforcement.

Permits

State pensioners can apply for a year permit that would enable them free parking for 30 minutes. This permit would cost them R50.00 per year. Proofs of grant and vehicle details are needed. Business owners have to apply for a permit on a monthly basis. Permit will only be applicable at the premises of the business.

Note: The only vehicles that will be exempted will be municipal vehicles, essential services and emergency services.

Law enforcement

The Traffic Officer may, whenever he deems it necessary or expedient to do so in the interest of the movement or control of traffic, place or erect a road traffic sign or signs indicating that there shall be no parking at any demarcated place or places, and it shall be unlawful for any person to park or cause or permit to be parked a vehicle in such demarcated parking place or places while such sign is so displayed.

Stipends to Attendants

The amount is R400, 00 for two months. After these two months the attendants will work on a commission basis. The supervisor will earn R1400, 00 per month and the Manager will receive R2000, 00.

“ENJOY YOUR DAY”. Once you see that screen the information is stored. Refusal to pay the amount due could result in a parking ticket being issued for the violation of the local parking meter bylaws that was promulgated in December 2008.

The status of the vehicle could be checked and a stolen vehicle could be traced immediately. If there are any warrants of arrest outstanding on a vehicle, the Traffic Department could be notified and the necessary action could be taken.

An added value is that the operators are trained to operate closely with the SAPS. They become eyes and ears for the Police. Thieves will quickly move out of the areas where they are blocked by trained security on every corner. The drop in crime in the area where DPS have implemented the system is remarkable.

One of the big advantages of the system is job creation. These street eyes will be strictly controlled and with so many security officers in the easily identified uniforms, DPS will be a great crime deterrent. These street eyes would be trained to assist with basic information about tourist attractions.

The office of the parking meters is in Miller Street, the same premises as Emthanjeni Car Wash. Anybody needing more info regarding the local operations are welcome to visit the office. Outstanding parking fees can also be paid there.

Achievements

1. Emthanjeni Municipality received 1st prize for best stall at the Tourism Indaba in Durban.
2. Participation in the Vuna Awards 2008/2009
3. Second Runners Up: Best Municipality of the Year 2008/2009
4. 74% rating in terms of the IDP 2008/2009

Ward Development Programme

Projects completed over the financial year 2008/2009:

Ward 1

<ul style="list-style-type: none"> • Kerbing of Gladiola and • Channelling 	
<ul style="list-style-type: none"> • Paving of Aandblom Street 	
<ul style="list-style-type: none"> • Revitalization of houses 	Extension 20
	Extension 21
	Happy Valley
	Residentia
	Leeuwenshof



Workers busy with revitalization in Happy Valley

Ward 2

<ul style="list-style-type: none"> • Paving of Makweya and Carl Street 	
<ul style="list-style-type: none"> • Marketing of toilet paper plant 	
<ul style="list-style-type: none"> • Erection of Temporary zinc structures 	Malay Camp Tuintjie



Toilet Paper Plant

Ward 3

• Channelling and paving of street 8	
• Kerbing and paving of side walks	
• Revitalization	Street 1

**Paving and channelling of Street 8****Ward 4**

• Kerbing and channelling of Topaaslaan	
• Revitalization of houses	Kareeville



Workers busy with revitalization in Kareeville



Kerbing and Channelling of Topaaslaan

Ward 5

Revitalization of 1 house	Kemp Street
Beautification of ward	Parks
Maintenance of lamp Poles	
Cleaning of streets	

Manufacturing of paving stone	
-------------------------------	--



Brickmaking Site



Cleaning of Jenny Street

Ward 6

Tarring of Neptune street(150m)	
---------------------------------	--

Ward 7

Resealing of Van			
------------------	--	--	--

Zyl Street 103.6m			
Patching of 138 potholes			
Building of 5 houses	Jansenville		

Annual report of the youth coordinator

As Emthanjeni Municipality in the Development office one of our key issue is the youth development and youth programme. Issues that the youth coordinator has focused on are the following things:

Youth summit

In November 2009 the youth summit was held by Emthanjeni Municipality, were the youth of various structures were invited to the summit. The main objective of this summit was to have programme of action for the youth of this Municipality. Seventy young people were invited to the summit, were each wards was represented by ten young people. The entire councilor was invited to the summit and all Municipal managers were part of the summit. In terms of Departments and institutions which were invited were the following:

Departments

Department of Economic Affairs

Department of Social Services

Department of Housing and Local Government (Currently known as Human Settlements)

Department of Health

Department of Labour

Youth Institutions

Youth Commission

Umsobomvu Youth Commission

Agencies

SEDA

Institution of Higher Education

De Aar FET College

Presentations at the Summit:

The following institutions have made presentations at the summit:

- ✓ SEDA their role in assisting the SMMEs in training and registration of business, presentation was made Pixley ka Seme Regional Business advisor: Mrs. Nombulelo Vavi.
- ✓ De Aar FET College courses they offer at the college, presentation were made by the FET College courses advisor: Mrs. Galeboe.
- ✓ Northern Cape SALGA the role of the Municipality in youth development presentation was made by the provincial Manager: Mr. M. Nkompela.

Commissions at the summit:

The following commissions were held at the summit;

- ✓ Youth Development and Economic Participation, facilitator was Mr. K. Tolong
- ✓ Youth and Skills Development, facilitator was Mr. T.W. Msengana.
- ✓ Partnership amongst Youth and Emthanjeni Municipality, facilitator was Ms. B.Tyhaliti.
- ✓ Youth Participation in IDP and Budget Process, facilitator was Mr. C. Jafta.

Summit Resolutions:

- ✓ That the summit should be an annual event.
- ✓ That the youth forums be established in all wards of Emthanjeni Municipality.
- ✓ Three youth Co-ops ton be established.
- ✓ The drivers License programme to available at our Municipality.

National Youth Service Progamme

As part of youth development and transferring of skills to the unemployed youth, the Municipality has absorbed ten (10) young people in this programme. This programme was a year programme in the Municipality, and the following young people were in the programme:

Britstown satellite office:

- ✓ Freedom Mbombo was doing administration work, sending faxes and assisting in photo copies
- ✓ Veronica Frans was working at housing section unit, assisting with housing application forms and also visiting of housing site.

De Aar Main offices: Masizole Tshoma was working at Infrastructure unit, assisting that unit with town planning and marking of graves.

Yoliswa Reed was working at housing unit; she was responsible for capturing of housing applications forms, also working with the housing data of the Municipality.

Fikile Gaya was working at the youth office assisting with the programmes at the office and arranging of meetings.

Robert Elman was working at Registry for the period of six month, assisting there with filling and outgoing and incoming correspondence. The other six month moved to the HR offices were this Learner have assisted with leave forms and printing of salary advice.

Nomfundo Qoba was working at tourism office, part of the work the Learner was doing was assisting the visitor with the information they require.

Hanover satellite office:

At this office three NYS Learners were absorbed to get skills. The following Learners were at this programme:

Nonyameko Sthonga this Learner was doing the administration at the, doing photo copies and sending of faxes.

Fundiswa Tyityi, this Learner was also doing the administration at the office.

Siyambuka Magwa, the Learner was also doing the administration work at the office. Learners Absorbed after the one year period.

The following Learners were absorbed by the Municipality after the period of one year in the programme:

(1) Britstown: Veronica Frans.

(2) Hanover: Nonyameko Sthonga.

(3) De Aar: Robert Eiman, Nomfundo Qoba and Masizole Tshoma.

HIV/ AIDS Progarmme

As part of awareness programmes by the Municipality for the community is the HIV/AIDS programme which the Municipality was having on the 10 December 2009. The theme of the programme was "Take action and take lead personally to create HIV/AIDS awareness in your environment". The Pixley Ka Seme District Municipality mayoral committee members were invited; the community members from the surrounding towns, Britstown and Hanover were part of the programme. The entire councilors of Emthanjeni Municipality, the senior management were part of the programme. The key note speaker in this programme was the former District Mayor of Pixley ka Seme Municipality Hazel Jenkins. After the key note speaker candle lightening programme was followed, this was lead by speaker of Emthanjeni Municipality.

Mayors Tournament

Emthanjeni Municipality has host two days tournament on 20-21 June 2009, at Merino stadium in De Aar, an amount of R20000, 00 was at stake. At this tournament eight teams of this Municipality have participated in the tournament. The following 8 teams have

participated: Mahobe United, Mighty Greens, Ocean Swallows, Computer Cosmos, Union Players, United Rovers, Dangerous Points, and B.C. Rangers.

Photos:





CHAPTER 3

FINANCE DEPARTMENT

The core function of the Financial Services Directorate is to manage the financial affairs of the Municipality effectively. It remains the responsibility of the Finance Directorate to utilize the financial resources effectively by providing strategic financial leadership to various directorates within the Municipality.

The Finance directorate is responsible for the preparation of the Annual Capital and Operating Budget. It must also maintain an effective internal control and control system to ensure that information is recorded accurately. The preparation of the Annual Financial Statements is also a core duty of the Finance Directorate.

CAPACITATION OF STAFF

- 80% of the junior financial and other staff enrolled for the competency based training programme.
- AA & T, which is driven by SAICA and LGSETA. The training take place over a period of twelve months with 2 days of contact sessions per month.
- The qualification is competency based and staff must show and proof competence in various modules before being awarded with a competency certificate.
- Two Senior Managers have completed the CPMD at Wits Business School; the Minimum Competency Requirement levels.
- Finance interns are currently enrolled with National Treasury / DBSA Vulindlela Academy for the Internship programme.
- Accountants and other staff members will be enrolled to acquire the minimum competency levels during the next financial year.

Capacitation of staff is a high priority for the municipality. Capacitated staff contributes to higher productivity levels and better administration.

CUSTOMER CARE

The provision of better, improved quality services to the customers of Emthanjeni Municipality is very essential and crucial to financial directorate. These services include:

- i. enquiries of municipal monthly services accounts
- ii. enquiries about monthly water and electricity meter readings
- iii. Recording of water and electricity meter readings
- iv. Municipal Rates enquiries
- v. Receipting of monthly service accounts
- vi. Renewal of vehicle licences and other vehicle related services.
- vii. Addressing and recording of telephone complaints

The staff is committed to serve the customers of Emthanjeni Municipality optimally by striving to adhere to the Batho Pele Principles fully.

CASH FLOW

FINANCIAL ANALYSIS

RATIO	NORM	FINANCIAL YEAR ENDED 30 JUNE		
		2010	2009	2008
<u>Liquidity Ratios</u>				
Current	> 1,5:1	1,29:2	1,56:1	2,6:1
Acid Test	>0,30:1	1,18:1	1,42:1	2,59:1
Cash / Current Liability				
Debtors collection period	<45 days	206 days	220 days	231 days
Recovery of payment percentage of billed accounts	100 %	-	-	-
<u>Operating Ratios</u>				
Accumulated Surplus	>10%			
Operating results	> 3%	2%	9%	
Loan debt servicing	<15%			
<u>Leverage Ratios</u>				
Debt	< 50%	0,12	0,03	
Debt / Equity	<100%	0,10	0,04	

The following are comment on the above

1. LIQUIDITY RATIOS

All ratios are within acceptable limits except for the Debtors collection period. The payment percentage of less than 100 % shows also that due to the non-payment of account receivables impacts negatively on cash flow resources of the municipality. Over the past two financial years sufficient provision for the bad debts had been made to augment the recovery rate. The municipality is doing its very best to manage it's cash flow properly.

2. OPERATING RATIOS

All operating indicators are within the acceptable norm. Sufficient funds are available which could be used as working capital to pay the commitments of the municipality while debtors start to pay their accounts.

3. LEVERAGE RATIOS

All the leverage ratio's are within the acceptable limits. The external loan debt is well within its limits and had reduced substantially over the past three years. This is due to the repayment of the existing loans at the Development Bank of Southern Africa.

Emthanjeni Municipality is continuously striving to improve and expand it's income base, which will in turn snowflakes to higher payment percentage levels and better improved service delivery.

TURN AROUND STRATEGY

Emthanjeni Council approved a Turn Around Strategy (TAS) which aimed to improve the current challenges facing the municipality. The main areas of the TAS for the Finance Directorate are:

- i. Improving of Debt Collection
- ii. Improvement of Cash Flow Management
- iii. Improving of the Audit opinion: Operation Clean Audit by 2014

DEBT COLLECTION CAMPAIGN

- i. A communication campaign in the process of being developed, which will motivate and encourage residents, consumers and all account holders to pay their municipal accounts, promptly and regularly.
- ii. An collective effort from municipal councillors, officials, CDW's, ward councillors, etc. to improve the payment levels by starting with themselves.
- iii. Establishment a sense of Pride for their property, facilities and equipments to the consumers of Emthanjeni and Council per say.

IMPROVEMENT OF CASH FLOW POSITION

- i. Mechanisms were developed for the enhancement of better cash flow monitoring, by exercising control over spending. This is evident in budgetary control **for example budget vs actual expenditure.**

- ii. Continuous supervision over budgeted income and expenditure versus actual income and expenditure are being monitored. Reports are being e-mailed to all internal users (staff members) on income and expenditure patterns.
- iii. These reports identifies over spending of expenditure and under recovery of income which than impacts on decision making.
- iv. Proper monitoring mechanisms are constantly being updated to compare the Service Delivery Budget Implementation Plan (SDBIP) and actual income and expenditure.

IMPROVING OF AUDIT OPINION – OPERATION CLEAN AUDIT

This is one of the most challenging indicators for the finance directorate and is of the top priority for the municipality as a whole.

Although there is a huge improvement in the activities of the audit , the improvement of the audit opinion remains an enormously hurdle will achieved during 2011.

The current capacitation levels of all staff to implement GRAP Accounting Standards contributes to the struggles experienced by the finance staff.

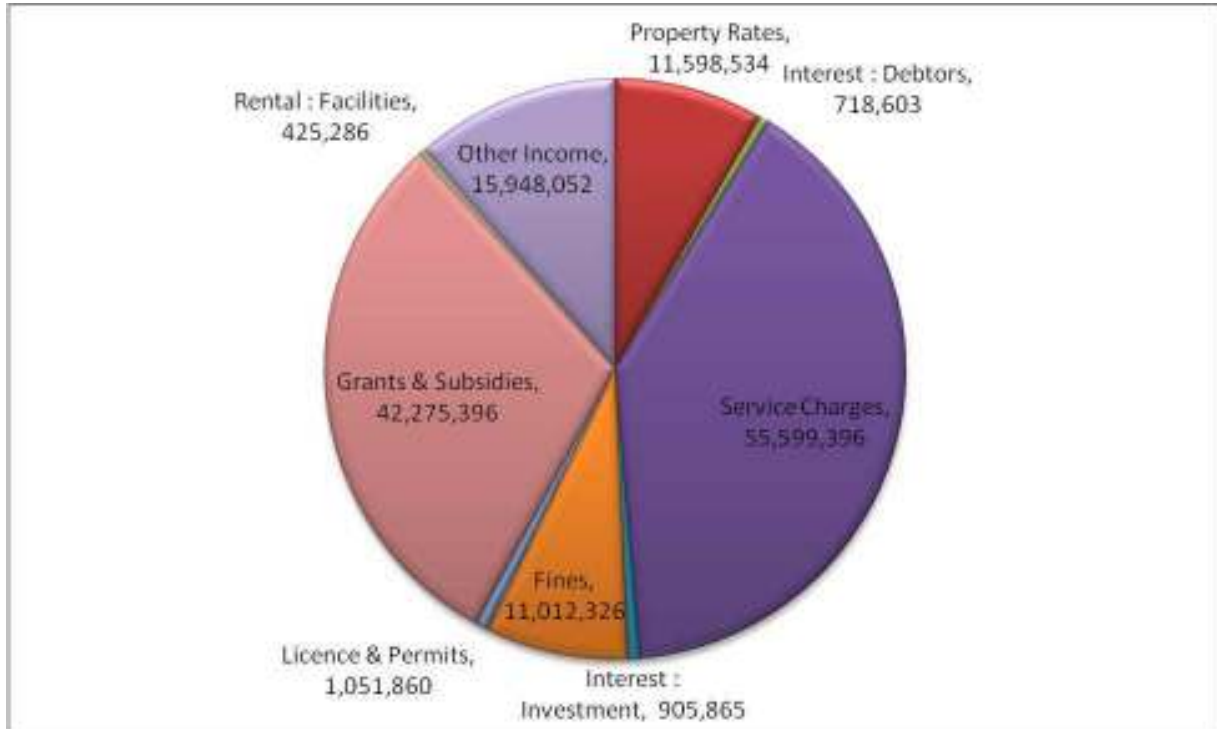
GRAP 3, 17 and others remain the biggest challenges faced by Emthanjeni.

ANALYSIS OF STATEMENT OF FINANCIAL PERFORMANCE

COMPARISON OF RESULTS WITH BUDGET: 30 JUNE 2010

REVENUE	BUDGET 09/10 R	ACTUAL 09/10 R	VARIANCE (R)	%
Property Rates	12 856 760	11 598 534	-1 258 226	-11
Service Charges	52 412 364	55 599 396	2 187 034	4
Rental from facilities	333 600	425 286	91 686	22
Internet earned				
• Investment	640 000	905 865	265 865	29
• Outstanding debtors	755 000	718 603	- 36 397	-5
Fines	5 490 000	11 012 326	5 522 326	50
Licences and Permit	1 012 000	1 051 860	39 860	4
Government Grants and subsidies	41 072 000	42 275 396	1 203 396	3
Other income	11 183 782	15 948 052	4 764 270	30
Total Revenue	126 755 506	139 535 318	12 779 812	9

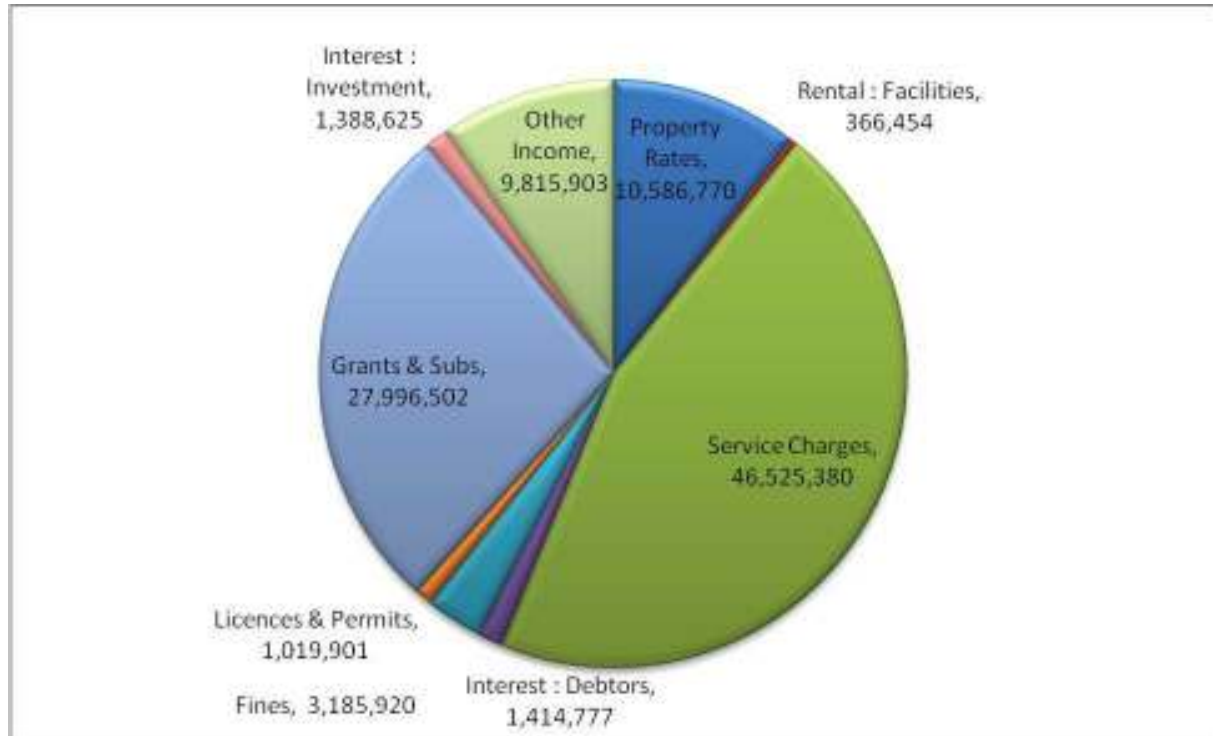
Graph of actual Revenue for 01/07/2009 – 30/06/2010



COMPARISON OF RESULTS WITH PREVIOUS YEAR: 30 JUNE 2009

REVENUE	BUDGET 08/09 R	ACTUAL 08/09 R	VARIANCE (R)	%
Property Rates	10 375 150	10 586 770	211 620	2
Service Changes	47 689 358	46 525 380	-1 163 978	-3
Rental from facilities and equipment	445 000	366 454	- 78 546	-21
Interest earned				
• External investment	309 000	1 388 625	1 029 920	39
• Outstanding debtors	1 048 133	1 414 777	366 644	26
Fines	2 156 000	3 185 920	1 029 920	32
Licences and permits	1 098 500	1 019 901	- 78 599	-8
Government Grants and subsidies	27 723 000	27 996 502	273 502	1
Other income	8 577 773	9 815 903	1 238 130	13
Total Revenue	99 421 914	102 250 232	2 828 318	3

Graph of actual Revenue for 01/07/2009 –
30/06/2010

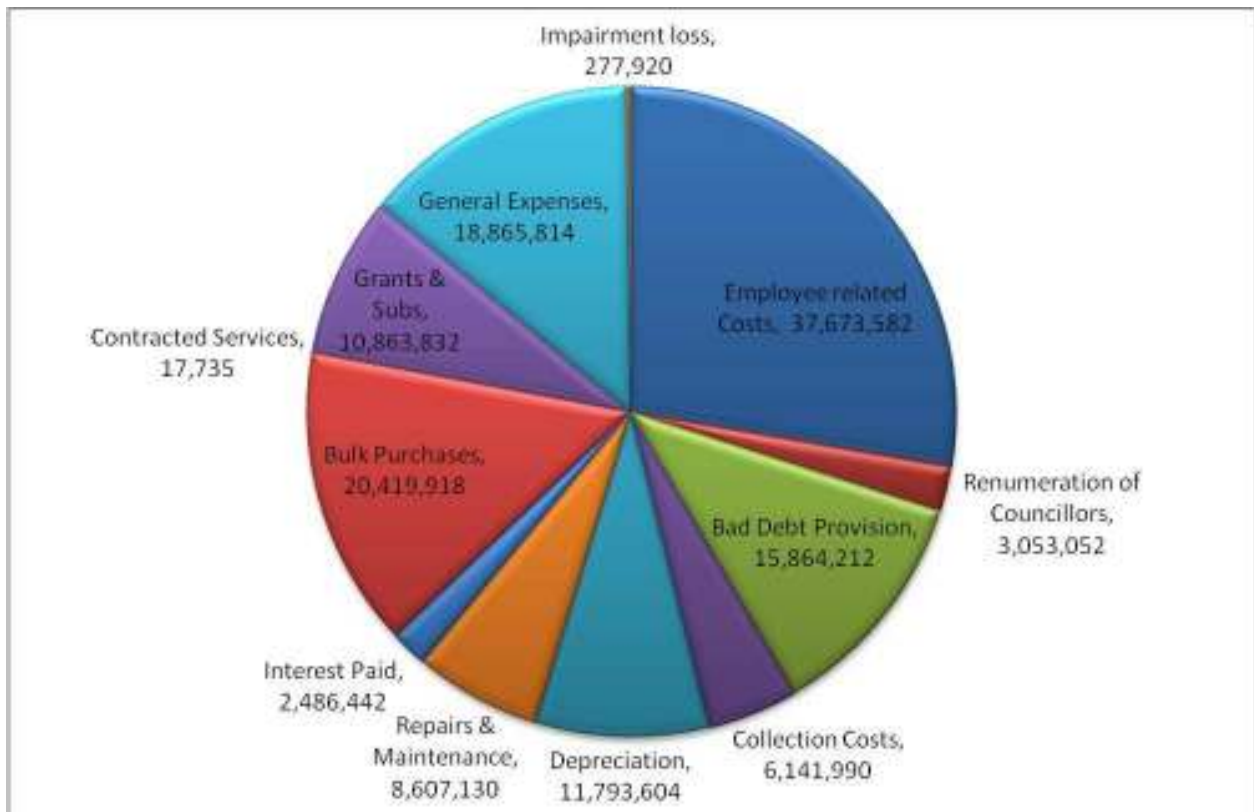


EXPENDITURE

COMPARISON OF RESULT WITH BUDGET: 30 JUNE 2010

EXPENDITURE SOURCE	BUDGET 09/10 R	ACTUAL 09/10 R	VIARANCE (R)	%
Employee Related Costs	38 232 410	37 673 582	-588 828	-1
Remuneration of Councillors	3 085 440	3 053 052	- 32 388	-1
Bad Debt Provision	5 536 739	15 864 212	10 327 473	65
Collection costs	3 855 000	6 141 990	2 286 990	37
Depreciation	13 513 673	11 793 604	-1 738 609	-15
Repairs and maintenance	7 286 000	8 607 130	1 339 130	16
Internet Paid	1 879 000	2 486 442	606 773	24
Bulk purchases	20 896 814	20 419 918	-476 896	-2
Contracted services	150 000	17 735	-132 625	-763
Grants and subsidies paid	24 593 788	10 863 832	-13 729 955	-126
General expenses	21 454 942	18 865 814	-2 589 128	-12
Impairment loss	-	277 920	277 920	-100
Total Expenditure	140 484 514	136 064 871	-4 419 644	-3

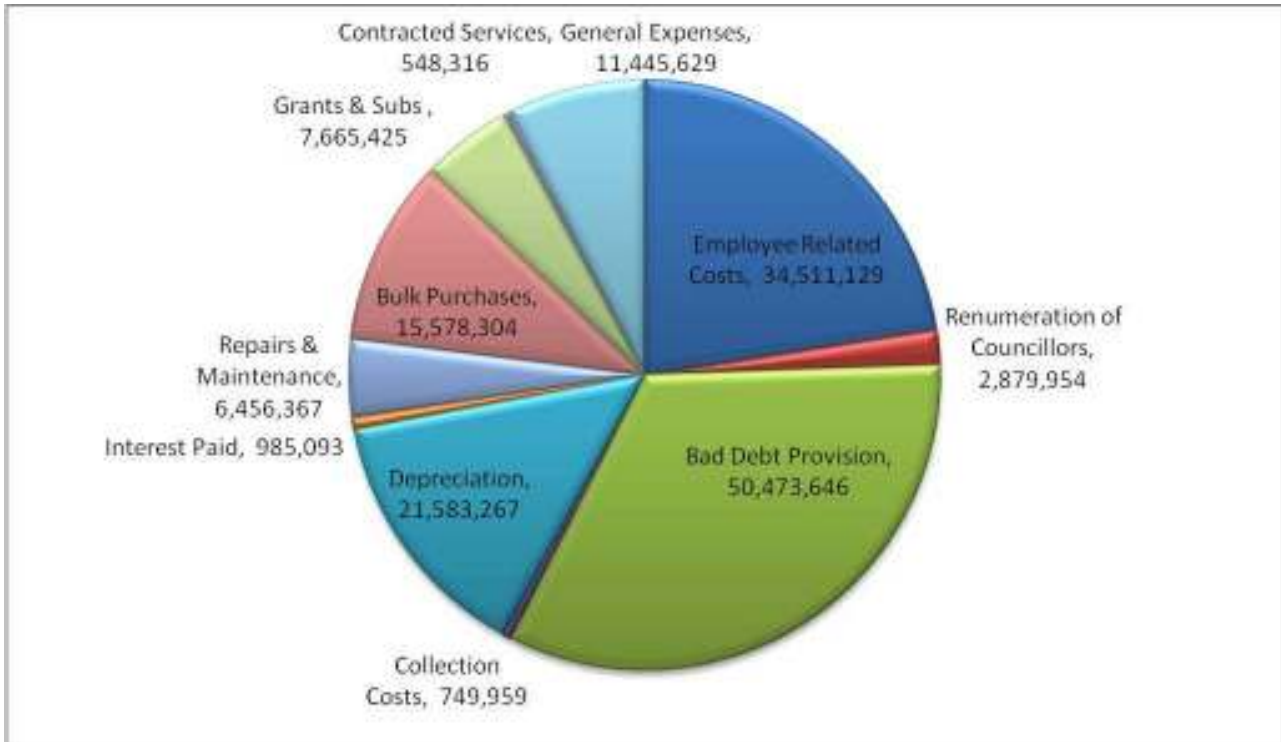
Graph of Expenditure – 01/07/2009 – 30/06/2010



COMPARISON OF RESULT WITH PREVIOUS YEAR: 30 JUNE 2009

EXPENDITURE SOURCE	BUDGET 08/09 R	ACTUAL 08/09 R	VIARANCE (R)	%
ERC	32 765 844	34 511 129	1 745 285	5
RC	2 883 592	2 879 954	-3 639	0
Bad DP	5 130 413	50 473 646	45 343 051	90
CC	875 000	749 959	-125 041	-17
Depr	1 382 688	21 583 267	20 200 579	940
R & M	3 904 470	6 546 367	2 641 897	40
IP	1 066 110	985 093	-81 017	-8
BP	16 923 483	15 578 304	-1 345 179	-9
CS	0	548 316	0	0
G & SP	10 469 380	7 665 425	-2 803 955	-37
General expenses	12 237 402	11 445 629	-791 773	-6
Total Expenditure	87 638 382	152 966 907	68 328 525	43

Graph of expenditure – 01/07/2008 – 30/06/2009



OUTSTANDING DEBTORS

The amount of arrear Accounts Receivable remains a huge concern for the municipality. This increase in outstanding amounts passes not only liquidity concerns but will influence financial viability of the municipalities. This is evident in the payment levels for 2009/2010 financial year.

NET OUTSTANDING DEBTORS

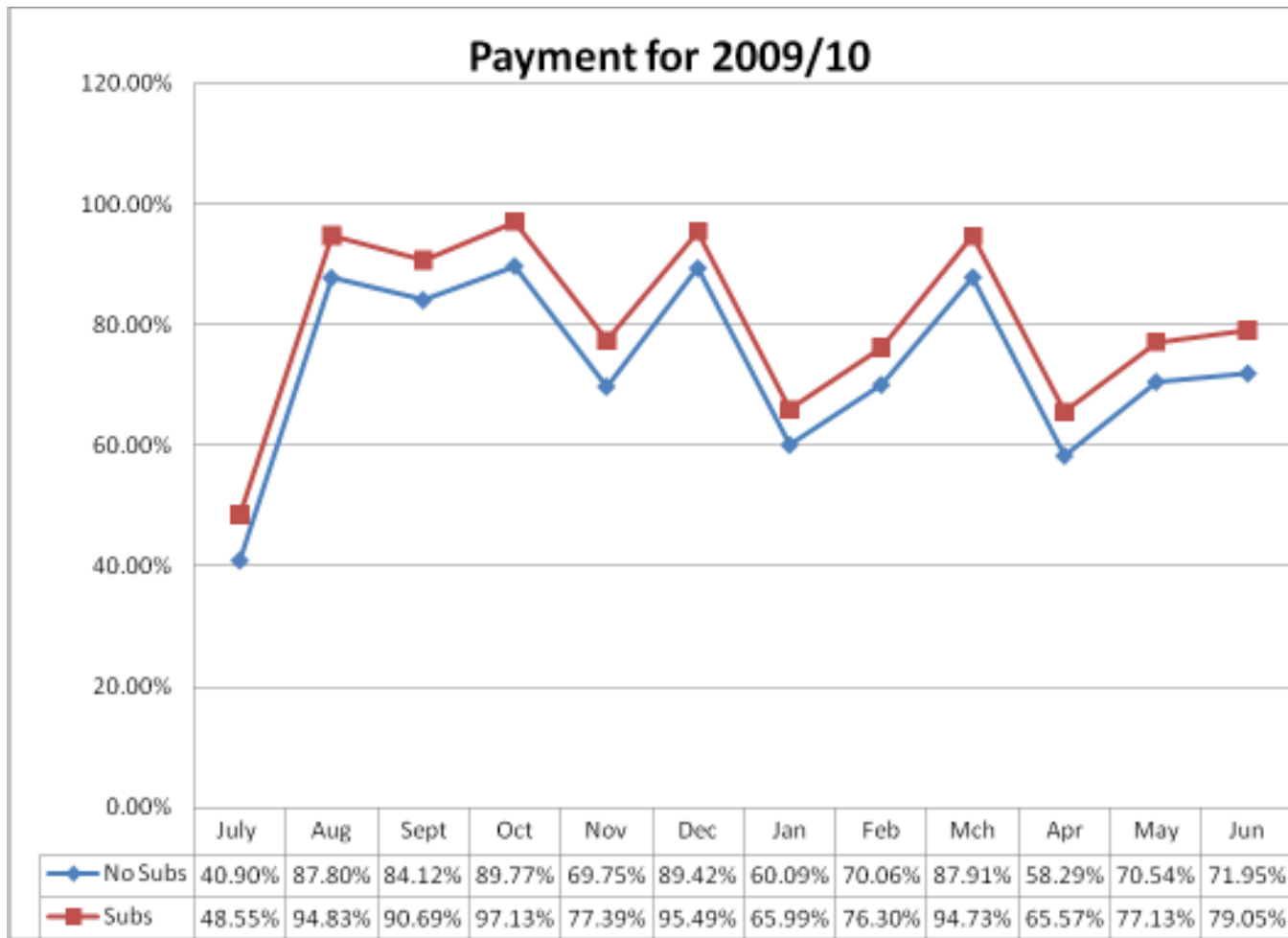
2008	R47 932 441
2009	R12 896 288
2010	R12 913 797

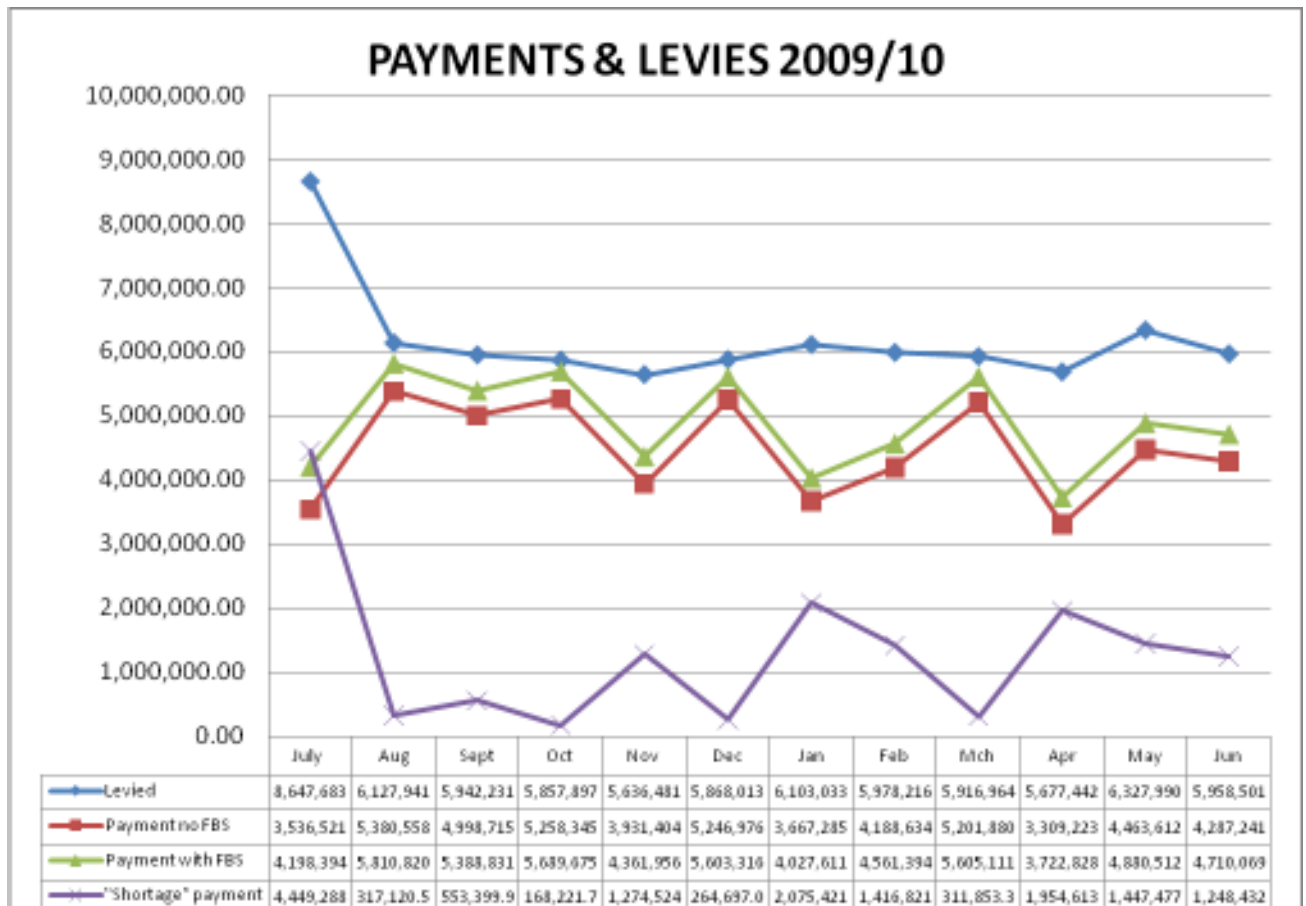
The decrease in 2008/2009 financial was as a result of the write-off of debt.

OUTSTANDING DEBTORS VS PROVISION FOR BAD DEBTS

	OUTSTANDING DEBTORS	PROVISION BAD DEBT
2008	R53 627 943	R5 695 502
2009	R26 714 667	R13 818 379
2010	R42 195 155	R29 308 358

The municipality wrote off debt amount to R 36,7 million during 2009, but debt are still increasing month to month.





SUPPLY CHAIN MANAGEMENT

In terms of the Supply Chain Management Policy of Emthanjeni, three committees were established to regulate the competitive bidding process. These committees are, the Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee.

A total number of 12 tenders with a total value of R 25 259 02 were awarded during the 2009/2010 financial year.

A total amount of R 18 886 726 was paid to Bidders for services rendered. This amount includes tenders awarded in provision years but work was only performed during the 2009/2010 financial year.

CHALLENGES FACING THE DIRECTORATE OF FINANCE

The following challenges are faced:

- i. Capacity building of staff at all levels of management especially with the New Budget Reforms and GRAP Standards.

- ii. To improve on the current situation at the municipality and those areas identified by the Municipal Turnaround Strategy.
- iii. The continuous improvement on internal control aspects which will lead to an overall improvement of Audit Opinion.
- iv. The achievement of the Clean Audit before 2014 remains one of the highest priorities and challenges facing Emthanjeni.
- v. The compliance with all GRAP standards and New Budgetary Reforms.

CHAPTER 4

DIRECTORATE: INFRASTRUCTURE AND HOUSING SERVICES

The main function of the Directorate Infrastructure and Housing Services comprise the maintenance of existing and provision of new infrastructure services and community facilities as well as the wiping out of infrastructural and housing backlogs and support of economic developments.

Various capital projects were planned and completed during the past year. There was continuous liaison with consultants such as consulting engineers, town planners, surveyors as well as various government departments. Several applications were submitted during the past year for the funding of projects.

Numerous job creation projects involving the infrastructure Department during the past year placed a great deal of pressure on the existing staff and equipment. In the course of the projects strict financial control was maintained and technical support provided.



Drilling for new boreholes in Britstown

PERSONNEL:

The DIHS currently consists of 3 Units Technical Services, Electrical and Housing and Project Management.

The staff establishment of the various units is set out below:

Departments / Sections	No Staff:
1. Technical Services – Manager	1
Technical officer	1
Operational staff: Water	13
Streets, Sewerage reticulation networks	36
Sanitation, Sewerage, Refuse removal, cemeteries	68
Parks and Buildings	18
Sport grounds and swimming pools	8
Mechanical workshop	6
Total Technical services department	151
2. Electrical – Manager	vacant
Network superintendent	1
Operational staff	26
Total Electrical department	27
3. Housing and Project Management - Manager	1
Head housing	
Building inspector	1
Clerical staff	6
Total Housing and Project Management department	8
4. Infrastructure office personnel: clerks	3
TOTAL INFRASTRUCTURE AND HOUSING SERVICES	189

INFRASTRUCTURE: NEW AND UPGRADING.

During the past financial year R 9,12 million was received for approved MIG projects.

The following projects were undertaken –
Cost:

	Project
○ Hanover: Upgrading of oxidation ponds 020	R5 680
○ De Aar: Storm Water Master Plan 996	R 296

- Britstown: Planning Bulk Water Supply 534 R1 062
- De Aar: Completion of the Upgrading Solid Waste Site 855 R1 044
- Britstown: Completion of Sport Complex Upgrading 945 R1 166



Hanover: The oxidation ponds were upgraded during the past year and now have sufficient capacity to serve the whole of Hanover, including future developments and housing schemes with waterborne sewerage.

JOB CREATION WARDS PROJECTS:

The Technical Department performed a supervisory and support function with regards to various projects in all 7 wards.

The cost of the projects amounted to R3, 3 million and comprised the following work:

- Laying of 1229 meters of kerbing in various streets.

- Laying of 235 meters of paving in Street 8 and 160 meters of paving on various Side walks.
- Hanover - 350 meters of tarred streets
- New streetlights – Hanover Kwezi
- New streetlights Schreinerstreet – De Aar
- Building of 2 bee-hives - Britstown
- Painting of lamp poles - 278
- Housing Revitalization Programme
- Manufacturing of paving bricks
- Various cleaning projects.



New street lights Kwezi (Hanover)
street (De Aar)

New Street lights in Schreiner



New Bee-hives in Britstown streets

Manufacturing of pavers for streets

TOWN PLANNING AND BUILDING CONTROL:

The staffs involved in town planning and building control provide information to other departments as well as consultants regarding proposed developments and land transactions on a continuous basis.

These enable the Council to take informed decisions on future developments.

- Building plans:
During the 2009/10 financial year a total 78 building plans for an estimated value of R10 672 926 was approved.

Comparative figures for building plans approved during the past 5 years are set out below.

2005/06	67 building plans	R 4 079 820
2006/07	88 building plans	R 9 159 722
2007/08	102 building plans	R 8 170 587
2008/09	79 building plans	R 9 602 956
2009/10	78 building plans	R10 672 926

The abovementioned building plans approved do not include low cost housing project.



Newly build Chicken City in De Aar

HOUSING:

Emthanjeni Municipality is one of five municipalities in the Northern Cape to receive conditional accreditation as housing developer. The backlog for sub-economic houses is currently 3550 houses. Various smaller housing projects were undertaken during the past year i.e.

- Britstown (Silverton) 32 houses – 100% completed.
- Britstown (Pampoene) 33 houses – project started.
- Hanover, 100 houses – 60%, 60 houses completed.
- De Aar (Barcelona) veterans 2 houses – 100% completed.
- The Council also built 2 houses from own funds in Britstown and Hanover.

A total of 94 houses were therefore built during the past year.



Hanover housing project – 100 houses
33 houses
(Handing over of first houses)

Britstown housing project –



Barcelona housing project.
housing



Malay Camp temporary

WATER SERVICES:

- Bulk Supply:
Currently all three towns are reliant on ground water for their requirements and the entire water supply is provided by 71 boreholes and 2 fountains.

Water is provided to the different towns via 126km of water mains, 6 pumping stations and 14 reservoirs and pressure towers.

Emthanjeni Municipality is generally characterized by a high level of well maintained water infrastructure in the various towns. This is especially true of De Aar which also has a sophisticated and well maintained Telemetry system to monitor the water related infrastructure.

The current annual capacity of the various boreholes is compared with abstraction below:

TOWN:	Capacity (kl)	Abstraction (kl)	Difference	% Utilized
DE AAR	2 800 000	2 173 615	626 385	78%
BRITSTOWN	270 000	211 349	58 651	78%
HANOVER	380 000	216 644	163 356	57%

TOTAL	3 450 000	2 601 608	848 392	75%
-------	-----------	-----------	---------	-----

- Water Conservation and Demand Management.



Blue Drop awards received for operation and maintenance and outstanding performance in the water sector.

A water audit was carried out for the 2009/10 financial year.

Summary of water losses for the past 3 years:

	2007/08	2008/09	2009/10
Water abstraction (kl)	2 390 985	2 601 608	2 463 465
Water sales (kl)	1 814 407	2 097 709	1 982 352
Losses (kl) Bulk and network	576 578	503 899	481 113
% losses	24,1%	19,4%	19,5%

The loss decreased by 22 786kl over the past financial year.

These losses occur from borehole to consumer and include all forms of loss i.e. financial, faulty meters, leakages, un-metered supply etc.

- Operation and Maintenance – Water
 - The following maintenance was carried out on water supply works during the past year.
 - Site connections:

New household water connections	-	69
Other water connections repairs & maintenance	-	767
Repair leakages to connections	-	1007

Repair to public stand pipes	-	83
○ Reticulation networks (in town):		
Repair of leaking pipes	-	33
Repair of leaking fittings	-	2
Other repairs (valves, F.H.)	-	1
○ Bulk water Supply (boreholes to towns)		
Repair of leaking pipes	-	7
Replacements of faulty bulk water meters	-	1

Mains are regularly checked for leakages and defects.
All borehole meters and bulk meters in town are read on a monthly basis. Total 85 meters.

- Boreholes and Pump stations:

A variety of repair and maintenance work has been done on borehole pumping equipment, telemetric control system, booster pumps and reservoirs during the past year.



Riet water scheme: Booster pumps station.

- **Water Quality:**
Water samples are collected on a monthly basis and tested at an accredited laboratory. The results are then compared to SANS 241 standards to determine whether it meets the requirements for potable water. About 14 water analyses are carried out monthly on microbiological quality (faecal coli forms and total coli forms). A full SANS 241 analysis is done once per year, including microbiological, physical and chemical water quality.

At present water purification is not done on a continuous basis, only in isolated instances as a precautionary measure following good rain or if the monthly analysis does not meet the standards of SANS 241.

THE MONTHLY WATER ANALYSES ARE SUMMARISED BELOW:

E-Coli results for the past 12 months.

Month	De Aar		Britstown		Hanover	
	Total	Failure	Total	Failure	Total	Failure
July '09	7	0	3	0	3	2
August '09	7	0	3	0	3	0
September '09	5	0	3	0	3	0
October '09	7	0	3	1	3	0
November '09	8	0	3	0	3	0
December '09	8	0	3	0	3	0
January '10	8	0	3	1	3	0
February '10	7	1	3	0	3	0
March '10	8	2	3	1	3	0
April '10	8	4	3	0	3	0
May '10	8	2	3	0	3	0
June '10	8	1	3	0	3	0
TOTAL	89	10	36	3	36	2
%		11,2		8,3		5,5

Total samples taken – 161

Failures - 15

The common characteristic of all groundwater in the Emthanjeni area is the hard and in most cases very hard (>300mg/l CaCO₃) water with high magnesium and calcium concentrations, high total alkalinity and severe scaling properties. The severe scaling properties have a pronounced effect on pipes

and electrical appliances in the town, and can decrease the level of foaming of cleaning products as well as dry skin.

Other dissolved salts such as sulphates, sodium and chloride are present at concentrations that fluctuate annually or seasonally and differ according to borehole locations. These salts, together with magnesium, contribute a bitter and salty taste to the water, which gives rise to consumer complaints. Although the hardness in the water has a visible effect, the effect of fluctuating salt concentrations on the health of the inhabitants is less visible and/ or unknown.

A Summary of the annual full SANS 241 analysis appears below:

Analyte	Value				SANS Specifications
	De Aar West	De Aar East	Britstown	Hanover	
Aluminium	0.0085 mg/l	0.027 mg/l	0.065 mg/l	0.075 mg/l	<300
Ammonia	<0.049 mg/l	<0.049 mg/l	<0.049 mg/l	<0.049 mg/l	<1.0
Antimony Total	0.00010 mg/l	0.000040 mg/l	0.00010 mg/l	0.00082 mg/l	<10
Cadmium	0.00055 mg/l	0.0011 mg/l	0.0012 mg/l	<0.00055 mg/l	<5
Calcium	51mg/l	66 mg/l	65 mg/l	77 mg/l	<150
Chloride	180 mg/l	70 mg/l	72 mg/l	47 mg/l	<200
Cobalt	0.00019 mg/l	0.00026 mg/l	0.00059 mg/l	0.00034 mg/l	<500
Electric Conductivity @ 25°C	170 mS/m	110 mS/m	110 mS/m	86 mS/m	<150
Copper	0.25 mg/l	0.12 mg/l	0.39 mg/l	0.056 mg/l	<1000
Cyanide Free	<0.005 mg/l	<0.005 mg/l	<0.005 mg/l	<0.005 mg/l	<50
Fluoride	0.97 mg/l	0.81 mg/l	0.83 mg/l	0.74 mg/l	<1.0
Iron	0.44 mg/l	0.76 mg/l	0.78 mg/l	0.80 mg/l	<200
Lead	0.0032 mg/l	0.0019 mg/l	0.0023 mg/l	0.0005 mg/l	<20
Magnesium	51mg/l	44 mg/l	44 mg/l	41 mg/l	<70
Mercury	0.40 ug/l	0.39 ug/l	0.44 ug/l	0.33 ug/l	<1
Manganese	0.0065 mg/l	0.00031 mg/l	0.04 mg/l	0.013 mg/l	<100
Nickel	0.068 mg/l	0.066 mg/l	0.061 mg/l	0.070 mg/l	<150
Nitrate	1.8 mg/l	4.2 mg/l	4.3 mg/l	9.9 mg/l	<10
Phenol	<0.005 mg/l	<0.005 mg/l	<0.005 mg/l	<0.005 mg/l	<10
Potassium	1.1 mg/l	2.1 mg/l	2.3 mg/l	2.4 mg/l	<50
Sodium	250 mg/l	100 mg/l	110 mg/l	46 mg/l	<200
Sulfate	150 mg/l	75 mg/l	82 mg/l	36 mg/l	<400
Turbidity	2.0 NTU	<2 NTU	<2 NTU	2.0 NTU	<5
Vanadium	0.081 mg/l	0.025 mg/l	0.025 mg/l	0.046 mg/l	<200

Zinc	0.069 mg/l	0.068 mg/l	0.18 mg/l	0.053 mg/l	<5.0
pH	8.2	7.8	7.7	7.8	5.0 – 9.5
E-coli Type 1	0	0	0	0	0
Arsenic	0.0036 mg/l	0.0035 mg/l	0.0028 mg/l	0.0024 mg/l	<10
Colour	0 Pt	0 Pt	0 Pt	0 Pt	<20
Chromium Total	0.15 mg/l	0.13 mg/l	0.11 mg/l	0.12 mg/l	<100
Selenium Total	6.7 ug/l	6.5 ug/l	6.4 ug/l	6.7 ug/l	<20
CHBr2Cl	<1 ug/l	<1 ug/l	< ug/l	1 ug/l	<200
CHBr3	<1 ug/l	<1 ug/l	<1 ug/l	6 ug/l	<200
CHBrCl2	1 ug/l	1 ug/l	1 ug/l	1 ug/l	<200
CHCl3	1 ug/l	1 ug/l	1 ug/l	1 ug/l	<200
Total coliform count	4	4	89	0	<100
Dissolved solids @ 180 °C	590 mg/l	580 mg/l	690 mg/l	480 mg/l	<1000

STREETS AND SEWER NETWORK MAINTENANCE:

Emthanjeni at present has 202km of streets within the towns of De Aar, Britstown and Hanover, of which 131km (65%) are gravel and 71km (35%) are tarred. The gravel roads are graded on a quarterly basis.

Normal maintenance such as the provision of access points, patching of tarred surfaces, weeding of pavements, sweeping of streets and channels. Temporary workers are used to assist with the maintenance work.

- **Gravel Roads:**

Gravel roads are graded according to a schedule on a quarterly basis. A total of 520 loads of gravel were used to resurface various streets in all 3 towns.

- **Tarred Streets:**

The tarred roads are in urgent need of resealing and problems are experienced with potholes especially after rain. During the past year potholes were repaired on a regular basis. At several intersections trenches were filled and repaired.

- **Pavements and Trees:**

Because of the large number of pavements, the workers on the job creation projects were used to weed the pavements in the different wards. So far as possible the trees in front of undeveloped premises and at the entrances to De Aar are watered regularly. Residents are

encouraged to water the trees in front of their houses themselves. Soil is regularly provided to repair the tree basins.

- Siding:

The municipal sidings are currently underutilized and only used by Grinaker. Railway lines are still regularly weeded.

- Airfield:

The airfields in De Aar and in Hanover are graded regularly.

- Commonage:

A variety of maintenance work was done during the past year on the municipal commonage covering 20 000ha. This work consisted mainly of the maintenance of windmills, watering troughs and fences.

- Sewerage Reticulation Network:

Number of sewer-blockages occurring during the past year:

	De Aar	Britstown	Hanover	Total
Mains	206	2	5	213
Private premises	139	7	9	155
Total	345	9	14	368
Average monthly				30,6

When a problem area arise the sewer pipes are dug open and necessary repairs carried out.

The sewerage pumping station in Hanover is cleaned on a daily basis.



Tarred Streets:

During the past year an extensive programme was initiated to reseal and upgrade existing tarred streets. The majority of these streets are in De Aar-West.

In the case of Queen street in Hanover the street was completely reconstructed.

The following streets were resealed and upgraded:

Hanover – Queen Street – 150m

De Aar-West – Hospital Street – 180m

Grobler Street – 220m

Kemp Street (Cilliers – Schreiner) – 100m

Calton Street (Rossouw – v.d.Merwe) – 191m

Claude Street (Rossouw – v.d.Merwe) – 191m

Cillier Street (Visser – Lubbe) – 630 m

Potholes were regularly repaired and patching was also carried out.

SANITATION:

- **Level of service:**
The municipality intends to provide water borne sanitation to all of its residents in urban areas.
The municipality has in the past installed dry sanitation (UDS) in Britstown and Hanover but these have been the source of much dissatisfaction amongst the residents. Britstown has by far the largest problem where dry sanitation (UDS) has been installed but rejected by the community who has reverted to the use of buckets.

The current sanitation level of service is as follows:

Level of service	No of units / %	
Dry sanitation toilets (UDS) Hanover	199	2.7%
Bucket toilets, Britstown	546	7.3%
Septic tanks – water borne	959	12.7%
Bulk sewer – water borne	5821	77.3%
Total	7525	100%

- **Sewage Treatment Works:**
Only De Aar has a mechanical Treatment works. Britstown and Hanover dispose of effluent through oxidation ponds.
The following upgrading was required at the different works:
De Aar: Various types of upgrading are also required at the works.

Britstown: The oxidation ponds are not fenced which makes them unsafe.

The total cost of the upgrading at all the works amounts to approximately R7, 0 million.

- **Sewerage Removal:**

At present there are 4 ways of removing sewerage namely waterborne sewerage, vacuum tanker services, bucket removal and dry sanitation removal.

- **Vacuum Tanker Services:**
The service is provided on an ongoing basis at the request of residents. There are a number of drains which are serviced at specific times by standing arrangement. This is usually applicable to schools, hotels, guesthouses and hostels.
- **Bucket Removal:**
Buckets are currently removed weekly in Britstown and twice weekly in De Aar and Hanover. After the buckets are removed they are washed and disinfected.

- At present dry sanitation is only in use in Hanover and private contractors do the clearing 6 monthly.

REFUSE REMOVAL:

- Household refuse:
This service is provided weekly to about 7817 houses by way of black bags or tarpaulins. Refuse is removed twice weekly from business premises. Hostels and schools receive a weekly service.
- Landfill sites:
All refuse collected, is disposed of at the different landfill sites. Problems are encountered where people remove fencing and illegal recycle refuse material.
The sites are upgraded as funds become available. Funding was received for the upgrading of the site in De Aar and has been completed.
- Refuse Containers and Informal Rubbish Dumps:
Street cleaners are used to clean the central business districts of all three towns on a daily basis. At present 9 workers are used for this purpose and the service is also provided over weekends.

Refuse containers (askaste) and informal rubbish dumps are regularly cleared. At present 144 truck loads are removed monthly.

CEMETERIES:

The Council has 7 cemeteries where burials take place usually over weekends.

Sustained efforts are made to keep the premises neat and tidy. Upgrading is done and, where necessary, new sites are developed.

Britstown currently needs a new cemetery. The cemeteries in the centre of town are nearly 100% full and new cemetery will have to be established in 2010/11.

ELECTRICAL SERVICES

- Electrical Services:
At present there is a staff shortage of qualified electricians in the department and no preventative maintenance is carried out currently. Apart from meter inspections and new installations the only maintenance work done relates to complaints received or faults which occur.

Maintenance work includes the following:

Maintenance of high and low voltage networks, street lights, even connections and electrical equipment at the municipal installations and buildings such as waterworks, sewage works, offices, swimming pools and halls.

Electrical Services provides a standby service on a full time basis in order to react speedily to complaints and limit power failure to a minimum.

- Connection Statistics:
 - Meter inspections carried out – 803
 - Meter moved – 13
 - Conversion of meter to prepayment – 54
 - New connections – 81
 - Meter replaced – 428

- Power Interruptions:
During the past year 94 power interruptions occurred.

- Electricity losses for the past 3 financial year:

	2007/08	2008/09	2009/10	Difference
Total units purchased (kwh)	53 719 011	54 151 027	53 570 419	-1,07%
Total units sold (kwh)	46 247 837	43 578 410	41 424 673	-4,94%
System losses (kwh)	7 471 174	10 572 617	12 145 746	+14,88%
% Line losses	13,91%	19,52%	22,67%	

Lighting:

Regular maintenance of street lights and high mast lights is carried out and several new street lights were installed during the past year:

Schreiner Street, De Aar: 20 lights

Malay Camp, De Aar: 25 lights

Kwezi Extension, Hanover: 20 lights

PARKS AND BUILDINGS:

- Buildings:

A variety of repairs have been done during the past year to various Council buildings, swimming baths, sport grounds, libraries, community halls and fences.

- Parks:
Normal maintenance such as mowing, watering and pruning of trees is carried out regularly.
- Sport and Recreation:
 - Municipal Swimming Baths:
The municipal swimming baths require urgent upgrading and in the past year problems were experienced in keeping them in a clean and hygienic condition. Safety measures must be improved at the swimming baths.
 - Sport Grounds:
The De Aar – west Sport Complex was upgrade during the 2008/09 financial year. Regular maintenance is done but it is inadequate and must be stepped up.

There are currently 7 sport grounds

MECHANICAL WORKSHOP

The workshop provides a support service to all departments as far as the maintenance and servicing of vehicles as well as refueling is concerned.

Work done during the past year:

Servicing of vehicles and machines	- 67
Repairs	- 516
Welding jobs	- 174
Vehicle roadworthiness certificates	- 30
Tyre punctures repaired	- 271
Tyre purchased	- 121

EMTHANJENI MUNICIPALITY

AUDIT COMMITTEE

ANNUAL REPORT

1. EXECUTIVE SUMMARY

The Audit Committee was appointed by Council in terms of section 166 of the Municipal Finance Management act, act no 56 of 2003. The Audit Committee

was mandated by means of an Audit Committee Charter, to execute certain responsibilities. The charter was approved by the Mayor, the Municipal Manager and the Audit Committee members, at a meeting held on 3 December 2009.

The following members serve on the Audit Committee:

Mr W De Bruin	Chairperson
Mr E D Oliphant	Member
Ms C Penderis	Member
Ms D Fourie	Member

The members of the Audit Committee are independent from the Emthanjeni Municipality and written declarations of interest have been obtained to prove their independency.

During the 2009/2010 financial year, the Audit Committee held 3 meetings . in terms of the Municipal Finance management Act, the Audit Committee should have at least four meetings per annum. A meeting, scheduled for the 14 June 2010 had to be held be postponed due to unforeseen circumstances.

2. AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee reports that it has compiled, as far as possible, with its responsibility arising from Section 166 (2) of the MFMA. Their responsibility includes the following:

a. Advise the Municipal Council, the Political office-bearers, the Accounting Officer and the Management Staff on matters relating to:

- i. Internal financial control and internal Audits
- ii. Risk management
- iii. Accounting policies
- iv. The adequacy, reliability and accuracy of financial reporting and information
- v. Performance management
- vi. Effective governance
- vii. Compliance with legislation
- viii. Performance evaluation
- ix. Any other issues referred to it by the municipality

The Internal Audit Unit issued Internal Audit Reports to the Committee regarding the abovementioned components. Findings which were not resolved by Management were brought to the attention of the committee. Recommendations made by the Audit Committee were implemented and reviewed by the Internal Audit Unit during the follow up procedures

b. review the Annual Financial statements to provide the Council of an authoritative and credible view of financial position of

the Municipality and its overall level of compliance with legislation.

This aspect will be addressed in future.

c. Respond to Council on any issues raised by the Auditor-General in the Audit report.

This aspect will be addressed in future.

d. carry out investigations into the financial affairs of the Municipality, as may be requested.

The Audit Committee did not receive any requests for special investigations from the Municipality.

3. RISK MANAGEMENT

The Municipality is in the process of developing a risk management Strategy. This strategy is the foundation for a continuous risk assessment process and for the managing and monitoring on an ongoing basis. A Risk Management Policy will also be approved by Council to ensure that Risk Management receives the necessary attention that it deserves.

4. FRAUD PREVENTION PLAN AND FRAUD RESPONSE PLAN

The Department of provincial and Local Government (DPLG) is in process developing the Fraud Prevention and Response Plan for Local Government. This follows on the adoption of the Local Government Anti-Corruption Strategy, issued by DPLG.

It is envisaged that the final document will be ready for council to be approved, by the end of June 2010.

5. INTERNAL AUDITING

IN TERMS OF THE Municipal Finance Management Act, the Audit Committee has the obligation to oversee the operations of the Internal Audit Unit.

The following documents were approved by the Audit Committee.:

- i. the Audit Committee Charter 2009/2010
- ii. The Internal Audit Charter 2009/2010
- iii. The Risk Assessment 2009/2010
- iv. The Internal Audit Strategy Plan (3 years)
- v. The Internal Audit Annual Plan

6. EXTERNAL AUDITING

THE OFFICE OF THE Provincial Auditor-General is responsible for the external Audit at the Emthanjeni Municipality. The Audit Committee Charter provides for an open communication channel between the Audit committee and the Auditor-General. During the 2007/2008 financial year, it was not necessary for the Committee to meet separately with the Office of the Auditor-General.

7. AUDIT COMMITTEE MEETINGS

The attendance at the Audit Committee meetings was as follows:

Name	Number of meetings held during 2008/2009	Number of meetings attended
Mr W De Bruin	3	3
Mr E D Oliphant	3	3
Ms D Fourie	3	3
Ms C Penderis	3	3

The 4th meeting scheduled for 14 June 2010, was postponed due to unforeseen circumstances.

The MFMA stipulates that no Councillor should be a member of the Audit Committee. It is hereby confirmed that no Councillors serve as a member of the Audit Committee.

The Municipal Manager and the Heads of Departments attended the meetings, in order to respond on concerns raised by the Committee.

The minutes of the Audit Committee meetings were submitted to the full Council , as stipulated in the Audit Committee Charter.

8. THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

The effectiveness of the internal control systems were reviewed by the Internal Audit Unit and the shortcomings were reported to the Audit committee. The Audit Committee dealt with it in the appropriate way.

9. THE RISKS AREAS OF THE MUNICIPALITY'S OPERATIONS COVERED IN THE SCOPE OF INTERNAL AND EXTERNAL AUDITS

The scope of the Internal Audit's audit was reviewed when the Risk Assessments and Annual plan of the Internal Audit Unit was approved. The scope of the External Audit was however not reviewed by the Audit Committee.

10. THE ADEQUACY, RELIABILITY AND ACCURACY OF FINANCIAL INFORMATION PROVIDED BY MANAGEMENT.

This was received by the Internal Audit Unit as part of their normal audit work program. Any findings would have been part of the quarterly reporting to the Audit Committee.

11. ACCOUNTING AND AUDIT CONCERNS IDENTIFIED AS A RESULT OF INTERNAL AND EXTERNAL AUDITS

Audit concerns, Internal and External, were submitted to the Audit Committee and it was dealt with in the normal way.

12. THE MUNICIPALITY'S COMPLIANCE WITH LEGAL AND REGULATORY PROVISIONS.

The Municipality's compliance with legal and regulatory provisions was received by the Internal Audits Unit. Any findings were reported to the Audit Committee at the normal quarterly meetings.

13. THE EFFECTIVENESS OF THE AUDIT UNIT

The effectiveness of the Internal Audit Unit was reviewed on the 13 August 2010, and a report was issued to the District Municipality's Council. Being a Shared Service Internal Audit Unit, the report was submitted to the District Municipality.

14. SELF EVALUATION OF THE AUDIT COMMITTEE

The Audit Committee did a self evaluation and the report was submitted to the District Municipality's Council.

15. PERFORMANCE EVALUATION OF THE AUDIT COMMITTEE

The performance of the Audit Committee was evaluated by the District Municipality's Council and a report was issued in this regard.

16. THE ACTIVITIES OF THE INTERNAL AUDIT UNIT, INCLUDING ITS ANNUAL WORK PROGRAMMES, CO-ORDINATION WITH EXTERNAL AUDITORS AND RESULTS OF SIGNIFICANT FINDINGS AND RESPONSE OF MANAGEMENT TO RECOMMENDATIONS.

The activities of the Internal Audit Unit were noted from quarterly reports submitted to the Audit Committee.

The co-ordination with the External Auditors needs to be improved to ensure proper communication and the elimination of duplication of audit work.

All findings submitted to Management were followed up by the Audit Committee during the quarterly meetings. In cases where the responses were not to the satisfaction of the Audit Committee, Management had to elaborate in more detail.

17. MATTERS REQUIRING SPECIFIC MENTION.

THE Committee noted the Auditor-General's audit 2007/2008 and encouraged Management to implement corrective measures to improve on the concerns raised by the Auditor-general.

The Audit Committee took note of the progress made by Management in implementing the recommendations made by the Internal Audit Unit. It is envisaged that in doing so, it could only have a positive reaction for the Municipality

The Committee is overwhelmed by the professionalism and eagerness to perform well during the year, which resulted in a good PMS evaluation.

The need to have and work towards a clean audit report is very encouraging.

To put the unqualified audit report as a KPI, is a proof of a focussed and goal driven municipality.

W DE BRUIN
CHAIRPERSON:

EMTHANJENI MUNICIPALITY
AUDIT COMMITTEE

The Committee is overwhelmed by the professionalism and eagerness to perform well during the year, which resulted in a good PMS evaluation.

The need to have and work towards a clean audit report is very encouraging.

To put the unqualified audit report as a KPI, is a proof of a focussed and goal driven municipality.


W DE BRUIN
CHAIRPERSON:

EMTHANJENI MUNICIPALITY
AUDIT COMMITTEE

Emthanjeni Municipality

Performance Management Evaluation
Report 2009/10

Table of Contents

1	INTRODUCTION.....	31 -
2	LEGISLATIVE FRAMEWORK.....	31 -
2.1	Affordability	32 -
2.2	Period permissible to award a performance bonus.....	32 -
2.3	Submission and adoption of the Annual Report.....	32 -
2.4	Performance Evaluation	32 -
2.5	Council Approval.....	32 -
2.6	Percentage Limit	32 -
3	THE 2009/10 FINANCIAL YEAR PERFORMANCE EVALUATION	32 -
4	EMPLOYEES EVALUATED	33 -
5	EVALUATION PROCEDURE AND CRITERIA	33 -
5.1	Procedure	33 -
5.2	Criteria	33 -
5.2.1	Key Performance Areas	34 -
5.2.2	Core Managerial and Occupational Competencies.....	34 -
6	MANAGEMENT OF EVALUATION OUTCOMES	36
6.1	Overall Rating	36
7	SYNOPSIS OF EVIDENCE.....	38
7.1	Municipal Manager.....	38
7.1.1	Key Performance Areas	38
7.1.2	Core Competency Requirements	66
7.1.3	Rating Calculator.....	67
7.2	Chief Financial Officer.....	69
7.2.1	Key Performance Areas	69
7.2.2	Core Competency Requirements	77
7.2.3	Rating Calculator.....	78
7.3	Director: Infrastructure and Technical Services	80

7.3.1	Key Performance Areas	80
7.3.2	Core Competency Requirements	88
7.3.3	Rating Calculator.....	89
7.4	Director: Corporate, Community Services and Development.....	90
7.4.1	Key Performance Areas	90
7.4.2	Core Competency Requirements	98
7.4.3	Rating Calculator.....	99
8	Performance Scale and % Bonus payable	101
8.1	OVERALL RATING	101
8.2	FINAL SCORES AND % BONUS.....	101
9	GENERAL RECOMMENDATIONS	101
10	CONCLUSION AND RECOMMENDATION TO COUNCIL	102
10.1	APPROVED AND RECOMMENDED BY THE MUNICIPAL MANAGER TO THE MAYOR:	102
10.2	APPROVED AND RECOMMENDED BY THE MAYOR TO COUNCIL	102

INTRODUCTION

The report is compiled in terms of the Performance Management System of Emthanjeni Municipality and the Local Government: Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (Municipal Performance Regulations) or (MPR)

LEGISLATIVE FRAMEWORK

The following are conditions attached to the award of a bonus to an employee for outstanding performance as prescribed by legislation.

Affordability

Section 38 of the Municipal Systems Act requires a municipality to establish a performance management system which is commensurate with its resources. The Municipal Performance Report, in section 8, makes affordability to the municipality a condition for bonuses to be paid to senior managers.

Period permissible to award a performance bonus

The Municipal Systems Amendment Act restricts the award of bonuses to employees to a period of a financial year.

Submission and adoption of the Annual Report

A third condition is that a performance bonus can only be paid after the Annual Report for the year under review has been submitted and adopted by Council. At this point of the municipal business cycle, the Auditor General has had an opportunity to express an opinion on the municipality's financial statements and the municipality's planning and performance management systems.

It is also at this stage in the business cycle that the Oversight Committee of Council has had an opportunity to make recommendations to Council on the Annual Report in terms of section 129 of the MFMA.

The Annual Report content, process and resultant Oversight Report is a fairly accurate indicator of overall performance of a municipality over a particular year.

Performance Evaluation

The fourth condition is for a credible performance evaluation or assessment process in terms of the section 26 and 27 of the MPR.

Council Approval

The fifth condition is that the Evaluation or Performance Assessment Report and the awarding of bonuses must be approved by Council.

Percentage Limit

A Performance bonus is capped at 14% of the all-inclusive remuneration package in terms of section 32 of the MPR.

THE 2009/10 FINANCIAL YEAR PERFORMANCE EVALUATION

The 2009/10 Performance Evaluation took place between 1-6 August 2010. The evaluation was done by an Evaluation Panel appointed by the Council in terms of the prescriptions of the MPR.

The following methodology was used:

- A session was held first before individual senior managers' assessments could take place to ensure that all senior managers are familiar with applicable legislation and the process and procedure of assessment.
- The Manager already scored himself and the panel members individually scored the manager in terms of the scoring targets.
- The scoring targets are as follow:
 - 5=75-100%
 - 4=65-74%;

- 3=50-64%;
 - 2=31-49%;
 - 1=less than 30%.
- The Manager presented his **Portfolio of Evidence** as proof for the score given by himself on each of the KPI's and motivated his score on each of the CCR's
 - A weight were allocated to each of the KPA's and CCR's , this had an influence on the final score
 - The minutes of the meeting will be kept by the Department Corporate Services and the minutes will be used as the official recordkeeping in any future disputes.

EMPLOYEES EVALUATED

The report covers the annual performance assessment for the 2009/10 of the following employees

NAME	DEPARTMENT
I Visser	Municipal Manager
MF Manuel	Chief financial Officer
FD Taljaard	Infrastructure and Housing Services
B Siwa	Corporate, Community and Development Services

EVALUATION PROCEDURE AND CRITERIA

Procedure

Each senior manager was required to compile a portfolio of evidence supporting their performance against key performance indicators agreed to with the municipality in their signed performance agreements.

Employees were also to indicate their own self-scores against the total weighting for each KPI in the performance agreements based on their performance. The scores were then confirmed with the Municipal Manager in case of section 57 managers and with the Mayor in the case of the Municipal Manager based on their satisfaction with the evidence submitted.

Criteria

The assessment criteria consists of two components with a weighting of 80:20 allocated to key performance areas (KPAs) and core competency requirements (CCR) requirements respectively.

80% of the score is the main area of work. Assessment will be based on performance in terms of outputs and outcomes linked to KPAs agreed to in the performance plan.

20% of the score is based on CCR that are deemed to be the most critical for the employee's specific job and agreed to during contracting.

Key Performance Areas

The KPAs are modelled according to the 2006-2011 Local government Strategic Agenda.

- Basic Service delivery;
- Municipal Institutional Development and Transformation;
- Local economic Development;
- Municipal Financial Viability and Management;
- Good Governance and Public Participation;

Core Managerial and Occupational Competencies

CCRs are selected according to a specific field of a Senior Manager from the following list required by Regulations.

- Strategic capability and leadership;
- Programme and project management;
- Financial management (c);
- Change management;
- Knowledge management;
- Service Delivery Innovation;
- Problem solving and analysis;
- People management and empowerment (c);
- Client orientation and customer focus (c);
- Communication;
- Honesty and integrity;
- Policy implementation within national policy frameworks;
- Knowledge of PMS and Reporting;
- Global and local political and economic context;
- Policy conceptualization, analysis and implementation;
- Knowledge of multiple municipal fields or discipline;
- Mediation skills;
- Governance skills;
- Self management;
- Competence as required by other national line departments;

- Creativity to improve the functioning of the municipality

MANAGEMENT OF EVALUATION OUTCOMES

Overall Rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The rating Scale for Key Performance Areas and Core Competency Requirements are as follows.

Level	Result	Target to be Achieved %	Description
5	Outstanding performance	75-100	Performance far exceeds the standard expected at this level. The employee has achieved above fully effective results against all performance criteria and KPIs as indicated in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	65-74	Performance is significantly higher than the standard expected in the job. The employee has achieved fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3	Fully Effective	50-64	Performance fully meets the standards expected in all areas of the job. The employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance not fully effective	31-49	Performance meets some of the standards expected for the job. The employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable Performance	Less than 30	Performance does not meet the standard expected for the job. The employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the

Level	Result	Target to be Achieved %	Description
			level expected in the job despite management efforts to encourage improvement.

Section 32 of the regulations determines the criteria for managing the results of performance evaluation in order to determine the bonus payable to each employee. The scale in the table below guides the determination of bonuses to be paid to employees for outstanding performance.

Percentages as per Regulation	Percentage Achieved (%)	Bonus Percentage (%)
<i>No bonus</i>	<i>Less than 130%</i>	<i>0%</i>
<i>5-9%</i>	<i>130-134</i>	<i>5</i>
	<i>135-139</i>	<i>6</i>
	<i>140-144</i>	<i>7</i>
	<i>145-147</i>	<i>8</i>
	<i>148-149</i>	<i>9</i>
<i>10-14%</i>	<i>150-152</i>	<i>10</i>
	<i>153-155</i>	<i>11</i>
	<i>156-158</i>	<i>12</i>
	<i>159-160</i>	<i>13</i>
	<i>160+</i>	<i>14</i>

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Maintenance of sewerage systems and purification works	100%	Infrastructure	Maintenance Budget	Financial Statements	100% maintenance budget spend	5	5	5	5	5	5	5	5
Maintenance and Manage of public facilities	Maintenance of sport and recreation facilities	100%	Infrastructure	Maintenance Budget	Financial Statements	70% maintenance	4	4	4	3	4	4	3.8	3.84
	Maintenance of council buildings and parks	100%	Infrastructure	Maintenance Budget	Financial Statements	100% of maintenance budget spend	5	5	5	5	5	5	5	5
	Maintenance and development: Planting of 1000 trees by 30 June 2010	100%	Infrastructure	List of Planted		290 trees (29%) planted (list of trees)	3	2	3	2	4	3	2.8	2.84
	Maintenance of swimming pools, caravan park	100%	Infrastructure	Maintenance Budget		54% maintenance budget spend (savings on equipment and tools)	3	3	2	3	3	3	2.8	2.84
Waste management	Upgrading of De Aar Land Fill Site as per implementation plan	100%	Infrastructure	Final Handover Certificate		100% final hand over certificate	5	5	4	5	5	5	4.8	4.84

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Water Services Development Plan Annual report by 30 September 2009	Report	Infrastructure	Report to DWA		100% 1 report	5	5	5	5	5	5	5	5
	Business Plan and Solicit funds for upgrading of streets (30 September 2009) Business Plan for new cemetery in Britstown (31 July 2009) Electrical Master Plan (15 October 2009) Business Plan: Spray lights Nonzwakazi + Kwezy Stadium (30 September 2009) Business Plan: Eradication UDS toilets (30	6		4 Business Plan	Copies of Plans	Total 8 Business Plans list of BP and copies	5	4	5	4	5	5	4.6	4.68

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	September 2009)													
	Funding application to DME by 30 September 2009	1	Infrastructure	1 Master Plan		60% completed	4	4	4	5	5	5	4.6	4.48
Ensure Safe Potable Water				Reports			5	5	5	5	5	5	5	5
	Monthly Sampling of Water 12 reports per month	144	Infrastructure			171 samples	5	5	5	5	5	5	5	5
	Monthly reporting eWQMs	12	Infrastructure	Reports		12 reports	5	5	5	5	5	5	5	5
Health Safety and Environment	Equipment Safety certificates	4 vehicles	Infrastructure	Certificate		4 reports	5	5	5	5	5	5	5	5
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	80% complaints book	5	4	5	5	4	5	4.6	4.68

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
To ensure Building Control and Land use Management	Building Control inspection as per Regulation	100%	Infrastructure	Monthly Reports and Record keeping		100% Records and neatly reports	5	3	5	5	4	5	4.4	4.52
	Building plans approved as per Regulation	90%	Infrastructure	Record keeping		100% Records and neatly reports	5	5	5	5	5	5	5	5
	Land use applications inputs within 30 days	100%	Infrastructure and Finance	Proof of applications and inputs		100% copies of inputs	5	3	5	5	5	5	4.6	4.68
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		100% copies of inputs	5	5	5	5	5	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		Inspections	5	3	5	5	5	5	4.6	4.68
	Annual Water Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	5	5	5	5	5	5	5	5
	Annual Electricity Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	3	3	2	5	4	3	3.4	3.32

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Quarterly reporting on Reds	4 reports	Infrastructure	Report		2 reports (meetings proposed)	4	4	3	5	5	5	4.4	4.32
	Quarterly reporting on Water Sector Forum	4 reports	Infrastructure	Reports		3 reports	3	3	3	4	4	3	3.4	3.32
	Establish Electrical forum-Load Shedding by 30 June 2010	1	Infrastructure	Minutes of Meetings		Not established	5	1	1	2	5	5	2.8	3.24
	Monitoring of Conditional grants according to business plans	100%	Infrastructure and Finance	Reports		Monthly reports to MIG, DME on spending and progress		4	4	5	5	5	4.6	3.68
To ensure effective technical management	Reduction of down time Basic Services	6 days p.a.	Infrastructure	Record of down time			5	5	5	5	5	5	5	5
	- water	12 days p.a				100% (0 days)	5	5	5	5	5	5	5	5
	- electricity					100% See record keeping (SA days)	5	5	5	4	4	5	4.6	4.68
														4.58783
Key Performance Area 2: Municipal Transformation and Institutional Development (DCCS 30%, DIHS 5%)														

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	per applications													
	Testing Drivers Licences as per applications	100%	Application tested	Reports		1157 tests	5	5	5	5	5	5	5	5
	Enforcement of Speed control	24 (2 per month)	Reports			917 speed traps	5	5	5	5	5	5	5	5
Libraries	Monthly reports	12	Reports		Copies	12 reports received	4	4	5	5	5	4	4.6	4.48
Departmental Meetings (Director and Managers)	Bi-Weekly Meetings	24	Infrastructure, Finance and Corporate Services	Minutes of Meetings		20 meetings, also had informal meetings	5	5	5	4	5	5	4.8	4.84
Ensure effective Administrative Management and Internal Controls	HOD meetings	24	Corporate	Minutes		24 meetings	5	5	5	5	5	5	5	5
Ensure effective Capacitating programmes are implemented	Identify 3 Youth Projects by June	3	Corporate			Projects include; Diamond Cutting and Polishing, Drivers Licence programme,	5	4	4	5	4	5	4.4	4.52

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Preparation and approval of Adjusted Budget	1	Finance	Finance SDBIP		Adj Budget for 2009/2010 was only adopted by Council during March2010.	5	5	5	5	5	5	5	5
Ensure effective capacity development and support in the financial unit	Establishment of Task team for investigating "Uniform for Front-line finance staff" by 30 November 2009	100%	Finance	Report		The task team was establish and costs are avialable	5	3	5	5	5	5	4.6	4.68
	Report on recovery of consumer and sundry debt exceeding 90 days	10-15%	Finance	Monthly Reports to Exco		Credit Control takes place, but debt are still increasing.	5	2	2	4	5	5	3.6	3.88
	Submission of quarterly reports on the progress of training programmes by junior finance staff	4	finance	Report		See report on officials attended the training	5	3	5	5	5	5	4.6	4.68

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Development of Training programs and schedules on the MFMA, SCM regulations and budgetary documents approved by Council by 30 June 2010	1	Finance	Report		Schedules has not been developed, but training on policies are taking place.	5	3	5	4	5	5	4.4	4.52
	Completion of 2008/2009 Annual reports	1	Finance	Annual Report		Completed	5	5	5	5	5	5	5	5
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Leave register is maintained monthly	5	5	5	5	5	5	5	5
Establish and maintain financial systems	Implement effective system of revenue collection and safe keeping of data as per MFMA requirement	12	Finance	Confirmation of Staff		Safe keeping is done, proof available	5	4	5	5	5	5	4.8	4.84

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	policies required per MFMA													
	Ensure improvement in internal control weaknesses identified by audits consumer and sundry debt exceeding 90 days	60%	Finance			Continuous process and controls are monitored	5	3	5	4	5	5	4.4	4.52
	Review and ensure implementation of the supply chain management regulations and approved policy	1	Finance	Revised SCM Policy		November 2009 has been adopted	5	5	5	5	5	5	5	5
	Annual review and development of applicable expenditure policies required per MFMA by 31 March 2010	100%	Finance	Council Resolution		Mar-10	3	3	3	4	4	3	3.4	3.32

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Review and implement an IT policy and strategy by 31 March 2010	100%	Finance	Council Resolution		Nothing was done by Finance department	5	5	4	5	5	5	4.8	4.84
	Implement an effective system of expenditure control in compliance with MFMA requirements	100%	Finance	Monthly I & E Report e-mail		Monthly I & E reports	5	5	5	5	5	5	5	5
	Apply and effective cash flow and investment management as per approved policy requirements and	100%	Finance	Exco Report		See Exco reports	5	5	5	5	5	5	5	5
	Establish an effective store and inventory system and agree with the Abakus General Ledger	100%	Finance	Monthly		Inventory reports	5	4	5	5	5	5	4.8	4.84

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%	Finance	Consolidated Trail Balance		See latest TB	5	3	5	5	5	5	4.6	4.68
	Develop an effective system of asset and risk management in compliance with MFMA by November 2009	1	Finance	Report		FAR are in progress	5	5	5	5	5	5	5	5
To ensure Proper functioning and improvement	Issuing of Clearance Certificate	100%	Finance	Monthly Report		See summary reports	5	5	5	5	5	5	5	5
To ensure Proper functioning and improvement of Cash flow management	Reporting on meter readings and complaints on a quarterly basis	4	Infrastructure and Finance	Report		Reports are available	3	3	2	5	3	3	3.2	3.16
	Development of a proper communication revenue campaigns and awareness	1	Finance			Must still develop this communication	5	2	5	3	5	5	4	4.2

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
Preparation of Annual Financial Statements in GRAP format	Maintenance of Fixed Asset Register (FAR)	100%	Finance	Preparations AFS		Complete	5	4	5	5	5	5	4.8	4.84
	Maintenance and revision of Chart of Accounts	100%	Finance	AFS		Complete	5	5	5	5	5	5	5	5
	Annual reviewing of Accounting Policies for GRAP AFS	1 set	Finance	AFS		Complete	5	5	5	5	5	5	5	5
	Preparations and Submission of AFS comparative figures in GRAP format	1	Finance	AFS		Complete	5	5	5	5	5	5	5	5
	Compilation and Preparation of Audit working paper file for external auditors	1	Finance	AFS		Complete	5	5	5	5	5	5	5	5
Ensure Fair presentation of Financial Statements by improving external	Improve on the previous year's audit opinion (2009) received from the Office of	80%	Finance	Audit Opinion		In progress	5	2	5	5	5	5	4.4	4.52

Basic Infr & Service Delivery	20%	4.9268966	0.9853793	Programme and Project Management			0
LED	20%	4.4355556	0.8871111	Financial Management	20%	5	1
Municipal Fin Viability & Man	20%	4.78	0.956	Change Management			0
Good Gov & Pub Part	20%	4.46	0.892	Knowledge Management			0
				Service Delivery Innovation			0
				Problem Solving and Analysis			0
				People Management and Empowerment	20%	5	1
				Client Orientation and Customer Focus	20%	5	1
				Communication			0
				Honesty and Integrity			0
				CORE OCCUPATIONAL COMPETENCIES (COC)			0
				Competence in Self Management			0
				Interpretation of and implementation within the legislative an national policy frameworks	10%	5	0.5
				Knowledge of Performance Management and Reporting	10%	5	0.5
				Knowledge of global and South African specific political, social and economic contexts			0
				Competence in policy conceptualisation, analysis and implementation	10%	5	0.5
				Knowledge of more than one functional municipal field / discipline			0
				Skills in Mediation			0
				Skills in Governance	10%	5	0.5
				Competence as required by other national line sector departments			0
				Exceptional and dynamic creativity to improve the functioning of the municipality			0
	100%		154.60185		100%		100
KPA weight			80%	CCR weight			20%

KPA SCORE			124%		CCR SCORE			20%
FINAL SCORE								144%

Chief Financial Officer

Key Performance Areas

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
Key Performance Area 1: Basic Service Delivery (DIHS 60%, DCCS 5%, CFO 10%)									
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	Register is available	5	5	5
	Land use applications inputs within 30 days	100%	Infrastructure and Finance	Proof of applications and inputs		FD does not received inputs	3	4.5	4.2
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		VR was implemented on 01 July 2009. See accounts of 2008 and 2009	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		FD does not have any control over this function.	5	5	5
	Annual Water Losses report by 15 August 2009	1	Infrastructure and Finance	Report		Completed	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Annual Electricity Losses report by 15 August 2009	1	Infrastructure and Finance	Report		Completed	5	5	5
	Monitoring of Conditional grants according to business plans	100%	Infrastructure and Finance	Reports		MIG reports are submitted to NT	5	5	5
							4.714286	4.928571	4.885714
Key Performance Area 2: Municipal Transformation and Institutional Development (DCCS 30%, DIHS 5%)								0	0
To effectively support high level strategic and operational interfaces and activities	Success of performance management for direct reports reviewed (quarterly review)	100%	Infrastructure, Finance and Corporate Services	Reports		reviews are held as required.	5	5	5
	Completion of 2008/2009 Annual reports by 31 March 2010	1	Infrastructure, Finance and Corporate Services	Annual Report		Completed, see annual report	5	5	5
Ensure effective customer care	Compliance with customer care policy (Number of Customer complains satisfactory attended to / resolved)	100%	Infrastructure, Finance and Corporate Services	Register	Physical Inspection	Complaints and queries are dealt with and are also corresponded to Infrastructure Services	5	5	5
Ensure effective administrative management and internal controls	Monthly Departmental reports	12	Infrastructure, Finance and Corporate Services	Hand, copies of Report		Reports are prepared and is available	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
Healthy and Safe Work Environment	Prepare H&S equipment schedule	1	Infrastructure, Finance and Corporate Services	Issuing Proof		FD does not have a schedule, but monitor the equipment for services	5	5	5
	Safety Equipment issued according to schedule	100%	Infrastructure, Finance and Corporate Services	Signed register	Physical inspection	FD addressed the weaknesses identified in the FD i.t.o safety equipment.	5	5	5
Departmental Meetings (Director and Managers)	Bi-Weekly Meetings	24	Infrastructure, Finance and Corporate Services	Minutes of Meetings		12 minutes are available	3	3.25	3.2
							4.714286	4.75	4.742857
Key Performance Area 3: Local Economic Development (DCCS 30%, DIHS 5%)								0	0
									0
KPA 4: Municipal Financial Viability and Management (CFO 85%)								0	0
Ensure accurate and timeously reporting and Planning	Monthly budget control, reconciliation of general ledger accounts and reports accordingly	12	Finance	E-mail, evidence of TB to Directors		Reports are sent to HOD's	5	5	5
	Submission of financial statistics on payment percentage to DHLG	12	Finance	Copy of report		Reports are sent to COGSHTA	5	5	5
	MFMA quarterly reports to Council, National Treasury, Provincial Treasury	4	Finance	Copy of QR		4 Quarterly reports	5	5	5
	MFMA section 71 reports-monthly	12	Finance	Copy of Report		See reports	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Timeously submission of Mid-Year report to Council. National & Provincial Treasury as per MFMA requirement	1	Finance	Copy of Report		See report	5	5	5
	Dept: Health reports – monthly	12	Finance	Report		See reports, but Dept of Health don't want to pay over the Health Subsidy	5	3.75	4
To develop a compliant budget as per circular 28 of the MFMA (2010/11)	Preparing of Timeous Budgetary schedules and meeting schedules for the preparation during the consultative processes of the Annual Budget	1 set	Finance	Schedule		See time table	5	5	5
	Timeously preparation and submission of Annual Draft Budget tabled by the Mayor end of March 2010	1	Finance	Council Resolution on Draft budget		Council meeting did not take place on 31 March but meet during April 2010	5	5	5
	Timeously approval of Final Annual Budget at end of May 2010	1	Finance	Council Resolution on final budget		See the minutes of the Council meeting	5	5	5
	Preparation and approval of Adjusted Budget	1	Finance	Finance SDBIP		Adj Budget for 2009/2010 was only adopted by Council during March2010.	5	5	5
Ensure effective capacity development and support in the financial unit	Establishment of Task team for investigating “Uniform for Front-line finance staff” by 30 November 2009	100%	Finance	Report		The task team was establish and costs are avialable	5	5	5
	Report on recovery of consumer and sundry debt exceeding 90 days	10-15%	Finance	Monthly Reports to Exco		Credit Control takes place, but debt are still increasing.	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Submission of quarterly reports on the progress of training programmes by junior finance staff	4	finance	Report		See report on officials attended the training	5	4.25	4.4
	Development of Training programs and schedules on the MFMA, SCM regulations and budgetary documents approved by Council by 30 June 2010	1	Finance	Report		Schedules has not been developed, but training on policies are taking place.	4	3.75	3.8
	Completion of 2008/2009 Annual reports	1	Finance	Annual Report		Completed	5	5	5
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Leave register is maintained monthly	5	5	5
Establish and maintain financial systems	Implement effective system of revenue collection and safe keeping of data as per MFMA requirement	12	Finance	Confirmation of Staff		Safe keeping is done, proof available	5	5	5
	Ensure 100% collection and receipt of grant funding as per DORA allocations	100%	Finance	Exco Reports		95 % of the Grants were received up and till December 2009	5	5	5
Revision, maintenance and ensure proper implementation of Financial Policies and By-Laws	Annual review and implementation of approved credit control & debt collection policy	1	Finance	Council Resolution		Review will take pace during March 2010	5	5	5
	Review and implement a Property Rates policy	1	Finance	Council Resolution		Mar-10	5	5	5
	Preparation and implement a valuation role	1	Finance	Council Resolution		Implementation was on 01 July 2009	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Review and update the land use audit	1	Infrastructure, Finance and Corporate Services	Land Register		Nothing was done by Finance department on Land-use	5	5	5
	Annual review and development of other applicable revenue policies required per MFMA	100%	Finance	Council Resolution		Mar-10	5	5	5
	Ensure improvement in internal control weaknesses identified by audits consumer and sundry debt exceeding 90 days	60%	Finance			Continuous process and controls are monitored	5	5	5
	Review and ensure implementation of the supply chain management regulations and approved policy	1	Finance	Revised SCM Policy		November 2009 has been adopted	5	5	5
	Annual review and development of applicable expenditure policies required per MFMA by 31 March 2010	100%	Finance	Council Resolution		Mar-10	5	5	5
	Review and implement an IT policy and strategy by 31 March 2010	100%	Finance	Council Resolution		Nothing was done by Finance department	3	4.75	4.4
	Implement an effective system of expenditure control in compliance with MFMA requirements	100%	Finance	Monthly I & E Report e-mail		Monthly I & E reports	5	5	5
	Apply and effective cash flow and investment management as per approved policy requirements and	100%	Finance	Exco Report		See Exco reports	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Establish an effective store and inventory system and agree with the Abakus General Ledger	100%	Finance	Monthly		Inventory reports	5	5	5
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%	Finance	Consolidated Trail Balance		See latest TB	5	5	5
	Develop an effective system of asset and risk management in compliance with MFMA by November 2009	1	Finance	Report		FAR are in progress	5	5	5
To ensure Proper functioning and improvement	Issuing of Clearance Certificate	100%	Finance	Monthly Report		See summary reports	5	5	5
To ensure Proper functioning and improvement of Cash flow management	Reporting on meter readings and complaints on a quarterly basis	4	Infrastructure and Finance	Report		Reports are available	5	5	5
	Development of a proper communication revenue campaigns and awareness	1	Finance			Must still develop this communication	3	4	3.8
Preparation of Annual Financial Statements in GRAP format	Maintenance of Fixed Asset Register (FAR)	100%	Finance	Preparations AFS		Complete	5	5	5
	Maintenance and revision of Chart of Accounts	100%	Finance	AFS		Complete	5	5	5
	Annual reviewing of Accounting Policies for GRAP AFS	1 set	Finance	AFS		Complete	5	4.5	4.6
	Preparations and Submission of AFS comparative figures in GRAP format	1	Finance	AFS		Complete	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Compilation and Preparation of Audit working paper file for external auditors	1	Finance	AFS		Complete	5	5	5
Ensure Fair presentation of Financial Statements by improving external	Improve on the previous year's audit opinion (2009) received from the Office of the Auditor General	80%	Finance	Audit Opinion		In progress	5	4.75	4.8
	Development of Audit Recovery Plan in relation to audit report received from AG	1	Finance	Report		Report was tabled before Council	5	5	5
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	4	Infrastructure, Finance and Corporate Services	Minutes		4	5	5	5
	Special Council meetings (SPC)	12	Infrastructure, Finance and Corporate Service	Minutes	Copies	12	5	5	5
	Staff meetings in various towns, De Aar Britstown and Hanover	12	Infrastructure, Finance and Corporate Services	Attendance Register		quarterly meetings are held	5	5	5
Internal Audit	Appointment of new Internal Audit Committee members	100%	Finance	Appointment of Staff		No appointments, make used of PKSDM	5	5	5
Ensure establishment	Establishment of SCM unit by 31 March 2010	1	Finance		report	Unit is established	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
of Section in the Finance Directorate as per MFMA	Appointments of SCM staff as per approved Annual Budget by 31 March 2010	100%	Finance		report	Appointments were made.	5	5	5
							4.895833	4.890625	4.891667
Key Performance Area 5: Good Governance and Public Participation (DCCS 10%, DIHS 5%, CFO 0%)									
									0

Core Competency Requirements

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	Self Score	Panel Score	Consolidated Score
Strategic Capability and Leadership					
Programme and Project Management					
Financial Management	compulsory	30	5	4.5	4.6
Change Management					
Knowledge Management					
Service Delivery Innovation					
Problem Solving and Analysis		5	5	4.5	4.6
People Management and Empowerment	compulsory	15	5	4.25	4.4
Client Orientation and Customer Focus	compulsory	15	5	4.25	4.4
Communication					
Honesty and Integrity					
CORE OCCUPATIONAL COMPETENCIES (COC)					
Competence in Self Management		5	5	4	4.2
Interpretation of and implementation within the legislative and national policy frameworks		10	5	4.75	4.8
Knowledge of Performance Management and Reporting		5	5	4.25	4.4

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	Self Score	Panel Score	Consolidated Score
Knowledge of global and South African specific political, social and economic contexts					
Competence in policy conceptualisation, analysis and implementation					
Knowledge of more than one functional municipal field / discipline		5	5	4.25	4.4
Skills in Mediation					
Skills in Governance		5	5	4	4.2
Competence as required by other national line sector departments		5	5	4.5	4.6
Exceptional and dynamic creativity to improve the functioning of the municipality					
Total percentage	-	100%		0	0

Rating Calculator

			Section 57 Managers						
Municipality: Emthanjeni Municipality									
Annual Performance Assessment									
Assessment Rating Calculator									
Name:	MF Manuel								
Cycle:	Jul-09	to	Jun-10						
KPA	Weight	Rating	Score		CMC	Weight	Rating	Score	
Municipal Trans & Inst Dev	10%	4.885714	0.4885714		Strategic Capability and Leadership		0		
Basic Infr & Service Delivery	5%	4.742857	0.2371429		Programme and Project Management		0		
LED	0%	0	0		Financial Management	30%	4.6	1.38	
Municipal Fin Viability & Man	85%	4.891667	4.1579167		Change Management			0	
Good Gov & Pub Part	0%	0	0		Knowledge Management			0	

Director: Infrastructure and Technical Services

Key Performance Areas

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
Key Performance Area 1: Basic Service Delivery (DIHS 60%, DCCS 5%, CFO 10%)													
Provision of bulk infrastructure and reduce infrastructure backlogs	2009/2010 MIG funds spend by 31 March 2010	100%	Infrastructure	MIG Monthly Reports	MIG Spending Reports	80%	5	5	4	4	5	4.5	4.6
	2009/2010 MIG contracts: contractors appointed by 30 September 2009	100%	Infrastructure	Letters of Appointment		100%	5	5	5	5	5	5	5
	Electrification of 154 houses by 31 March 2010	100%	Infrastructure	Final Handover Certificate		100% Final handover certificate	5	5	5	5	5	5	5
Maintenance and Management of Infrastructure	Maintenance of water and networks and infrastructure	100%	Infrastructure	Maintenance Budget	Financial Statements	90% maintenance budget spend	5	5	4	5	5	4.75	4.8
	Maintenance of electricity networks, lighting and TV	100%	Infrastructure	Maintenance Budget	Financial Statements	100% maintenance budget spend	5	5	5	5	5	5	5
	Maintenance of sewerage systems and purification works	100%	Infrastructure	Maintenance Budget	Financial Statements	100% maintenance budget spend	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIlr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
Maintenance and Manage of public facilities	Maintenance of sport and recreation facilities	100%	Infrastructure	Maintenance Budget	Financial Statements	70% maintenance	4	4	3	4	4	3.75	3.8
	Maintenance of council buildings and parks	100%	Infrastructure	Maintenance Budget	Financial Statements	100% of maintenance budget spend	5	4	4	5	5	4.5	4.6
	Maintenance and development: Planting of 1000 trees by 30 June 2010	100%	Infrastructure	List of Planted		290 trees (29%) planted (list of trees)	3	3	2	2	2	2.25	2.4
	Maintenance of swimming pools, caravan park	100%	Infrastructure	Maintenance Budget		54% maintenance budget spend (savings on equipment and tools)	3	3	2	5	3	3.25	3.2
Waste management	Upgrading of De Aar Land Fill Site as per implementation plan	100%	Infrastructure	Final Handover Certificate		100% final hand over certificate	5	5	5	5	5	5	5
	Manage land fill sites and refuse removal	100%	Infrastructure	Maintenance Budget		100% maintenance budget spend	5	5	4	5	5	4.75	4.8
	Quarterly cleaning of 7 wards	4	Infrastructure	Record keeping	4	record keeping	5	5	3	5	5	4.5	4.6

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
Transport management	Maintenance of municipal roads, air strip and commonage	100%	Infrastructure	Budget		89% of maintenance budget	5	4	4	4	5	4.25	4.4
	Paving roads by 30 June 2010	1km	Infrastructure	Record keeping		1,044 km record keeping	5	2	3	3	3	2.75	3.2
	Upgrading and Improving the condition of gravel roads by 30 June	Gravel 5km	Infrastructure	Record keeping and reports		2,58 km record keeping	5	3	2	4	3	3	3.4
	Providing project management for Housing projects trough monthly site	12	Infrastructure	Minutes of Meeting		16 minutes of site meeting	5	5	4	5	5	4.75	4.8
	Implementation of housing projects funded by 31 March 2010	2	Infrastructure	Reports	Inspection	3 projects monthly reports	5	5	4	5	5	17.25	14.8
To manage the housing needs and address the backlog	Submission of housing business plans- 1000 houses by 31 October 2010	1	Infrastructure	Business Plan	Council approval	1 Business Plan (council to approved)	5	4	5	3	5	4.25	4.4
	Manage accreditation programme as per original business plan	100%	Infrastructure	Report		100% monthly reported	5	5	5	5	5	5	5
	Monthly housing reports and expenditure by 10 th of each month	12	Infrastructure	Monthly Report		12 reports	5	5	4	5	5	4.75	4.8
Ensure Effective Planning and Project Management	Monthly MIG/MIS reporting by 5 th of each month	12	Infrastructure	Copy of Report		12 reports	5	5	4	5	5	4.75	4.8

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIlr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	Departmental reports on maintenance and capital projects by 10 th of each month	12	Infrastructure	Monthly Reports		12 monthly reports	5	5	5	5	5	5	5
	Annual DORA MIG report by 30 September 2009	100%	Infrastructure	Reports		100% 1 report	5	5	4	5	5	4.75	4.8
	Water Services Development Plan Annual report by 30 September 2009	Report	Infrastructure	Report to DWA		100% 1 report	5	5	4	5	5	4.75	4.8
	Business Plan and Solicit funds for upgrading of streets (30 September 2009) Business Plan for new cemetery in Britstown (31 July 2009) Electrical Master Plan (15 October 2009) Business Plan: Spray lights Nonzwakazi + Kwezy Stadium (30 September 2009) Business Plan: Eradication UDS toilets (30 September 2009)	6		4 Business Plan	Copies of Plans	Total 8 Business Plans list of BP and copies	5	3	3	3	4	3.25	3.6
	Funding application to DME by 30 September 2009	1	Infrastructure	1 Master Plan		60% completed	4	4	5	5	5	4.75	4.6
Ensure safe propable water	Monthly Sampling of Water 12 reports per month	144	Infrastructure	Reports		171 samples	5	5	5	5	5	5	5
	Monthly reporting	12	Infrastructure	Reports		12 reports	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	eWQMs												
Health Safety and Environment	Equipment Safety certificates	4 vehicles	Infrastructure	Certificate		4 reports	5	5	5	5	5	5	5
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	80% complaints book	5	5	4	5	5	4.75	4.8
To ensure Building Control and Land use Management	Building Control inspection as per Regulation	100%	Infrastructure	Monthly Reports and Record keeping		100% Records and neatly reports	5	5	5	5	5	5	5
	Building plans approved as per Regulation	90%	Infrastructure	Record keeping		100% Records and neatly reports	5	5	4	5	5	4.75	4.8
	Land use applications inputs within 30 days	100%	Infrastructure and Finance	Proof of applications and inputs		100% copies of inputs	5	5	5	5	5	5	5
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		100% copies of inputs	5	5	5	5	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		Inspections	5	5	4	5	5	4.75	4.8
	Annual Water Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	Annual Electricity Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	5	5	5	5	5	5	5
	Quarterly reporting on Reds	4 reports	Infrastructure	Report		2 reports (meetings proposed)	3	3	2	3	3	2.75	2.8
	Quarterly reporting on Water Sector Forum	4 reports	Infrastructure	Reports		3 reports	4	4	4	4	4	4	4
	Establish Electrical forum-Load Shedding by 30 June 2010	1	Infrastructure	Minutes of Meetings		Not established	3	5	1	3	1	2.5	2.6
	Monitoring of Conditional grants according to business plans	100%	Infrastructure and Finance	Reports		Monthly reports to MIG, DME on spending and progress	5	5	5	5	5	5	5
To ensure effective technical management	Reduction of down time Basic Services	6 days p.a.	Infrastructure	Record of down time				5	5	5	5	5	4
	- water	12 days p.a				100% (0 days)	5	5	5	5	5	5	5
	- electricity					100% See record keeping (SA days)	5	4	5	5	5	4.75	4.8
													4.7289
Key Performance Area 2: Municipal Transformation and Institutional Development (DCCS 30%, DIHS 5%)												0	0

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
To effectively support high level strategic and operational interfaces and activities	Success of performance management for direct reports reviewed (quarterly review)	100%	Infrastructure, Finance and Corporate Services	Reports		4 SDBIP reports	5	5	5	5	5	5	5
	Completion of 2008/2009 Annual reports by 31 March 2010	1	Infrastructure, Finance and Corporate Services	Annual Report		Completed, see annual report	5	5	5	5	5	5	5
Ensure effective customer care	Compliance with customer care policy (Number of Customer complains satisfactory attended to / resolved)	100%	Infrastructure, Finance and Corporate Services	Register	Physical Inspection	Record keeping at Infrastructure Office Compliance book	5	5	3	5	5	4.5	4.6
Ensure effective administrative management and internal controls	Monthly Departmental reports	12	Infrastructure, Finance and Corporate Services	Hand, copies of Report		12 month reports	5	5	5	5	5	5	5
Labour Relations	Local Labour Forum Meetings	4	Corporate Services	4 meeting minutes	Copies	Register is submitted	5	5	4	5	5	4.75	4.8
	Disciplinary Cases Reported & Completed Internally (EM) within agreed timeframe	100%	Corporate Services	Reports		Reports are submitted	5	5	4	5	5	4.75	4.8
Healthy and Safe Work Environment	Prepare H&S equipment schedule	1	Infrastructure, Finance and Corporate Services	Issuing Proof		H & S Schedule	5	5	5	5	5	5	5
	Safety Equipment issued according to schedule	100%	Infrastructure, Finance and Corporate	Signed register	Physical inspection	100% signed register	5	5	4	5	5	4.75	4.8

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
			Services										
Departmental Meetings (Director and Managers)	Bi-Weekly Meetings	24	Infrastructure, Finance and Corporate Services	Minutes of Meetings		17 minutes of formal meetings. Regular informal meetings	4	4	4	4	4	4	4
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Leave register	5	5	5	5	5	5	5
													4.8
KPA 3: Local Economic Development [5%]													
Land use Audit	Review and update the land use audit	1	Infrastructure, Finance and Corporate Services	Land Register		Will give inputs when started.	5	5	5	5	5	5	5
													5
KPA 4: Municipal Financial Viability and Management [0%]													
To ensure Proper functioning and improvement of Cash flow management	Reporting on meter readings and complaints on a quarterly basis	4	Infrastructure and Finance	Report		Reports are available 100% Records of compliance received from meter readers	5	5	5	5	5	5	5
KPA 5: Good Governance and Public Participation [5%]													5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	4	Infrastructure, Finance and Corporate Services	Minutes		Attend all Council Meetings	5	5	5	5	5	5	5
	Special Council meetings (SPC)	12	Infrastructure, Finance and Corporate Service	Minutes	Copies	Attend all Council Meetings	5	5	5	5	5	5	5
	Staff meetings in various towns, De Aar Britstown and Hanover	12	Infrastructure, Finance and Corporate Services	Attendance Register		Attend all staff meetings	5	5	5	5	5	5	5
													5

Core Competency Requirements

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	Self Score	Panel Score	Consolidated Score
Financial Management	compulsory	20	5	4.5	4.6
People Management and Empowerment	compulsory	20	5	4.25	4.4
Client Orientation and Customer Focus	compulsory	20	5	4.25	4.4
Competence in Self Management		10	5	4.75	4.8
Interpretation of and implementation within the legislative an national policy frameworks		10	5	4.75	4.8
Knowledge of Performance Management and Reporting		5	5	4.5	4.6
Competence in policy conceptualisation, analysis and implementation		5	5	4.25	4.4
Skills in Mediation		5	5	4.25	4.4
Skills in Governance		5	5	4.25	4.4

Total percentage	-	100%			
------------------	---	------	--	--	--

Rating Calculator

Section 57 Managers							
Municipality: Emthanjeni Municipality Annual Performance Assessment Assessment Rating Calculator							
Name:		FD Taljaardt					
Cycle:		Jul-09		to		Jun-10	
KPA	Weight	Rating	Score	CMC	Weight	Rating	Score
BSD	60%	4.7288889	2.8373333	Financial Management	20%	4.6	0.92
MTID	30%	4.8	1.44	People Management and Empowerment	20%	4.4	0.88
LED	5%	5	0.25	Client Orientation and Customer Focus	20%	4.4	0.88
MFVM	0%	5	0	Competence in Self Management	10%	4.8	0.48
GGPP	5%	5	0.25	Interpretation of and implementation within the legislative an national policy frameworks	10%	4.8	0.48
				Knowledge of Performance Management and Reporting	5%	4.6	0.23
				Competence in policy conceptualisation, analysis and implementation	5%	4.4	0.22
				Skills in Mediation	5%	4.4	0.22
				Skills in Governance	5%	4.4	0.22
	100%		159.24444		100%		90.6
KPA weight			80%	CCR weight			20%

KPA SCORE	127%	CCR SCORE	18%
FINAL SCORE	146%		

Director: Corporate, Community Services and Development

Key Performance Areas

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
Key Performance Area 1: Basic Service Delivery (DIHS 60%, DCCS 5%, CFO 10%)													
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	80%	5	5	4	5	5	4.75	4.8
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		already in place and being implemented	5	5	5	5	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		Reports from Peace Officers regarding implementation of By-Laws	5	5	5	5	5	5	5
												4.916667	4.93333
Key Performance Area 2: Municipal Transformation and Institutional Development (DCCS 30%, DIHS 5%)													

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
To effectively support high level strategic and operational interfaces and activities	Success of performance management for direct reports reviewed (quarterly review)	100%	Infrastructure, Finance and Corporate Services	Reports		100%	5	5	5	5	5	5	5
	Completion of 2008/2009 Annual reports by 31 March 2010	1	Infrastructure, Finance and Corporate Services	Annual Report		Completed, see annual report	5	5	5	5	5	5	5
To ensure Performance Management and Reporting	Number of management Performance Reports submitted to MM	4	Corporate Services	Reports	Council, Resolution, Minutes	4 reports	5	5	5	5	5	5	5
	Reviewing of policies by 30 June 2010	18	Corporate Services	Policies	Minutes	14 policies reviewed. Budget linked and IDP linked.	4	4	4	5	5	4.5	4.4
Development and implementation of policies and by-laws	Development of new policies	2	Corporate Services	Policies Develop and tabled	Minutes	8 policies developed and tabled	5	5	5	5	5	5	5
	Reporting and Implementation of approved By-laws	80%	Corporate Services	Report		80%	5	5	4	5	5	4.75	4.8
Ensure effective customer care	Compliance with customer care policy (Number of Customer complains satisfactory attended to / resolved)	100%	Infrastructure, Finance and Corporate Services	Register	Physical Inspection	100%	5	5	4	5	5	4.75	4.8

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
Ensure effective administrative management and internal controls	Monthly Departmental reports	12	Infrastructure, Finance and Corporate Services	Hand, copies of Report		12 reports received	5	5	5	5	5	5	5
Human Resource Development	Review & report on Equity Plan	4	Corporate Services	Reports	Minutes of LLF	Submitted and approved	5	5	5	5	5	5	5
	Review & report Work Skills Plan	1	Corporate Services	Organo-gram	Minutes of LLF	Submitted and approved	5	5	5	5	5	5	5
	Review and approve Organogram by 30 June 2010	1	Corporate Services	Report	Council Resolution	Reviewed document submitted.	5	5	5	5	5	5	5
	% implementation of training plan	100%	Corporate Services	Report		100%	5	5	5	5	5	5	5
	Review, workshop and finalize the Delegation of powers by September 2009	100%	Corporate Services	Council Resolution	Council Resolution	Delegations reviewed	5	5	4	5	5	4.75	4.8
	Develop an integrated institutional plan by 31 October 2009	100%	Corporate Services	Plan	Signed Agreement	100%	5	5	5	5	5	5	5
	Filling of all budgeted critical vacant posts in the organizational structure with particular bias to the Development Unit and General Workers by 30 June 2010	100%	Corporate Services	Report	Copies of appointment letters	100%	5	5	4	4	5	4.5	4.6

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
To enhance morale and commitment of employees	Implementation of Employment Wellness Programme (EAP) as per Project Implementation Plan	100%	Corporate Services	Programme implement	Appointment Letters	3-5 year programme, it's operational.	5	5	5	5	5	5	5
Labour Relations	Local Labour Forum Meetings	4	Corporate Services	4 meeting minutes	Copies	4 meetings	5	5	5	5	5	5	5
	Disciplinary Cases Reported & Completed Internally (EM) within agreed timeframe	100%	Corporate Services	Reports		2 dismissals, 1 written warning.	5	5	5	5	5	5	5
Healthy and Safe Work Environment	Prepare H&S equipment schedule	1	Infrastructure, Finance and Corporate Services	Issuing Proof		Schedule available.	5	5	5	5	5	5	5
	Safety Equipment issued according to schedule	100%	Infrastructure, Finance and Corporate Services	Signed register	Physical inspection	100%	5	5	5	5	5	5	5
Primary Health	Ensure Primary Health Care and Clinics	100%	Corporate Services	Reports		100%, per requirements	5	5	5	5	5	5	5
Prevention of Fire Disasters	Fire Brigade Training as per WSP	100%		Reports		internal training was provided	5	5	5	5	5	5	5
Ensure Road Safety	Testing of Learners as per applications	100%	Application tested	Reports		1296 tests	5	5	5	5	5	5	5
	Testing Drivers Licences as per applications	100%	Application tested	Reports		1157 tests	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
	Enforcement of Speed control	24 (2 per month)	Reports			917 speed traps	5	5	4	5	5	4.75	4.8
Libraries	Monthly reports	12	Reports		Copies	12 reports received	5	5	5	5	5	5	5
Departmental Meetings (Director and Managers)	Bi-Weekly Meetings	24	Infrastructure, Finance and Corporate Services	Minutes of Meetings		20 meetings, also had informal meetings	5	5	5	5	5	5	5
Ensure effective Administrative Management and Internal Controls	HOD meetings	24	Corporate	Minutes		24 meetings	5	5	5	5	5	5	5
Ensure effective Capacitating programmes are implemented	Identify 3 Youth Projects by June	3	Corporate			Projects include; Diamond Cutting and Polishing, Drivers Licence programme, Diverse parking	5	5	5	5	5	5	5
												4.931034	4.93793
KPA 4: Local Economic Development													
Ensure effective Project Management	Submission of Business Plans for Tourism Projects. Get bankable plan for at least 1 projects	100%	Corporate	Business Plan	Copies	Business plan submitted to DBSA.	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIlr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
and Tourism Development	Develop a Tourism Strategy in Consultation with the District Municipality 30 June 2010	100%	Corporate	Strategy	Copies	100%	5	5	5	5	5	5	5
	Branding of Emthanjeni Municipality to attract Tourism and strengthen our relationship with Tourism Department, phase 2 completed by 30 June 2010	100%	Corporate	Reports	Copies	Phase two completed, proceeded with next phases.	5	5	5	5	5	5	5
To coordinate / manage the effective utilisation of commonage	Report quarterly on assistance of the small farmers	4	Corporate Services	Reports		4 meetings wer held with small farmers	5	5	5	5	5	5	5
Ensure effective Planning and Project management	Review and approval of LED Strategy by 30 June 2010	100%	Corporate Services	Reports		Strategy approved and workshop held already	5	5	5	5	5	5	5
	Submission of an MSA compliant 2010/11 IDP to the MM (annual review) by 30 November 2009	100%	Corporate Services	Reports		100%	5	5	5	5	5	5	5
Maintenance of a database of SMME contractors in Emthanjeni Municipal area and job	Maintain a supplier database and update by 30 June 2010	100%	Corporate Services	Reports		Data base maintained	5	5	5	5	5	5	5
	Workshop on the Procurement processes	2	Corporate Services	Reports	Copies	1 session arranged	4	5	3	5	4	4.25	4.2

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIlr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
creation	4 information session for SMME's	4	Corporate Services	Reports		2 sessions convened in consultation with Pixley ka Seme DM and SEDA	4	5	2	5	4	4	4
												4.805556	4.8
KPA 4; Municipal financial Viability													
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Register in place	5	5	5	5	5	5	5
	Review and update the land use audit	1	Infrastructure, Finance and Corporate Services	Land Register		Land in process with District municipality. Municipal land register in place.	5	3	4	4	5	4	4.2
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	4	Infrastructure, Finance and Corporate Services	Minutes		5 meetings held	5	5	5	5	5	5	5
	Special Council meetings (SPC)	12	Infrastructure, Finance and Corporate Service	Minutes	Copies	23 meetings held	5	5	5	5	5	5	5
	Council committee meetings (CCM)	24	Corporate Services	Minutes, Attendance Registers		42 meetings held	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
	Council meets the people (CMTP)	28	Corporate Services	Minutes, Attendance Register	Copies	14 meetings held	3	5	5	5	5	5	4.6
Ensure effective internal communication with staff members	HOD's Meetings	24	Corporate Services	Minutes	Copies	24 meetings held	5	5	5	5	5	5	5
	Finance Staff Middle Management Meeting	18	Finance	Minutes			5	5	5	5	5	5	5
	Staff meetings in various towns, De Aar Britstown and Hanover	4	Infrastructure, Finance and Corporate Services	Attendance Register		4 meetings held	5	5	5	5	5	5	5
												4.888889	4.86667
Key Performance Area 5: Good Governance and Public Participation (DCCS 10%, DIHS 5%, CFO 10%)													
To effectively support internal political interfaces	Schedule Council Meetings with full preparation	4	Corporate Services	Minutes		5 meetings held	5	5	5	5	5	5	5
	Special Council meetings	2	Corporate Services	Minutes		23 meetings held	5	5	5	5	5	5	5
	Council committee meetings	24	Corporate Services	Minutes		42 meetings held	5	5	5	5	5	5	5
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4	Corporate Services			not responsible	5	5	5	5	5	5	5
	Percentage of Council Decisions implemented applicable to EM	100%	Corporate Services			Register available	5	3	4	4	5	4	4.2
	Council meets the People	28	Corporate Services	Minutes and Attendance		14 meetings held	3	5	5	5	5	5	4.6

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
				Register									
	Number of Ward Committee Meetings Reports Monthly	84	Council			Report is submitted for all wards	4	4	4	5	5	4.5	4.4
	The reviewed IDP to be endorsed by 31 March 2010, and ensure much more involvement by sector departments	1	Corporate Services			Adopted	5	5	5	5	5	5	5
	IDP representative forum to be established by 31 March 2009	1	Corporate Services	Minutes		Established November 2009	5	5	5	5	5	5	5
	Number of IDP Rep meetings	4	Corporate Services	Minutes		2 meetings held	3	4	3	5	5	4.25	4
	Monthly IDP steering committee meetings as from 31 July 2009	12	Corporate Services	Minutes		6 meetings held	3	3	4	5	5	4.25	4
	Number of Budget Consultation meetings	14	Corporate Services	Attendance Register		14 meetings held	5	5	5	5	5	5	5
												4.727273	4.68333

Core Competency Requirements

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	Self Score	MM Score	Cllr Score	External MM Score	PAC Member	Consolidated Score	Combined Score
Financial Management	compulsory	20	5	5	5	4	5	4.75	4.8

People Management and Empowerment	compulsory	20	5	3	4	4	5	4	4.2
Client Orientation and Customer Focus	compulsory	20	5	5	4	3	5	4.25	4.4
Competence in Self Management		5	5	3	5	4	5	4.25	4.4
Interpretation of and implementation within the legislative an national policy frameworks		10	5	3	5	4	5	4.25	4.4
Knowledge of Performance Management and Reporting		10	5	4	5	4	5	4.5	4.6
Knowledge of more than one functional municipal field / discipline		5	5	3	5	4	5	4.25	4.4
Skills in Governance		10	5	4	5	4	5	4.5	4.6
Total percentage	-	100%							

Rating Calculator

Section 57 Managers							
Municipality: Emthanjeni Annual Performance Assessment Assessment Rating Calculator							
Name: BS Siwa							
Cycle: Jul-09 to Jun-10							
KPA	Weight	Rating	Score	CMC	Weight	Rating	Score
BSD	5%	4.9333333	0.2466667	Financial Management	20%	4.8	0.96
MT&ID	30%	4.937931	1.4813793	People Management and Empowerment	20%	4.2	0.84
LED	30%	4.8	1.44	Client Orientation and Customer Focus	20%	4.4	0.88
MVF & M	25%	4.8666667	1.2166667	Competence in Self Management	5%	4.4	0.22
GG&PP	10%	4.6833333	0.4683333	Interpretation of and implementation within the legislative an national policy frameworks	10%	4.4	0.44

				Knowledge of Performance Management and Reporting	10%	4.6	0.46
				Knowledge of more than one functional municipal field / discipline	5%	4.4	0.22
				Skills in Governance	10%	4.6	0.46
100%				161.7682	100%		89.6
KPA weight				80%	CCR weight		20%
KPA SCORE				129%	CCR SCORE		18%
FINAL SCORE				147%			

Performance Scale and % Bonus payable

OVERALL RATING

The overall rating achieved for the Key Performance Areas and Core Competency Requirements were then converted into a scale of 1 to 5. 1 representing unacceptable performance, and 5 representing outstanding performance as outlined above.

The converted KPAs and CCR scores are as follows:

Name	Designation	Converted KPA Score	Converted CCR Score
I Visser	Municipal Manager	124%	20%
MF Manuel	Chief financial Officer	130%	18%
FD Taljaard	Infrastructure and Technical Services	127%	18%
B Siwa	Community, Support and Social Services	129%	18%

FINAL SCORES AND % BONUS

The following are the final scores and bonus percentages payable on the employees total remuneration packages.

NAME	DESIGNATION	Evaluation Scores	% Bonus payable
I Visser	Municipal Manager	144%	7%
MF Manuel	Chief financial Officer	148%	9%
FD Taljaard	Infrastructure and Technical Services	146%	8%
B Siwa	Community, Support and Social Services	147%	8%

GENERAL RECOMMENDATIONS

The following recommendations are made to improve the municipality's Performance Management System.

- 9.1. That the municipality use the Evaluation Panels to do both the mid-year and final evaluation of the senior managers.
- 9.2. That the municipality have frequent coaching sessions for the senior management to improve the system of reporting and preparation of portfolios of evidence.

CONCLUSION AND RECOMMENDATION TO COUNCIL

Council approves the Performance Evaluation Report and authorise the payment of performance bonuses as recommended.

***APPROVED AND RECOMMENDED BY THE MUNICIPAL MANAGER TO
THE MAYOR:***

**I Visser
Municipal Manager**

APPROVED AND RECOMMENDED BY THE MAYOR TO COUNCIL

**K Markman
Mayor**

EMTHANJENI MUNICIPALITY

AUDIT COMMITTEE

ANNUAL REPORT

1. EXECUTIVE SUMMARY

The Audit Committee was appointed by Council in terms of section 166 of the Municipal Finance Management Act, Act No 56 of 2003. The Audit Committee was mandated by means of an Audit Committee Charter, to execute certain responsibilities. The charter was approved by the Mayor, the Municipal Manager and the Audit Committee members, at a meeting held on 3 December 2009.

The following members serve on the Audit Committee:

Mr W De Bruin	Chairperson
Mr E D Oliphant	Member
Ms C Penderis	Member
Ms D Fourie	Member

The members of the Audit Committee are independent from the Emthanjeni Municipality and written declarations of interest have been obtained to prove their independency.

During the 2009/2010 financial year, the Audit Committee held 3 meetings. In terms of the Municipal Finance Management Act, the Audit Committee should have at least four meetings per annum. A meeting, scheduled for the 14 June 2010 had to be held but was postponed due to unforeseen circumstances.

2. AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee reports that it has complied, as far as possible, with its responsibility arising from Section 166 (2) of the MFMA. Their responsibility includes the following:

- a. Advise the Municipal Council, the Political office-bearers, the Accounting Officer and the Management Staff on matters relating to:
 - i. Internal financial control and internal Audits
 - ii. Risk management
 - iii. Accounting policies
 - iv. The adequacy, reliability and accuracy of financial reporting and information
 - v. Performance management
 - vi. Effective governance
 - vii. Compliance with legislation
 - viii. Performance evaluation
 - ix. Any other issues referred to it by the municipality

The Internal Audit Unit issued Internal Audit Reports to the Committee regarding the abovementioned components. Findings which were not resolved by Management were brought to the attention of the committee. Recommendations made by the Audit Committee were implemented and reviewed by the Internal Audit Unit during the follow up procedures.

- b. review the Annual Financial statements to provide the Council of an authoritative and credible view of financial position of the Municipality and its overall level of compliance with legislation.

This aspect will be addressed in future.

- c. Respond to Council on any issues raised by the Auditor-General in the Audit report.

This aspect will be addressed in future.

- d. carry out investigations into the financial affairs of the Municipality, as may be requested.

The Audit Committee did not receive any requests for special investigations from the Municipality.

3. RISK MANAGEMENT

The Municipality is in the process of developing a risk management Strategy. This strategy is the foundation for a continuous risk assessment process and for the managing and monitoring on an ongoing basis. A Risk Management Policy will also be approved by Council to ensure that Risk Management receives the necessary attention that it deserves.

4. FRAUD PREVENTION PLAN AND FRAUD RESPONSE PLAN

The Department of provincial and Local Government (DPLG) is in process developing the Fraud Prevention and Response Plan for Local Government. This follows on the adoption of the Local Government Anti-Corruption Strategy, issued by DPLG.

It is envisaged that the final document will be ready for council to be approved, by the end of June 2010.

5. INTERNAL ADITING

IN TERMS OF THE Municipal Finance Management Act, the Audit Committee has the obligation to oversee the operations of the Internal Audit Unit.

The following documents were approved by the Audit Committee.:

- i. the Audit Committee Charter 2009/2010
- ii. The Internal Audit Charter 2009/2010
- iii. The Risk Assessment 2009/2010
- iv. The Internal Audit Strategy Plan (3 years)
- v. The Internal Audit Annual Plan

6. EXTERNAL AUDITING

THE OFFICE OF THE Provincial Auditor-General is responsible for the external Audit at the Emthanjeni Municipality. The Audit Committee Charter provides for an open communication channel between the Audit committee and the Auditor-General. During the 2007/2008 financial year, it was not necessary for the Committee to meet separately with the Office of the Auditor-General.

7. AUDIT COMMITTEE MEETINGS

The attendance at the Audit Committee meetings was as follows:

Name	Number of meetings held during 2008/2009	Number of meetings attended
Mr W De Bruin	3	3
Mr E D Oliphant	3	3
Ms D Fourie	3	3
Ms C Penderis	3	3

The 4th meeting scheduled for 14 June 2010, was postponed due to unforeseen circumstances.

The MFMA stipulates that no Councillor should be a member of the Audit Committee. It is hereby confirmed that no Councillors serve as a member of the Audit Committee.

The Municipal Manager and the Heads of Departments attended the meetings, in order to respond on concerns raised by the Committee.

The minutes of the Audit Committee meetings were submitted to the full Council , as stipulated in the Audit Committee Charter.

8. THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

The effectiveness of the internal control systems were reviewed by the Internal Audit Unit and the shortcomings were reported to the Audit committee. The Audit Committee dealt with it in the appropriate way.

9. THE RISKS AREAS OF THE MUNICIPALITY'S OPERATIONS COVERED IN THE SCOPE OF INTERNAL AND EXTERNAL AUDITS

The scope of the Internal Audit's audit was reviewed when the Risk Assessments and Annual plan of the Internal Audit Unit was approved. The scope of the External Audit was however not reviewed by the Audit Committee.

10. THE ADEQUACY, RELIABILITY AND ACCURACY OF FINANCIAL INFORMATION PROVIDED BY MANAGEMENT.

This was received by the Internal Audit Unit as part of their normal audit work program. Any findings would have been part of the quarterly reporting to the Audit Committee.

11. ACCOUNTING AND AUDIT CONCERNS IDENTIFIED AS A RESULT OF INTERNAL AND EXTERNAL AUDITS

Audit concerns, Internal and External, were submitted to the Audit Committee and it was dealt with in the normal way.

12. THE MUNICIPALITY'S COMPLIANCE WITH LEGAL AND REGULATORY PROVISIONS.

The Municipality's compliance with legal and regulatory provisions was received by the Internal Audits Unit. Any findings were reported to the Audit Committee at the normal quarterly meetings.

13. THE EFFECTIVENESS OF THE AUDIT UNIT

The effectiveness of the Internal Audit Unit was reviewed on the 13 August 2010, and a report was issued to the District Municipality's Council. Being a Shared Service Internal Audit Unit, the report was submitted to the District Municipality.

14. SELF EVALUATION OF THE AUDIT COMMITTEE

The Audit Committee did a self evaluation and the report was submitted to the District Municipality's Council.

15. PERFORMANCE EVALUATION OF THE AUDIT COMMITTEE

The performance of the Audit Committee was evaluated by the District Municipality's Council and a report was issued in this regard.

16. THE ACTIVITIES OF THE INTERNAL AUDIT UNIT, INCLUDING ITS ANNUAL WORK PROGRAMMES, CO-ORDINATION WITH EXTERNAL AUDITORS AND RESULTS OF SIGNIFICANT FINDINGS AND RESPONSE OF MANAGEMENT TO RECOMMENDATIONS.

The activities of the Internal Audit Unit were noted from quarterly reports submitted to the Audit Committee.

The co-ordination with the External Auditors needs to be improved to ensure proper communication and the elimination of duplication of audit work.

All findings submitted to Management were followed up by the Audit Committee during the quarterly meetings. In cases where the responses were not to the satisfaction of the Audit Committee, Management had to elaborate in more detail.

17. MATTERS REQUIRING SPECIFIC MENTION.

THE Committee noted the Auditor-General's audit 2007/2008 and encouraged Management to implement corrective measures to improve on the concerns raised by the Auditor-general.

The Audit Committee took note of the progress made by Management in implementing the recommendations made by the Internal Audit Unit. It is envisaged that in doing so, it could only have a positive reaction for the Municipality

The Committee is overwhelmed by the professionalism and eagerness to perform well during the year, which resulted in a good PMS evaluation.

The need to have and work towards a clean audit report is very encouraging.

To put the unqualified audit report as a KPI, is a proof of a focussed and goal driven municipality.

W DE BRUIN
CHAIRPERSON:

EMTHANJENI MUNICIPALITY
AUDIT COMMITTEE

The Committee is overwhelmed by the professionalism and eagerness to perform well during the year, which resulted in a good PMS evaluation.

The need to have and work towards a clean audit report is very encouraging.

To put the unqualified audit report as a KPI, is a proof of a focussed and goal driven municipality.


W DE BRUIN
CHAIRPERSON:

EMTHANJENI MUNICIPALITY
AUDIT COMMITTEE

Emthanjeni Municipality

Performance Management Evaluation
Report 2009/10

Table of Contents

1	INTRODUCTION.....	- 4 -
2	LEGISLATIVE FRAMEWORK.....	- 4 -
2.1	Affordability	- 4 -
2.2	Period permissible to award a performance bonus.....	- 4 -
2.3	Submission and adoption of the Annual Report.....	- 4 -
2.4	Performance Evaluation	- 4 -
2.5	Council Approval.....	- 4 -
2.6	Percentage Limit	- 4 -
3	THE 2009/10 FINANCIAL YEAR PERFORMANCE EVALUATION	- 5 -
4	EMPLOYEES EVALUATED.....	- 5 -
5	EVALUATION PROCEDURE AND CRITERIA.....	- 6 -
5.1	Procedure	- 6 -
5.2	Criteria	- 6 -
5.2.1	Key Performance Areas	- 6 -
5.2.2	Core Managerial and Occupational Competencies.....	- 6 -
6	MANAGEMENT OF EVALUATION OUTCOMES.....	8
6.1	Overall Rating	8
7	SYNOPSIS OF EVIDENCE.....	10
7.1	Municipal Manager.....	10
7.1.1	Key Performance Areas	10
7.1.2	Core Competency Requirements	41
7.1.3	Rating Calculator.....	42
7.2	Chief Financial Officer.....	44
7.2.1	Key Performance Areas	44
7.2.2	Core Competency Requirements	52
7.2.3	Rating Calculator.....	53
7.3	Director: Infrastructure and Technical Services	55

7.3.1	Key Performance Areas	55
7.3.2	Core Competency Requirements	65
7.3.3	Rating Calculator.....	65
7.4	Director: Corporate, Community Services and Development.....	66
7.4.1	Key Performance Areas	66
7.4.2	Core Competency Requirements	76
7.4.3	Rating Calculator.....	76
8	Performance Scale and % Bonus payable	78
8.1	OVERALL RATING	78
8.2	FINAL SCORES AND % BONUS.....	78
9	GENERAL RECOMMENDATIONS	78
10	CONCLUSION AND RECOMMENDATION TO COUNCIL	79
10.1	APPROVED AND RECOMMENDED BY THE MUNICIPAL MANAGER TO THE MAYOR:	79
10.2	APPROVED AND RECOMMENDED BY THE MAYOR TO COUNCIL	79

1 INTRODUCTION

The report is compiled in terms of the Performance Management System of Emthanjeni Municipality and the Local Government: Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (Municipal Performance Regulations) or (MPR)

2 LEGISLATIVE FRAMEWORK

The following are conditions attached to the award of a bonus to an employee for outstanding performance as prescribed by legislation.

2.1 Affordability

Section 38 of the Municipal Systems Act requires a municipality to establish a performance management system which is commensurate with its resources. The Municipal Performance Report, in section 8, makes affordability to the municipality a condition for bonuses to be paid to senior managers.

2.2 Period permissible to award a performance bonus

The Municipal Systems Amendment Act restricts the award of bonuses to employees to a period of a financial year.

2.3 Submission and adoption of the Annual Report

A third condition is that a performance bonus can only be paid after the Annual Report for the year under review has been submitted and adopted by Council. At this point of the municipal business cycle, the Auditor General has had an opportunity to express an opinion on the municipality's financial statements and the municipality's planning and performance management systems.

It is also at this stage in the business cycle that the Oversight Committee of Council has had an opportunity to make recommendations to Council on the Annual Report in terms of section 129 of the MFMA.

The Annual Report content, process and resultant Oversight Report is a fairly accurate indicator of overall performance of a municipality over a particular year.

2.4 Performance Evaluation

The fourth condition is for a credible performance evaluation or assessment process in terms of the section 26 and 27 of the MPR.

2.5 Council Approval

The fifth condition is that the Evaluation or Performance Assessment Report and the awarding of bonuses must be approved by Council.

2.6 Percentage Limit

A Performance bonus is capped at 14% of the all-inclusive remuneration package in terms of section 32 of the MPR.

3 THE 2009/10 FINANCIAL YEAR PERFORMANCE EVALUATION

The 2009/10 Performance Evaluation took place between 1-6 August 2010. The evaluation was done by an Evaluation Panel appointed by the Council in terms of the prescriptions of the MPR.

The following methodology was used:

- A session was held first before individual senior managers' assessments could take place to ensure that all senior managers are familiar with applicable legislation and the process and procedure of assessment.
- The Manager already scored himself and the panel members individually scored the manager in terms of the scoring targets.
- The scoring targets are as follow:
 - **5=75-100%**
 - **4=65-74%;**
 - **3=50-64%;**
 - **2=31-49%;**
 - **1=less than 30%.**
- The Manager presented his **Portfolio of Evidence** as proof for the score given by himself on each of the KPI's and motivated his score on each of the CCR's
- A weight were allocated to each of the KPA's and CCR's , this had an influence on the final score
- The minutes of the meeting will be kept by the Department Corporate Services and the minutes will be used as the official recordkeeping in any future disputes.

4 EMPLOYEES EVALUATED

The report covers the annual performance assessment for the 2009/10 of the following employees

NAME	DEPARTMENT
I Visser	Municipal Manager
MF Manuel	Chief financial Officer
FD Taljaard	Infrastructure and Housing Services
B Siwa	Corporate, Community and Development Services

5 EVALUATION PROCEDURE AND CRITERIA

5.1 Procedure

Each senior manager was required to compile a portfolio of evidence supporting their performance against key performance indicators agreed to with the municipality in their signed performance agreements.

Employees were also to indicate their own self-scores against the total weighting for each KPI in the performance agreements based on their performance. The scores were then confirmed with the Municipal Manager in case of section 57 managers and with the Mayor in the case of the Municipal Manager based on their satisfaction with the evidence submitted.

5.2 Criteria

The assessment criteria consists of two components with a weighting of 80:20 allocated to key performance areas (KPAs) and core competency requirements (CCR) requirements respectively.

80% of the score is the main area of work. Assessment will be based on performance in terms of outputs and outcomes linked to KPAs agreed to in the performance plan.

20% of the score is based on CCR that are deemed to be the most critical for the employee's specific job and agreed to during contracting.

5.2.1 Key Performance Areas

The KPAs are modelled according to the 2006-2011 Local government Strategic Agenda.

- Basic Service delivery;
- Municipal Institutional Development and Transformation;
- Local economic Development;
- Municipal Financial Viability and Management;
- Good Governance and Public Participation;

5.2.2 Core Managerial and Occupational Competencies

CCRs are selected according to a specific field of a Senior Manager from the following list required by Regulations.

- Strategic capability and leadership;
- Programme and project management;
- Financial management (c);
- Change management;
- Knowledge management;
- Service Delivery Innovation;

- Problem solving and analysis;
- People management and empowerment (c);
- Client orientation and customer focus (c);
- Communication;
- Honesty and integrity;
- Policy implementation within national policy frameworks;
- Knowledge of PMS and Reporting;
- Global and local political and economic context;
- Policy conceptualization, analysis and implementation;
- Knowledge of multiple municipal fields or discipline;
- Mediation skills;
- Governance skills;
- Self management;
- Competence as required by other national line departments;
- Creativity to improve the functioning of the municipality

6 MANAGEMENT OF EVALUATION OUTCOMES

6.1 Overall Rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The rating Scale for Key Performance Areas and Core Competency Requirements are as follows.

Level	Result	Target to be Achieved %	Description
5	Outstanding performance	75-100	Performance far exceeds the standard expected at this level. The employee has achieved above fully effective results against all performance criteria and KPIs as indicated in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	65-74	Performance is significantly higher than the standard expected in the job. The employee has achieved fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3	Fully Effective	50-64	Performance fully meets the standards expected in all areas of the job. The employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance not fully effective	31-49	Performance meets some of the standards expected for the job. The employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.

Level	Result	Target to be Achieved %	Description
1	Unacceptable Performance	Less than 30	Performance does not meet the standard expected for the job. The employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Section 32 of the regulations determines the criteria for managing the results of performance evaluation in order to determine the bonus payable to each employee. The scale in the table below guides the determination of bonuses to be paid to employees for outstanding performance.

Percentages as per Regulation	Percentage Achieved (%)	Bonus Percentage (%)
<i>No bonus</i>	<i>Less than 130%</i>	<i>0%</i>
5-9%	130-134	5
	135-139	6
	140-144	7
	145-147	8
	148-149	9
10-14%	150-152	10
	153-155	11
	156-158	12
	159-160	13
	160+	14

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
structure	Maintenance of electricity networks, lighting and TV	100%	Infrastructure	Maintenance Budget	Financial Statements	100% maintenance budget spend	5	5	5	5	5	5	5	5
	Maintenance of sewerage systems and purification works	100%	Infrastructure	Maintenance Budget	Financial Statements	100% maintenance budget spend	5	5	5	5	5	5	5	5
Maintenance and Manage of public facilities	Maintenance of sport and recreation facilities	100%	Infrastructure	Maintenance Budget	Financial Statements	70% maintenance	4	4	4	3	4	4	3.8	3.84
	Maintenance of council buildings and parks	100%	Infrastructure	Maintenance Budget	Financial Statements	100% of maintenance budget spend	5	5	5	5	5	5	5	5
	Maintenance and development: Planting of 1000 trees by 30 June 2010	100%	Infrastructure	List of Planted		290 trees (29%) planted (list of trees)	3	2	3	2	4	3	2.8	2.84
	Maintenance of swimming pools, caravan park	100%	Infrastructure	Maintenance Budget		54% maintenance budget spend (savings on equipment and tools)	3	3	2	3	3	3	2.8	2.84

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
Management	month													
	Departmental reports on maintenance and capital projects by 10 th of each month	12	Infrastructure	Monthly Reports		12 monthly reports	5	5	5	5	5	5	5	5
	Annual DORA MIG report by 30 September 2009	100%	Infrastructure	Reports		100% 1 report	5	5	5	5	5	5	5	5
	Water Services Development Plan Annual report by 30 September 2009	Report	Infrastructure	Report to DWA		100% 1 report	5	5	5	5	5	5	5	5
	Business Plan and Solicit funds for upgrading of streets (30 September 2009) Business	6		4 Business Plan	Copies of Plans	Total 8 Business Plans list of BP and copies	5	4	5	4	5	5	4.6	4.68

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
Water	Monthly Sampling of Water 12 reports per month	144	Infrastructure			171 samples	5	5	5	5	5	5	5	5
	Monthly reporting eWQMs	12	Infrastructure	Reports		12 reports	5	5	5	5	5	5	5	5
Health Safety and Environment	Equipment Safety certificates	4 vehicles	Infrastructure	Certificate		4 reports	5	5	5	5	5	5	5	5
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	80% complaints book	5	4	5	5	4	5	4.6	4.68
To ensure Building Control and Land use Management	Building Control inspection as per Regulation	100%	Infrastructure	Monthly Reports and Record keeping		100% Records and neatly reports	5	3	5	5	4	5	4.4	4.52
	Building plans approved as per Regulation	90%	Infrastructure	Record keeping		100% Records and neatly reports	5	5	5	5	5	5	5	5
	Land use applications inputs within 30 days	100%	Infrastructure and Finance	Proof of applications and inputs		100% copies of inputs	5	3	5	5	5	5	4.6	4.68

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		100% copies of inputs	5	5	5	5	5	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		Inspections	5	3	5	5	5	5	4.6	4.68
	Annual Water Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	5	5	5	5	5	5	5	5
	Annual Electricity Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	3	3	2	5	4	3	3.4	3.32
	Quarterly reporting on Reds	4 reports	Infrastructure	Report		2 reports (meetings proposed)	4	4	3	5	5	5	4.4	4.32
	Quarterly reporting on Water Sector Forum	4 reports	Infrastructure	Reports		3 reports	3	3	3	4	4	3	3.4	3.32
	Establish Electrical forum-Load	1	Infrastructure	Minutes of Meetings		Not established	5	1	1	2	5	5	2.8	3.24

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	(EAP) as per Project Implementation Plan													
Labour Relations	Local Labour Forum Meetings	4	Corporate Services	4 meeting minutes	Copies	4 meetings	5	5	5	5	5	5	5	5
	Disciplinary Cases Reported & Completed Internally (EM) within agreed timeframe	100%	Corporate Services	Reports		2 dismissals, 1 written warning.	5	5	5	5	5	5	5	5
Healthy and Safe Work Environment	Prepare H&S equipment schedule	1	Infrastructure, Finance and Corporate Services	Issuing Proof		Schedule available.	5	5	5	5	5	5	5	5
	Safety Equipment issued according to schedule	100%	Infrastructure, Finance and Corporate Services	Signed register	Physical inspection	100%	5	5	5	5	5	5	5	5
Primary Health	Ensure Primary Health Care	100%	Corporate Services	Reports		100%, per requirements	5	4	5	5	5	5	4.8	4.84

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Submission of an MSA compliant 2010/11 IDP to the MM (annual review) by 30 November 2009	100%	Corporate Services	Reports		100%	5	5	5	5	5	5	5	5
Maintenance of a database of SMME contractors in Emthanjeni Municipal area and job creation	Maintain a supplier database and update by 30 June 2010	100%	Corporate Services	Reports		Data base maintained	5	4	5	5	5	5	4.8	4.84
	Workshop on the Procurement processes	2	Corporate Services	Reports	Copies	1 session arranged	3	3	2	3	4	3	3	3
	4 information session for SMME's	4	Corporate Services	Reports		2 sessions convened in consultation with Pixley ka Seme DM and SEDA		4	2	3	4	3	3.2	2.56

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Cllr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Timeously preparation and submission of Annual Draft Budget tabled by the Mayor end of March 2010	1	Finance	Council Resolution on Draft budget		Council meeting did not take place on 31 March but meet during April 2010	5	5	5	5	5	5	5	5
	Timeously approval of Final Annual Budget at end of May 2010	1	Finance	Council Resolution on final budget		See the minutes of the Council meeting	5	5	5	5	5	5	5	5
	Preparation and approval of Adjusted Budget	1	Finance	Finance SDBIP		Adj Budget for 2009/2010 was only adopted by Council during March2010.	5	5	5	5	5	5	5	5
Ensure effective capacity development and support in the financial unit	Establishment of Task team for investigating "Uniform for Front-line finance staff" by 30 November	100%	Finance	Report		The task team was establish and costs are avialable	5	3	5	5	5	5	4.6	4.68

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	2009													
	Report on recovery of consumer and sundry debt exceeding 90 days	10-15%	Finance	Monthly Reports to Exco		Credit Control takes place, but debt are still increasing.	5	2	2	4	5	5	3.6	3.88
	Submission of quarterly reports on the progress of training programmes by junior finance staff	4	finance	Report		See report on officials attended the training	5	3	5	5	5	5	4.6	4.68
	Development of Training programs and schedules on the MFMA, SCM regulations and budgetary documents approved by	1	Finance	Report		Schedules has not been developed, but training on policies are taking place.	5	3	5	4	5	5	4.4	4.52

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Council by 30 June 2010													
	Completion of 2008/2009 Annual reports	1	Finance	Annual Report		Completed	5	5	5	5	5	5	5	5
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Leave register is maintained monthly	5	5	5	5	5	5	5	5
Establish and maintain financial systems	Implement effective system of revenue collection and safe keeping of data as per MFMA requirement	12	Finance	Confirmation of Staff		Safe keeping is done, proof available	5	4	5	5	5	5	4.8	4.84
	Ensure 100% collection and receipt of grant funding as per DORA allocations	100%	Finance	Exco Reports		95 % of the Grants were received up and till December 2009	5	4	5	5	5	5	4.8	4.84

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Ensure improvement in internal control weaknesses identified by audits consumer and sundry debt exceeding 90 days	60%	Finance			Continuous process and controls are monitored	5	3	5	4	5	5	4.4	4.52
	Review and ensure implementation of the supply chain management regulations and approved policy	1	Finance	Revised SCM Policy		November 2009 has been adopted	5	5	5	5	5	5	5	5
	Annual review and development of applicable expenditure policies required per MFMA by 31 March 2010	100%	Finance	Council Resolution		Mar-10	3	3	3	4	4	3	3.4	3.32

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Review and implement an IT policy and strategy by 31 March 2010	100%	Finance	Council Resolution		Nothing was done by Finance department	5	5	4	5	5	5	4.8	4.84
	Implement an effective system of expenditure control in compliance with MFMA requirements	100%	Finance	Monthly I & E Report e-mail		Monthly I & E reports	5	5	5	5	5	5	5	5
	Apply and effective cash flow and investment management as per approved policy requirements and	100%	Finance	Exco Report		See Exco reports	5	5	5	5	5	5	5	5
	Establish an effective store and inventory system and agree with the Abakus	100%	Finance	Monthly		Inventory reports	5	4	5	5	5	5	4.8	4.84

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	General Ledger													
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%	Finance	Consolidated Trail Balance		See latest TB	5	3	5	5	5	5	4.6	4.68
	Develop an effective system of asset and risk management in compliance with MFMA by November 2009	1	Finance	Report		FAR are in progress	5	5	5	5	5	5	5	5
To ensure Proper functioning and improvement	Issuing of Clearance Certificate	100%	Finance	Monthly Report		See summary reports	5	5	5	5	5	5	5	5
To ensure Proper functioning and improvement of Cash flow	Reporting on meter readings and complaints on a quarterly basis	4	Infrastructure and Finance	Report		Reports are available	3	3	2	5	3	3	3.2	3.16

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Mayor Score	Clr Score	External Mayor Score	Ward Member	PAC Member	Consolidated Score	Combined Self & Panel Score
	Percentage of Council Decisions implemented applicable to EM	100%	Corporate Services			Register available	3	5	3	5	5	3	4.2	3.96
	Council meets the People	28	Corporate Services	Minutes and Attendance Register		14 meetings held	5	5	5	5	4	5	4.8	4.84
	Number of Ward Committee Meetings Reports Monthly	84	Council				5	5	5	5	4	5	4.8	4.84
	The reviewed IDP to be endorsed by 31 March 2010, and ensure much more involvement by sector departments	1	Corporate Services			Adopted	5	5	5	5	5	5	5	5
	IDP representative forum to be established by 31 March	1	Corporate Services	Minutes		Established November 2009	3	3	2	3	3	3	2.8	2.84

Municipal Fin Viability & Man	20%	4.78	0.956	Change Management			0
Good Gov & Pub Part	20%	4.46	0.892	Knowledge Management			0
				Service Delivery Innovation			0
				Problem Solving and Analysis			0
				People Management and Empowerment	20%	5	1
				Client Orientation and Customer Focus	20%	5	1
				Communication			0
				Honesty and Integrity			0
				CORE OCCUPATIONAL COMPETENCIES (COC)			0
				Competence in Self Management			0
				Interpretation of and implementation within the legislative an national policy frameworks	10%	5	0.5
				Knowledge of Performance Management and Reporting	10%	5	0.5
				Knowledge of global and South African specific political, social and economic contexts			0
				Competence in policy conceptualisation, analysis and implementation	10%	5	0.5
				Knowledge of more than one functional municipal field / discipline			0
				Skills in Mediation			0
				Skills in Governance	10%	5	0.5
				Competence as required by other national line sector departments			0
				Exceptional and dynamic creativity to improve the functioning of the municipality			0
					100%	154.60185	
KPA weight			80%	CCR weight			20%
KPA SCORE			124%	CCR SCORE			20%

FINAL SCORE

144%

7.2 Chief Financial Officer

7.2.1 Key Performance Areas

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
Key Performance Area 1: Basic Service Delivery (DIHS 60%, DCCS 5%, CFO 10%)									
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	Register is available	5	5	5
	Land use applications inputs within 30 days	100%	Infrastructure and Finance	Proof of applications and inputs		FD does not received inputs	3	4.5	4.2
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		VR was implemented on 01 July 2009. See accounts of 2008 and 2009	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		FD does not have any control over this function.	5	5	5
	Annual Water Losses report by 15 August 2009	1	Infrastructure and Finance	Report		Completed	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Annual Electricity Losses report by 15 August 2009	1	Infrastructure and Finance	Report		Completed	5	5	5
	Monitoring of Conditional grants according to business plans	100%	Infrastructure and Finance	Reports		MIG reports are submitted to NT	5	5	5
							4.714286	4.928571	4.885714
Key Performance Area 2: Municipal Transformation and Institutional Development (DCCS 30%, DIHS 5%)								0	0
To effectively support high level strategic and operational interfaces and activities	Success of performance management for direct reports reviewed (quarterly review)	100%	Infrastructure, Finance and Corporate Services	Reports		reviews are held as required.	5	5	5
	Completion of 2008/2009 Annual reports by 31 March 2010	1	Infrastructure, Finance and Corporate Services	Annual Report		Completed, see annual report	5	5	5
Ensure effective customer care	Compliance with customer care policy (Number of Customer complains satisfactory attended to / resolved)	100%	Infrastructure, Finance and Corporate Services	Register	Physical Inspection	Complaints and queries are dealt with and are also corresponded to Infrastructure Services	5	5	5
Ensure effective administrative management and internal controls	Monthly Departmental reports	12	Infrastructure, Finance and Corporate Services	Hand, copies of Report		Reports are prepared and is available	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
Healthy and Safe Work Environment	Prepare H&S equipment schedule	1	Infrastructure, Finance and Corporate Services	Issuing Proof		FD does not have a schedule, but monitor the equipment for services	5	5	5
	Safety Equipment issued according to schedule	100%	Infrastructure, Finance and Corporate Services	Signed register	Physical inspection	FD addressed the weaknesses identified in the FD i.t.o safety equipment.	5	5	5
Departmental Meetings (Director and Managers)	Bi-Weekly Meetings	24	Infrastructure, Finance and Corporate Services	Minutes of Meetings		12 minutes are available	3	3.25	3.2
							4.714286	4.75	4.742857
Key Performance Area 3: Local Economic Development (DCCS 30%, DIHS 5%)								0	0
									0
KPA 4: Municipal Financial Viability and Management (CFO 85%)								0	0
Ensure accurate and timeously reporting and Planning	Monthly budget control, reconciliation of general ledger accounts and reports accordingly	12	Finance	E-mail, evidence of TB to Directors		Reports are sent to HOD's	5	5	5
	Submission of financial statistics on payment percentage to DHLG	12	Finance	Copy of report		Reports are sent to COGSHTA	5	5	5
	MFMA quarterly reports to Council, National Treasury, Provincial Treasury	4	Finance	Copy of QR		4 Quarterly reports	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	MFMA section 71 reports-monthly	12	Finance	Copy of Report		See reports	5	5	5
	Timeously submission of Mid-Year report to Council. National & Provincial Treasury as per MFMA requirement	1	Finance	Copy of Report		See report	5	5	5
	Dept: Health reports – monthly	12	Finance	Report		See reports, but Dept of Health don't want to pay over the Health Subsidy	5	3.75	4
To develop a compliant budget as per circular 28 of the MFMA (2010/11)	Preparing of Timeous Budgetary schedules and meeting schedules for the preparation during the consultative processes of the Annual Budget	1 set	Finance	Schedule		See time table	5	5	5
	Timeously preparation and submission of Annual Draft Budget tabled by the Mayor end of March 2010	1	Finance	Council Resolution on Draft budget		Council meeting did not take place on 31 March but meet during April 2010	5	5	5
	Timeously approval of Final Annual Budget at end of May 2010	1	Finance	Council Resolution on final budget		See the minutes of the Council meeting	5	5	5
	Preparation and approval of Adjusted Budget	1	Finance	Finance SDBIP		Adj Budget for 2009/2010 was only adopted by Council during March2010.	5	5	5
Ensure effective capacity development	Establishment of Task team for investigating “Uniform for Front-line finance staff” by 30 November 2009	100%	Finance	Report		The task team was establish and costs are avialable	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
and support in the financial unit	Report on recovery of consumer and sundry debt exceeding 90 days	10-15%	Finance	Monthly Reports to Exco		Credit Control takes place, but debt are still increasing.	5	5	5
	Submission of quarterly reports on the progress of training programmes by junior finance staff	4	finance	Report		See report on officials attended the training	5	4.25	4.4
	Development of Training programs and schedules on the MFMA, SCM regulations and budgetary documents approved by Council by 30 June 2010	1	Finance	Report		Schedules has not been developed, but training on policies are taking place.	4	3.75	3.8
	Completion of 2008/2009 Annual reports	1	Finance	Annual Report		Completed	5	5	5
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Leave register is maintained monthly	5	5	5
Establish and maintain financial systems	Implement effective system of revenue collection and safe keeping of data as per MFMA requirement	12	Finance	Confirmation of Staff		Safe keeping is done, proof available	5	5	5
	Ensure 100% collection and receipt of grant funding as per DORA allocations	100%	Finance	Exco Reports		95 % of the Grants were received up and till December 2009	5	5	5
Revision, maintenance and ensure proper	Annual review and implementation of approved credit control & debt collection policy	1	Finance	Council Resolution		Review will take pace during March 2010	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
implementation of Financial Policies and By-Laws	Review and implement a Property Rates policy	1	Finance	Council Resolution		Mar-10	5	5	5
	Preparation and implement a valuation role	1	Finance	Council Resolution		Implementation was on 01 July 2009	5	5	5
	Review and update the land use audit	1	Infrastructure, Finance and Corporate Services	Land Register		Nothing was done by Finance department on Land-use	5	5	5
	Annual review and development of other applicable revenue policies required per MFMA	100%	Finance	Council Resolution		Mar-10	5	5	5
	Ensure improvement in internal control weaknesses identified by audits consumer and sundry debt exceeding 90 days	60%	Finance			Continuous process and controls are monitored	5	5	5
	Review and ensure implementation of the supply chain management regulations and approved policy	1	Finance	Revised SCM Policy		November 2009 has been adopted	5	5	5
	Annual review and development of applicable expenditure policies required per MFMA by 31 March 2010	100%	Finance	Council Resolution		Mar-10	5	5	5
	Review and implement an IT policy and strategy by 31 March 2010	100%	Finance	Council Resolution		Nothing was done by Finance department	3	4.75	4.4

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Implement an effective system of expenditure control in compliance with MFMA requirements	100%	Finance	Monthly I & E Report e-mail		Monthly I & E reports	5	5	5
	Apply and effective cash flow and investment management as per approved policy requirements and	100%	Finance	Exco Report		See Exco reports	5	5	5
	Establish an effective store and inventory system and agree with the Abakus General Ledger	100%	Finance	Monthly		Inventory reports	5	5	5
	Ensure 100% maintenance and security in respect of general ledger accounting system	100%	Finance	Consolidated Trail Balance		See lates TB	5	5	5
	Develop an effective system of asset and risk management in compliance with MFMA by November 2009	1	Finance	Report		FAR are in progress	5	5	5
To ensure Proper functioning and improvement	Issuing of Clearance Certificate	100%	Finance	Monthly Report		See summary reports	5	5	5
To ensure Proper functioning and improvement of Cash flow management	Reporting on meter readings and complaints on a quarterly basis	4	Infrastructure and Finance	Report		Reports are available	5	5	5
	Development of a proper communication revenue campaigns and awareness	1	Finance			Must still develop this communication	3	4	3.8
Preparation of Annual	Maintenance of Fixed Asset Register (FAR)	100%	Finance	Preparations AFS		Complete	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
Financial Statements in GRAP format	Maintenance and revision of Chart of Accounts	100%	Finance	AFS		Complete	5	5	5
	Annual reviewing of Accounting Policies for GRAP AFS	1 set	Finance	AFS		Complete	5	4.5	4.6
	Preparations and Submission of AFS comparative figures in GRAP format	1	Finance	AFS		Complete	5	5	5
	Compilation and Preparation of Audit working paper file for external auditors	1	Finance	AFS		Complete	5	5	5
Ensure Fair presentation of Financial Statements by improving external	Improve on the previous year's audit opinion (2009) received from the Office of the Auditor General	80%	Finance	Audit Opinion		In progress	5	4.75	4.8
	Development of Audit Recovery Plan in relation to audit report received from AG	1	Finance	Report		Report was tabled before Council	5	5	5
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	4	Infrastructure, Finance and Corporate Services	Minutes		4	5	5	5
	Special Council meetings (SPC)	12	Infrastructure, Finance and Corporate Service	Minutes	Copies	12	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	Panel Score	Consolidated Score
	Staff meetings in various towns, De Aar Britstown and Hanover	12	Infrastructure, Finance and Corporate Services	Attendance Register		quarterly meetings are held	5	5	5
Internal Audit	Appointment of new Internal Audit Committee members	100%	Finance	Appointment of Staff		No appointments, make use of PKSDM	5	5	5
Ensure establishment of Section in the Finance Directorate as per MFMA	Establishment of SCM unit by 31 March 2010	1	Finance		report	Unit is established	5	5	5
	Appointments of SCM staff as per approved Annual Budget by 31 March 2010	100%	Finance		report	Appointments were made.	5	5	5
							4.895833	4.890625	4.891667
Key Performance Area 5: Good Governance and Public Participation (DCCS 10%, DIHS 5%, CFO 0%)									
									0

7.2.2 Core Competency Requirements

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	Self Score	Panel Score	Consolidated Score
Strategic Capability and Leadership					
Programme and Project Management					
Financial Management	compulsory	30	5	4.5	4.6
Change Management					
Knowledge Management					
Service Delivery Innovation					
Problem Solving and Analysis		5	5	4.5	4.6

Assessment								
Assessment Rating Calculator								
Name:	MF Manuel							
Cycle:	Jul-09	to	Jun-10					
KPA	Weight	Rating	Score		CMC	Weight	Rating	Score
Municipal Trans & Inst Dev	10%	4.885714	0.4885714		Strategic Capability and Leadership		0	
Basic Infr & Service Delivery	5%	4.742857	0.2371429		Programme and Project Management		0	
LED	0%	0	0		Financial Management	30%	4.6	1.38
Municipal Fin Viability & Man	85%	4.891667	4.1579167		Change Management			0
Good Gov & Pub Part	0%	0	0		Knowledge Management			0
					Service Delivery Innovation			0
					Problem Solving and Analysis	5%	4.6	0.23
					People Management and Empowerment	15%	4.4	0.66
					Client Orientation and Customer Focus	15%	4.4	0.66
					Communication			0
					Honesty and Integrity			0
					CORE OCCUPATIONAL COMPETENCIES (COC)		0	0
					Competence in Self Management	5%	4.2	0.21
					Interpretation of and implementation within the legislative an national policy frameworks	10%	4.8	0.48
					Knowledge of Performance Management and Reporting	5%	4.4	0.22
					Knowledge of global and South African specific political, social and economic contexts			0
					Competence in policy conceptualisation, analysis and implementation			0
					Knowledge of more than one functional municipal field / discipline	5%	4.4	0.22
					Skills in Mediation			0
					Skills in Governance	5%	4.2	0.21

				Competence as required by other national line sector departments	5%	4.6	0.23
				Exceptional and dynamic creativity to improve the functioning of the municipality			0
	100%		162.7877		100%		90
KPA weight			80%	CCR weight			20%
KPA SCORE			130%	CCR SCORE			18%
FINAL SCORE							148%

7.3 Director: Infrastructure and Technical Services

7.3.1 Key Performance Areas

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Clr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
Key Performance Area 1: Basic Service Delivery (DIHS 60%, DCCS 5%, CFO 10%)													
Provision of bulk infrastructure and reduce infrastructure backlogs	2009/2010 MIG funds spend by 31 March 2010	100%	Infrastructure	MIG Monthly Reports	MIG Spending Reports	80%	5	5	4	4	5	4.5	4.6
	2009/2010 MIG contracts: contractors appointed by 30 September 2009	100%	Infrastructure	Letters of Appointment		100%	5	5	5	5	5	5	5
	Electrification of 154 houses by 31 March 2010	100%	Infrastructure	Final Handover Certificate		100% Final handover certificate	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
Maintenance and Management of Infra-structure	Maintenance of water networks and infrastructure	100%	Infrastructure	Maintenance Budget	Financial Statements	90% maintenance budget spend	5	5	4	5	5	4.75	4.8
	Maintenance of electricity networks, lighting and TV	100%	Infrastructure	Maintenance Budget	Financial Statements	100% maintenance budget spend	5	5	5	5	5	5	5
	Maintenance of sewerage systems and purification works	100%	Infrastructure	Maintenance Budget	Financial Statements	100% maintenance budget spend	5	5	5	5	5	5	5
Maintenance and Manage of public facilities	Maintenance of sport and recreation facilities	100%	Infrastructure	Maintenance Budget	Financial Statements	70% maintenance	4	4	3	4	4	3.75	3.8
	Maintenance of council buildings and parks	100%	Infrastructure	Maintenance Budget	Financial Statements	100% of maintenance budget spend	5	4	4	5	5	4.5	4.6
	Maintenance and development: Planting of 1000 trees by 30 June 2010	100%	Infrastructure	List of Planted		290 trees (29%) planted (list of trees)	3	3	2	2	2	2.25	2.4

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Clr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	Maintenance of swimming pools, caravan park	100%	Infrastructure	Maintenance Budget		54% maintenance budget spend (savings on equipment and tools)	3	3	2	5	3	3.25	3.2
Waste management	Upgrading of De Aar Land Fill Site as per implementation plan	100%	Infrastructure	Final Handover Certificate		100% final hand over certificate	5	5	5	5	5	5	5
	Manage land fill sites and refuse removal	100%	Infrastructure	Maintenance Budget		100% maintenance budget spend	5	5	4	5	5	4.75	4.8
	Quarterly cleaning of 7 wards	4	Infrastructure	Record keeping	4	record keeping	5	5	3	5	5	4.5	4.6
Transport management	Maintenance of municipal roads, air strip and commonage	100%	Infrastructure	Budget		89% of maintenance budget	5	4	4	4	5	4.25	4.4
	Paving roads by 30 June 2010	1km	Infrastructure	Record keeping		1,044 km record keeping	5	2	3	3	3	2.75	3.2
	Upgrading and Improving the condition of gravel roads by 30 June	Gravel 5km	Infrastructure	Record keeping and reports		2,58 km record keeping	5	3	2	4	3	3	3.4

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Clr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	Providing project management for Housing projects through monthly site	12	Infrastructure	Minutes of Meeting		16 minutes of site meeting	5	5	4	5	5	4.75	4.8
	Implementation of housing projects funded by 31 March 2010	2	Infrastructure	Reports	Inspection	3 projects monthly reports	5	5	4	5	55	17.25	14.8
To manage the housing needs and address the backlog	Submission of housing business plans- 1000 houses by 31 October 2010	1	Infrastructure	Business Plan	Council approval	1 Business Plan (council to approved)	5	4	5	3	5	4.25	4.4
	Manage accreditation programme as per original business plan	100%	Infrastructure	Report		100% monthly reported	5	5	5	5	5	5	5
	Monthly housing reports and expenditure by 10 th of each month	12	Infrastructure	Monthly Report		12 reports	5	5	4	5	5	4.75	4.8
Ensure Effective Planning and Project Management	Monthly MIG/MIS reporting by 5 th of each month	12	Infrastructure	Copy of Report		12 reports	5	5	4	5	5	4.75	4.8
	Departmental reports on maintenance and capital projects by 10 th of each month	12	Infrastructure	Monthly Reports		12 monthly reports	5	5	5	5	5	5	5
	Annual DORA MIG report by 30 September 2009	100%	Infrastructure	Reports		100% 1 report	5	5	4	5	5	4.75	4.8
	Water Services Development Plan	Report	Infrastructure	Report to DWA		100% 1 report	5	5	4	5	5	4.75	4.8

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	Annual report by 30 September 2009												
	Business Plan and Solicit funds for upgrading of streets (30 September 2009) Business Plan for new cemetery in Britstown (31 July 2009) Electrical Master Plan (15 October 2009) Business Plan: Spray lights Nonzwakazi + Kwezy Stadium (30 September 2009) Business Plan: Eradication UDS toilets (30 September 2009)	6		4 Business Plan	Copies of Plans	Total 8 Business Plans list of BP and copies	5	3	3	3	4	3.25	3.6
	Funding application to DME by 30 September 2009	1	Infrastructure	1 Master Plan		60% completed	4	4	5	5	5	4.75	4.6
Ensure safe propable water	Monthly Sampling of Water 12 reports per month	144	Infrastructure	Reports		171 samples	5	5	5	5	5	5	5
	Monthly reporting eWQMs	12	Infrastructure	Reports		12 reports	5	5	5	5	5	5	5
Health Safety and Environment	Equipment Safety certificates	4 vehicles	Infrastructure	Certificate		4 reports	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	80% complaints book	5	5	4	5	5	4.75	4.8
To ensure Building Control and Land use Management	Building Control inspection as per Regulation	100%	Infrastructure	Monthly Reports and Record keeping		100% Records and neatly reports	5	5	5	5	5	5	5
	Building plans approved as per Regulation	90%	Infrastructure	Record keeping		100% Records and neatly reports	5	5	4	5	5	4.75	4.8
	Land use applications inputs within 30 days	100%	Infrastructure and Finance	Proof of applications and inputs		100% copies of inputs	5	5	5	5	5	5	5
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		100% copies of inputs	5	5	5	5	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		Inspections	5	5	4	5	5	4.75	4.8
	Annual Water Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	Annual Electricity Losses report by 15 August 2009	1	Infrastructure and Finance	Report		1 report	5	5	5	5	5	5	5
	Quarterly reporting on Reds	4 reports	Infrastructure	Report		2 reports (meetings proposed)	3	3	2	3	3	2.75	2.8
	Quarterly reporting on Water Sector Forum	4 reports	Infrastructure	Reports		3 reports	4	4	4	4	4	4	4
	Establish Electrical forum-Load Shedding by 30 June 2010	1	Infrastructure	Minutes of Meetings		Not established	3	5	1	3	1	2.5	2.6
	Monitoring of Conditional grants according to business plans	100%	Infrastructure and Finance	Reports		Monthly reports to MIG, DME on spending and progress	5	5	5	5	5	5	5
To ensure effective technical management	Reduction of down time Basic Services	6 days p.a.	Infrastructure	Record of down time				5	5	5	5	5	4
	- water	12 days p.a				100% (0 days)	5	5	5	5	5	5	5
	- electricity					100% See record keeping (SA days)	5	4	5	5	5	4.75	4.8

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
												4.7289	
Key Performance Area 2: Municipal Transformation and Institutional Development (DCCS 30%, DIHS 5%)												0	0
To effectively support high level strategic and operational interfaces and activities	Success of performance management for direct reports reviewed (quarterly review)	100%	Infrastructure, Finance and Corporate Services	Reports		4 SDBIP reports	5	5	5	5	5	5	5
	Completion of 2008/2009 Annual reports by 31 March 2010	1	Infrastructure, Finance and Corporate Services	Annual Report		Completed, see annual report	5	5	5	5	5	5	5
Ensure effective customer care	Compliance with customer care policy (Number of Customer complains satisfactory attended to / resolved)	100%	Infrastructure, Finance and Corporate Services	Register	Physical Inspection	Record keeping at Infrastructure Office Compliance book	5	5	3	5	5	4.5	4.6
Ensure effective administrative management and internal controls	Monthly Departmental reports	12	Infrastructure, Finance and Corporate Services	Hand, copies of Report		12 month reports	5	5	5	5	5	5	5
Labour Relations	Local Labour Forum Meetings	4	Corporate Services	4 meeting minutes	Copies	Register is submitted	5	5	4	5	5	4.75	4.8
	Disciplinary Cases Reported & Completed Internally (EM) within agreed	100%	Corporate Services	Reports		Reports are submitted	5	5	4	5	5	4.75	4.8

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Clr Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined
	timeframe												
Healthy and Safe Work Environment	Prepare H&S equipment schedule	1	Infrastructure, Finance and Corporate Services	Issuing Proof		H & S Schedule	5	5	5	5	5	5	5
	Safety Equipment issued according to schedule	100%	Infrastructure, Finance and Corporate Services	Signed register	Physical inspection	100% signed register	5	5	4	5	5	4.75	4.8
Departmental Meetings (Director and Managers)	Bi-Weekly Meetings	24	Infrastructure, Finance and Corporate Services	Minutes of Meetings		17 minutes of formal meetings. Regular informal meetings	4	4	4	4	4	4	4
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Leave register	5	5	5	5	5	5	5
													4.8
KPA 3: Local Economic Development [5%]													
Land use Audit	Review and update the land use audit	1	Infrastructure, Finance and Corporate Services	Land Register		Will give inputs when started.	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External MM Score	PAC Member	Consolidated Score	Self and Panel Score Combined	
													5	
KPA 4: Municipal Financial Viability and Management [0%]														
To ensure Proper functioning and improvement of Cash flow management	Reporting on meter readings and complaints on a quarterly basis	4	Infrastructure and Finance	Report		Reports are available 100% Records of compliance received from meter readers	5	5	5	5	5	5	5	
KPA 5: Good Governance and Public Participation [5%]													5	
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	4	Infrastructure, Finance and Corporate Services	Minutes		Attend all Council Meetings	5	5	5	5	5	5	5	
	Special Council meetings (SPC)	12	Infrastructure, Finance and Corporate Service	Minutes	Copies	Attend all Council Meetings	5	5	5	5	5	5	5	
	Staff meetings in various towns, De Aar Britstown and Hanover	12	Infrastructure, Finance and Corporate Services	Attendance Register		Attend all staff meetings	5	5	5	5	5	5	5	
													5	

7.3.2 Core Competency Requirements

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	Self Score	Panel Score	Consolidated Score
Financial Management	compulsory	20	5	4.5	4.6
People Management and Empowerment	compulsory	20	5	4.25	4.4
Client Orientation and Customer Focus	compulsory	20	5	4.25	4.4
Competence in Self Management		10	5	4.75	4.8
Interpretation of and implementation within the legislative an national policy frameworks		10	5	4.75	4.8
Knowledge of Performance Management and Reporting		5	5	4.5	4.6
Competence in policy conceptualisation, analysis and implementation		5	5	4.25	4.4
Skills in Mediation		5	5	4.25	4.4
Skills in Governance		5	5	4.25	4.4
Total percentage	-	100%			

7.3.3 Rating Calculator

Section 57 Managers			
Municipality: Emthanjeni Municipality Annual Performance Assessment Assessment Rating Calculator			
Name:	FD Taljaardt		
Cycle:	Jul-09	to	Jun-10

KPA	Weight	Rating	Score	CMC	Weight	Rating	Score	
BSD	60%	4.7288889	2.8373333	Financial Management	20%	4.6	0.92	
MTID	30%	4.8	1.44	People Management and Empowerment	20%	4.4	0.88	
LED	5%	5	0.25	Client Orientation and Customer Focus	20%	4.4	0.88	
MFVM	0%	5	0	Competence in Self Management	10%	4.8	0.48	
GGPP	5%	5	0.25	Interpretation of and implementation within the legislative and national policy frameworks	10%	4.8	0.48	
				Knowledge of Performance Management and Reporting	5%	4.6	0.23	
				Competence in policy conceptualisation, analysis and implementation	5%	4.4	0.22	
				Skills in Mediation	5%	4.4	0.22	
				Skills in Governance	5%	4.4	0.22	
			100%				100%	90.6
KPA weight			80%	CCR weight			20%	
KPA SCORE			127%	CCR SCORE			18%	
FINAL SCORE							146%	

7.4 Director: Corporate, Community Services and Development

7.4.1 Key Performance Areas

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
Key Performance Area 1: Basic Service Delivery (DIHS 60%, DCCS 5%, CFO 10%)													

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
Ensure Effective Customer Care	Compliance with customer care policy	80%	Infrastructure, Finance and Corporate Services	Complaints book	Physical inspection	80%	5	5	4	5	5	4.75	4.8
	Annual valuation roll update inputs by 31 August 2009	100%	Infrastructure, Finance and Corporate Services	Report		already in place and being implemented	5	5	5	5	5	5	5
	Control of building rubble on streets as per Regulation	100%	Infrastructure, Finance and Corporate Services	List of Control		Reports from Peace Officers regarding implementation of By-Laws	5	5	5	5	5	5	5
												4.916667	4.93333
Key Performance Area 2: Municipal Transformation and Institutional Development (DCCS 30%, DIHS 5%)													
To effectively support high level strategic and operational interfaces and activities	Success of performance management for direct reports reviewed (quarterly review)	100%	Infrastructure, Finance and Corporate Services	Reports		100%	5	5	5	5	5	5	5
	Completion of 2008/2009 Annual reports by 31 March 2010	1	Infrastructure, Finance and Corporate Services	Annual Report		Completed, see annual report	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
To ensure Performance Management and Reporting	Number of management Performance Reports submitted to MM	4	Corporate Services	Reports	Council, Resolution, Minutes	4 reports	5	5	5	5	5	5	5
	Reviewing of policies by 30 June 2010	18	Corporate Services	Policies	Minutes	14 policies reviewed. Budget linked and IDP linked.	4	4	4	5	5	4.5	4.4
Development and implementation of policies and by-laws	Development of new policies	2	Corporate Services	Policies Develop and tabled	Minutes	8 policies developed and tabled	5	5	5	5	5	5	5
	Reporting and Implementation of approved By-laws	80%	Corporate Services	Report		80%	5	5	4	5	5	4.75	4.8
Ensure effective customer care	Compliance with customer care policy (Number of Customer complains satisfactory attended to / resolved)	100%	Infrastructure, Finance and Corporate Services	Register	Physical Inspection	100%	5	5	4	5	5	4.75	4.8
Ensure effective administrative management and internal controls	Monthly Departmental reports	12	Infrastructure, Finance and Corporate Services	Hand, copies of Report		12 reports received	5	5	5	5	5	5	5
Human Resource Development	Review & report on Equity Plan	4	Corporate Services	Reports	Minutes of LLF	Submitted and approved	5	5	5	5	5	5	5
	Review & report Work Skills Plan	1	Corporate Services	Organogram	Minutes of LLF	Submitted and approved	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
	Review and approve Organogram by 30 June 2010	1	Corporate Services	Report	Council Resolution	Reviewed document submitted.	5	5	5	5	5	5	5
	% implementation of training plan	100%	Corporate Services	Report		100%	5	5	5	5	5	5	5
	Review, workshop and finalize the Delegation of powers by September 2009	100%	Corporate Services	Council Resolution	Council Resolution	Delegations reviewed	5	5	4	5	5	4.75	4.8
	Develop an integrated institutional plan by 31 October 2009	100%	Corporate Services	Plan	Signed Agreement	100%	5	5	5	5	5	5	5
	Filling of all budgeted critical vacant posts in the organizational structure with particular bias to the Development Unit and General Workers by 30 June 2010	100%	Corporate Services	Report	Copies of appointment letters	100%	5	5	4	4	5	4.5	4.6
To enhance morale and commitment of employees	Implementation of Employment Wellness Programme (EAP) as per Project Implementation Plan	100%	Corporate Services	Programme implement	Appointment Letters	3-5 year programme, it's operational.	5	5	5	5	5	5	5
Labour Relations	Local Labour Forum Meetings	4	Corporate Services	4 meeting minutes	Copies	4 meetings	5	5	5	5	5	5	5
	Disciplinary Cases Reported & Completed Internally (EM) within agreed timeframe	100%	Corporate Services	Reports		2 dismissals, 1 written warning.	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	CIIR Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
Healthy and Safe Work Environment	Prepare H&S equipment schedule	1	Infrastructure, Finance and Corporate Services	Issuing Proof		Schedule available.	5	5	5	5	5	5	5
	Safety Equipment issued according to schedule	100%	Infrastructure, Finance and Corporate Services	Signed register	Physical inspection	100%	5	5	5	5	5	5	5
Primary Health	Ensure Primary Health Care and Clinics	100%	Corporate Services	Reports		100%, per requirements	5	5	5	5	5	5	5
Prevention of Fire Disasters	Fire Brigade Training as per WSP	100%		Reports		internal training was provided	5	5	5	5	5	5	5
Ensure Road Safety	Testing of Learners as per applications	100%	Application tested	Reports		1296 tests	5	5	5	5	5	5	5
	Testing Drivers Licences as per applications	100%	Application tested	Reports		1157 tests	5	5	5	5	5	5	5
	Enforcement of Speed control	24 (2 per month)	Reports			917 speed traps	5	5	4	5	5	4.75	4.8
Libraries	Monthly reports	12	Reports		Copies	12 reports received	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
Departmental Meetings (Director and Managers)	Bi-Weekly Meetings	24	Infrastructure, Finance and Corporate Services	Minutes of Meetings		20 meetings, also had informal meetings	5	5	5	5	5	5	5
Ensure effective Administrative Management and Internal Controls	HOD meetings	24	Corporate	Minutes		24 meetings	5	5	5	5	5	5	5
Ensure effective Capacitating programmes are implemented	Identify 3 Youth Projects by June	3	Corporate			Projects include; Diamond Cutting and Polishing, Drivers Licence programme, Diverse parking	5	5	5	5	5	5	5
												4.931034	4.93793
KPA 4: Local Economic Development													
Ensure effective Project Management and Tourism Development	Submission of Business Plans for Tourism Projects. Get bankable plan for at least 1 projects	100%	Corporate	Business Plan	Copies	Business plan submitted to DBSA.	5	5	5	5	5	5	5
	Develop a Tourism Strategy in Consultation with the	100%	Corporate	Strategy	Copies	100%	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
	District Municipality 30 June 2010												
	Branding of Emthanjeni Municipality to attract Tourism and strengthen our relationship with Tourism Department, phase 2 completed by 30 June 2010	100%	Corporate	Reports	Copies	Phase two completed, proceeded with next phases.	5	5	5	5	5	5	5
To coordinate / manage the effective utilisation of commonage	Report quarterly on assistance of the small farmers	4	Corporate Services	Reports		4 meetings were held with small farmers	5	5	5	5	5	5	5
Ensure effective Planning and Project management	Review and approval of LED Strategy by 30 June 2010	100%	Corporate Services	Reports		Strategy approved and workshop held already	5	5	5	5	5	5	5
	Submission of an MSA compliant 2010/11 IDP to the MM (annual review) by 30 November 2009	100%	Corporate Services	Reports		100%	5	5	5	5	5	5	5
Maintenance of a database of SMME	Maintain a supplier database and update by 30 June 2010	100%	Corporate Services	Reports		Data base maintained	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
contractors in Emthanjeni Municipal area and job creation	Workshop on the Procurement processes	2	Corporate Services	Reports	Copies	1 session arranged	4	5	3	5	4	4.25	4.2
	4 information session for SMME's	4	Corporate Services	Reports		2 sessions convened in consultation with Pixley ka Seme DM and SEDA	4	5	2	5	4	4	4
												4.805556	4.8
KPA 4; Municipal financial Viability													
To ensure proper Leave Planning within Department	Development and maintenance of Leave register to avoid leave bottle necks	1	Infrastructure, Finance and Corporate Services	Leave Planning Schedule	Copies	Register in place	5	5	5	5	5	5	5
	Review and update the land use audit	1	Infrastructure, Finance and Corporate Services	Land Register		Land in process with District municipality. Municipal land register in place.	5	3	4	4	5	4	4.2
To effectively support internal political interfaces	Scheduled Council meetings with full preparation	4	Infrastructure, Finance and Corporate Services	Minutes		5 meetings held	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
	Special Council meetings (SPC)	12	Infrastructure, Finance and Corporate Service	Minutes	Copies	23 meetings held	5	5	5	5	5	5	5
	Council committee meetings (CCM)	24	Corporate Services	Minutes, Attendance Registers		42 meetings held	5	5	5	5	5	5	5
	Council meets the people (CMTP)	28	Corporate Services	Minutes, Attendance Register	Copies	14 meetings held	3	5	5	5	5	5	4.6
Ensure effective internal communication with staff members	HOD's Meetings	24	Corporate Services	Minutes	Copies	24 meetings held	5	5	5	5	5	5	5
	Finance Staff Middle Management Meeting	18	Finance	Minutes			5	5	5	5	5	5	5
	Staff meetings in various towns, De Aar Britstown and Hanover	4	Infrastructure, Finance and Corporate Services	Attendance Register		4 meetings held	5	5	5	5	5	5	5
												4.888889	4.86667
Key Performance Area 5: Good Governance and Public Participation (DCCS 10%, DIHS 5%, CFO 10%)													
To effectively support internal political interfaces	Schedule Council Meetings with full preparation	4	Corporate Services	Minutes		5 meetings held	5	5	5	5	5	5	5
	Special Council meetings	2	Corporate Services	Minutes		23 meetings held	5	5	5	5	5	5	5

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
	Council committee meetings	24	Corporate Services	Minutes		42 meetings held	5	5	5	5	5	5	5
To effectively support external political interfaces	Intergovernmental Relation Forum attended	4	Corporate Services			not responsible	5	5	5	5	5	5	5
	Percentage of Council Decisions implemented applicable to EM	100%	Corporate Services			Register available	5	3	4	4	5	4	4.2
	Council meets the People	28	Corporate Services	Minutes and Attendance Register		14 meetings held	3	5	5	5	5	5	4.6
	Number of Ward Committee Meetings Reports Monthly	84	Council			Report is submitted for all wards	4	4	4	5	5	4.5	4.4
	The reviewed IDP to be endorsed by 31 March 2010, and ensure much more involvement by sector departments	1	Corporate Services			Adopted	5	5	5	5	5	5	5
	IDP representative forum to be established by 31 March 2009	1	Corporate Services	Minutes		Established November 2009	5	5	5	5	5	5	5
	Number of IDP Rep meetings	4	Corporate Services	Minutes		2 meetings held	3	4	3	5	5	4.25	4
	Monthly IDP steering committee meetings as from 31 July 2009	12	Corporate Services	Minutes		6 meetings held	3	3	4	5	5	4.25	4

Strategic Objective	Key Performance Indicator	Annual Target	Department	Evidence	Means of Verification	Progress to Date	Self Score	MM Score	Cllr Score	External Mm Score	PAC Member Score	Consolidated Panel Score	Combined Self & Panel Score
	Number of Budget Consultation meetings	14	Corporate Services	Attendance Register		14 meetings held	5	5	5	5	5	5	5
												4.727273	4.68333

7.4.2 Core Competency Requirements

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	Self Score	MM Score	Cllr Score	External MM Score	PAC Member	Consolidated Score	Combined Score
Financial Management	compulsory	20	5	5	5	4	5	4.75	4.8
People Management and Empowerment	compulsory	20	5	3	4	4	5	4	4.2
Client Orientation and Customer Focus	compulsory	20	5	5	4	3	5	4.25	4.4
Competence in Self Management		5	5	3	5	4	5	4.25	4.4
Interpretation of and implementation within the legislative an national policy frameworks		10	5	3	5	4	5	4.25	4.4
Knowledge of Performance Management and Reporting		10	5	4	5	4	5	4.5	4.6
Knowledge of more than one functional municipal field / discipline		5	5	3	5	4	5	4.25	4.4
Skills in Governance		10	5	4	5	4	5	4.5	4.6
Total percentage	-	100%							

7.4.3 Rating Calculator

Section 57 Managers

Municipality: Emthanjeni							
Annual Performance Assessment							
Assessment Rating Calculator							
Name:		BS Siwa					
Cycle:		Jul-09		to		Jun-10	
KPA	Weight	Rating	Score	CMC	Weight	Rating	Score
BSD	5%	4.9333333	0.2466667	Financial Management	20%	4.8	0.96
MT&ID	30%	4.937931	1.4813793	People Management and Empowerment	20%	4.2	0.84
LED	30%	4.8	1.44	Client Orientation and Customer Focus	20%	4.4	0.88
MVF & M	25%	4.8666667	1.2166667	Competence in Self Management	5%	4.4	0.22
GG&PP	10%	4.6833333	0.4683333	Interpretation of and implementation within the legislative an national policy frameworks	10%	4.4	0.44
				Knowledge of Performance Management and Reporting	10%	4.6	0.46
				Knowledge of more than one functional municipal field / discipline	5%	4.4	0.22
				Skills in Governance	10%	4.6	0.46
100%			161.7682	100%			89.6
KPA weight			80%	CCR weight			20%
KPA SCORE			129%	CCR SCORE			18%
FINAL SCORE							147%

8 Performance Scale and % Bonus payable

8.1 OVERALL RATING

The overall rating achieved for the Key Performance Areas and Core Competency Requirements were then converted into a scale of 1 to 5. 1 representing unacceptable performance, and 5 representing outstanding performance as outlined above.

The converted KPAs and CCR scores are as follows:

Name	Designation	Converted KPA Score	Converted CCR Score
I Visser	Municipal Manager	124%	20%
MF Manuel	Chief financial Officer	130%	18%
FD Taljaard	Infrastructure and Technical Services	127%	18%
B Siwa	Community, Support and Social Services	129%	18%

8.2 FINAL SCORES AND % BONUS

The following are the final scores and bonus percentages payable on the employees total remuneration packages.

NAME	DESIGNATION	Evaluation Scores	% Bonus payable
I Visser	Municipal Manager	144%	7%
MF Manuel	Chief financial Officer	148%	9%
FD Taljaard	Infrastructure and Technical Services	146%	8%
B Siwa	Community, Support and Social Services	147%	8%

9 GENERAL RECOMMENDATIONS

The following recommendations are made to improve the municipality's Performance Management System.

- 9.1. That the municipality use the Evaluation Panels to do both the mid-year and final evaluation of the senior managers.
- 9.2. That the municipality have frequent coaching sessions for the senior management to improve the system of reporting and preparation of portfolios of evidence.

10 CONCLUSION AND RECOMMENDATION TO COUNCIL

Council approves the Performance Evaluation Report and authorise the payment of performance bonuses as recommended.

10.1 APPROVED AND RECOMMENDED BY THE MUNICIPAL MANAGER TO THE MAYOR:

I Visser
Municipal Manager

10.2 APPROVED AND RECOMMENDED BY THE MAYOR TO COUNCIL

K Markman
Mayor