

2012/2013 FINANCIAL YEAR



ANNUAL REPORT

A Revolution in Progress...

*Everyone, Every Household, Every Entity –
A Testimonial of our Excellent Service!*

ACKNOWLEDGEMENTS

This Annual Report is published by the Dikhalabeng Local Municipality. It seeks to give an overview of our performance against predetermined strategic objectives as we review progress on all projected targets of the Municipality for the period as at July 2012 to June 2013.

Every effort has been made to ensure that the facts as reported are accurate and a true reflection of achievements for the year under review. Every municipality and municipal entity must prepare and adopt an Annual Report for each financial year in accordance with the Municipal Finance Management Act 56 of 2003 (MFMA) and, the Municipal Systems Act 32 of 2000 (MSA) as Amended.

 **Chief Editor**

THABISO TSOAELI

 **Copywriting**

THABISO TSOAELI

 **Assistant Copywriting**

Executive Management Team

 **Compilation**

Performance Management Systems Unit

 **Art Direction, Design, Layout & Editing**

Marketing and Communications Unit

DIHLABENG LOCAL MUNICIPALITY

HEAD OFFICE 9 Muller Street East

P O BOX 551 BETHLEHEM 9700

TELEPHONE: (058) 303 5732

FAX: (058) 303 4703

FS 192

www.dihlabeng.gov.za

OUR VISION AND MISSION

A strategic vision enables an organization to focus on future success. On all encompassing vision will allow employees to be motivated and focused on the bigger picture of the municipality. The Dihlabeng Local Municipality vision is:

***“To be people centred, people driven and self-sufficient municipality committed to provision of effective and quality services to its community.*”**

A mission statement reflects the way in which Dihlabeng Local Municipality will conduct its everyday tasks. It describes the purpose of the Municipality and the area on which the Municipality should focus in order to achieve its vision. The Dihlabeng Local Municipality is:

“To provide effective and efficient people centred governance that will facilitate the governmental role of Local Government”

Based on the Municipality Turnaround Strategy, The strategic objectives were refined to be as follows:

- ✓ *Provide democratic and accountable government for local communities.*
- ✓ *Be responsive to the needs of the local municipality.*
- ✓ *Ensure the provision of services to communities in a sustainable manner.*
- ✓ *Promote social and economic development.*
- ✓ *Promote a safe and healthy environment.*
- ✓ *Encourage the involvement of communities and community organizations in the matters of local government.*
- ✓ *Facilitate the culture of public service and accountability amongst its staff and*
- ✓ *Assign clear responsibilities for the management and co-ordination of administrative units and mechanisms.*

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	- 1 -
OUR VISION AND MISSION	- 2 -
FOREWORD: EXECUTIVE MAYOR.....	- 4 -
CHAPTER 1: INTRODUCTION AND OVERVIEW OF DIHLABENG LOCAL MUNICIPALITY	- 6 -
1.1 LOCATION, COMPOSITION AND SIZE	- 6 -
1.2 REGIONAL CONTEXT AND POPULATION COMPOSITION.....	Error! Bookmark not defined.
1.3 ECONOMIC PROFILE	- 14 -
1.4 Leadership and Management Structure	- 18 -
CHAPTER 2: MUNICIPAL PERFORMANCE HIGHLIGHTS.....	- 25 -
2.1 LEVEL AND STANDARD OF SERVICE - WATER AND SANITATION.....	- 25 -
2.1.2 SERVICE DELIVERY IMPROVEMENT INITIATIVES – WATER SERVICES	- 26 -
2.1.4 SERVICE DELIVERY IMPROVEMENT INITIATIVES – SANITATION SERVICES	- 27 -
2.2 LEVEL AND STANDARD OF SERVICE - ELECTRICITY PROVISION.....	- 27 -
2.2.2 SERVICE DELIVERY IMPROVEMENT INITIATIVES – ELECTRICITY PROVISIONS.....	Error! Bookmark not defined.
2.3 LEVEL AND STANDARD OF SERVICE - REFUSE REMOVAL & SOLID WASTE MANAGEMENT.....	- 28 -
2.4 LEVEL AND STANDARD OF SERVICE – LOCAL ECONOMIC DEVELOPMENT	- 29 -
2.5 LEVEL AND STANDARD OF SERVICE – TOWN PLANNING & HOUSING	- 30 -
CHAPTER 3: HUMAN RESOURCE AND OTHER ORGANISATIONAL MANAGEMENT	- 32 -
3.1 WORKFORCE PROFILE	- 32 -
3.2 HUMAN CAPITAL DEVELOPMENT	- 33 -
CHAPTER 4: FUNCTIONAL AREA SERVICE DELIVERY REPORT	- 34 -
4.1 SUMMARY OF BUSINESS PERFORMANCE	- 34 -
4.2 OFFICE OF THE MUNICIPAL MANAGER – KPA 1.....	- 35 -
4.3 KPA 2 – FINANCIAL MANAGEMENT	Error! Bookmark not defined.
4.4 KPA 3 – ORGANISATIONAL TRANSFORMATION AND DEVELOPMENT	Error! Bookmark not defined.
4.5 KPA 4 – LOCAL ECONOMIC DEVELOPMENT	Error! Bookmark not defined.
4.6 KPA 5.1 – COMMUNITY SERVICES	Error! Bookmark not defined.
4.7 KPA 5.2 – PUBLIC WORKS – INFRASTRUCTURE DEVELOPMENT	Error! Bookmark not defined.
CHAPTER 5: AUDITED STATEMENTS AND RELATED FINANCIAL INFORMATION.....	- 36 -
ANNEXURE 1: FUNCTIONAL AREA SERVICE DELIVERY REPORT	- 37 -

FOREWORD: EXECUTIVE MAYOR

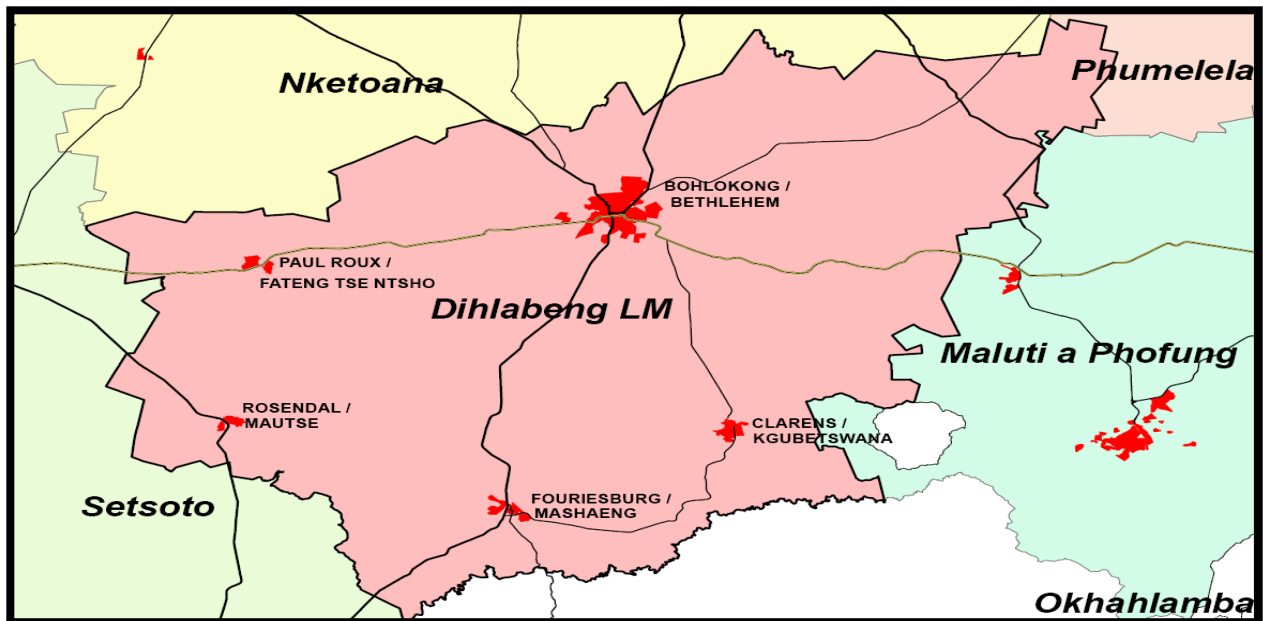


EXECUTIVE MAYOR: Hon. Clr THM Mofokeng

CHAPTER 1: INTRODUCTION AND OVERVIEW OF DIHLABENG LOCAL MUNICIPALITY

1.1 LOCATION, COMPOSITION AND SIZE

The Dihlabeng Local Municipality, amongst the Local Municipalities of Setsoto, Phumelela, Maluti-a-Phofung, Mantsopa and Nketoana falls within the Thabo Mofutsanyana District Municipality, along the eastern boundary of the Free State Province. The total extent of Thabo Mofutsanyane District Municipality covers 28 347km² in extent of which the Dihlabeng local Municipality takes up 4 739km², which represents 17% of the District.



The Dihlabeng Local Municipality comprise of a large rural component together with the presence of five (5) urban concentrations, which is briefly explained as follows:

TOWNS	WARDS	POPULATION
BOHLOKONG/BETHLEHEM	1,2,3,4,5,6,7,8,9,10,11,16,18,19	89778
FOURIESBURG/MASHAENG	12,13,14	19725
PAUL-ROUX/FATENG TSE NTSHO	17	7014
CLARENS/KGUBETSWANA	20	7905
ROSENDAL /MAUTSE	15	6611
TOTAL	20	128704

Bethlehem/ Bohlokong can be viewed as the “Capital” of the Eastern Free State and is situated approximately 240km north-east of Bloemfontein, 140km east of Kroonstad and 90km west of Harrismith. The town forms part of the Highland Route and is located 80 km from Qwa-Qwa and 60km from the Golden Gate Highlands. The town originally developed as a service centre.

Growth is stimulated by the strategic location of the area that presently serves as a central regional centre. This is attributed to the fact that the area is situated adjacent to the N5 National Road between Bloemfontein and Durban. Bethlehem/ Bohlokong are also directly linked to other towns such as Kroonstad, Reitz, Warden and Ficksburg. The accessibility of the town is further emphasized by the prominence of the railway station at the Kroonstad/Durban and Bloemfontein/Frankfort railway intersection in the urban area.

The scenic town of **Clarens/Kgubetswana**, often referred to as the “Switzerland of South Africa”, is situated approximately 34km south-east of Bethlehem. Clarens/Kgubetswana is 20km from the Golden Gate Highlands. This urban area is situated 10km from the Lesotho boarder and has a splendid view of the Maluti Mountains. The past few years experienced a rapid growth in the tourist industry. The urban area and surroundings is known for its “arts and craft” route in the picturesque sandstone Rooiberg and the Maluti Mountains.

Paul Roux/Fateng-tse-Ntsho is situated 35km west of Bethlehem. This urban area is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a large service centre in close proximity.

Fouriesburg/ Mashaeng is situated on the R26 route and in close proximity of Lesotho. The town’s location in relation to other major centres is as follows: 49km from Bethlehem and 46km from Finksburg. Situated within the former Fouriesburg District, this urban area is predominantly the function of a small service centre to the surrounding agricultural communities. This primary function is being supported by tourism as the latter industry is starting to gain momentum in the Eastern Free State.

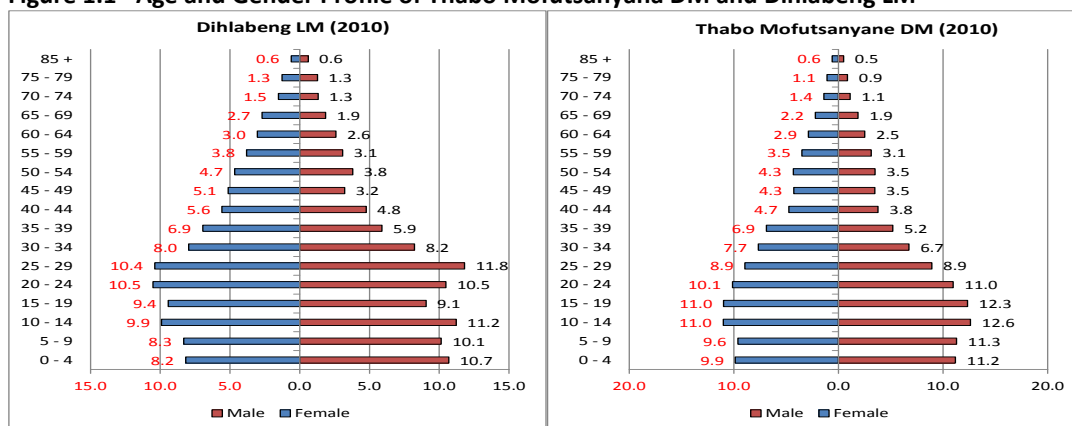
Rosendal/ Mautse is approximately 60km south west of Bethlehem, 40km south east of Senekal and 40km north of Finksburg. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas, together with a growth in tourism.

1.2 Age and Gender

The age and gender profile of Dihlabeng appears relatively different to that of Thabo Mofutsanyana, with a large portion of the population under 15 years of age. The working-age population indicates the concentration of labour in the District and in the Local Municipality. Figure 1.1 illustrates the age-gender profile for Thabo Mofutsanyana District Municipality and Dihlabeng Local Municipality.

It is, however, observed that the working-age (15 to 64) population of Dihlabeng is female a dominated (67.5%), where this age group is more evenly distributed between the genders in Thabo Mofutsanyana District. This can be attributed to young male workers that relocate to larger economic centres, such as Bloemfontein and Johannesburg, for better work opportunities.

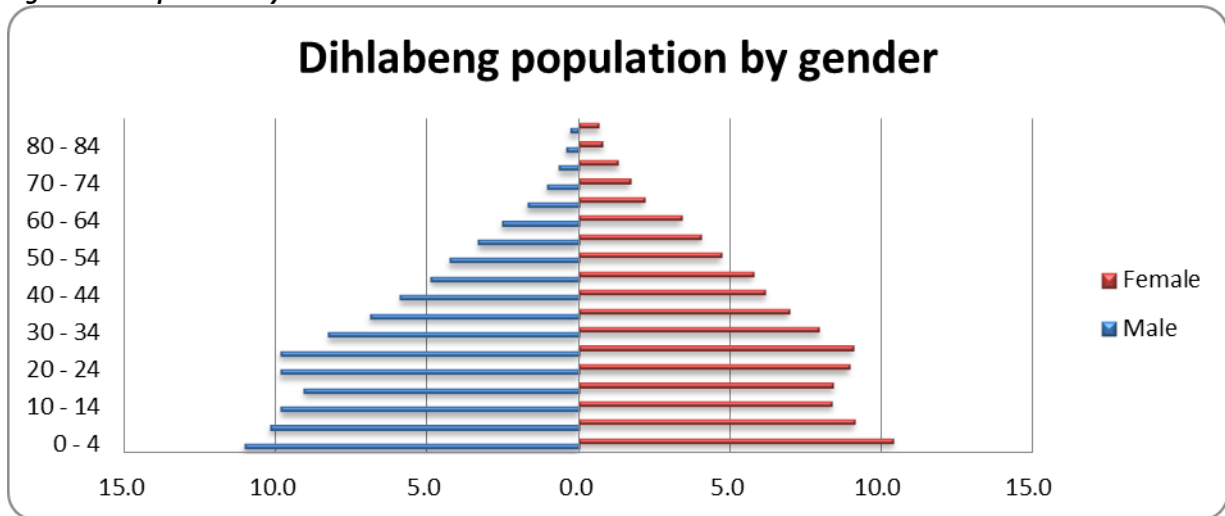
Figure 1.1– Age and Gender Profile of Thabo Mofutsanyana DM and Dihlabeng LM



Source: Quantec Research, 2011

The pyramid of Dihlabeng Population below reflects the difference from 2010 population stats with the 2011 census.

Figure: 1.2 Population by Gender

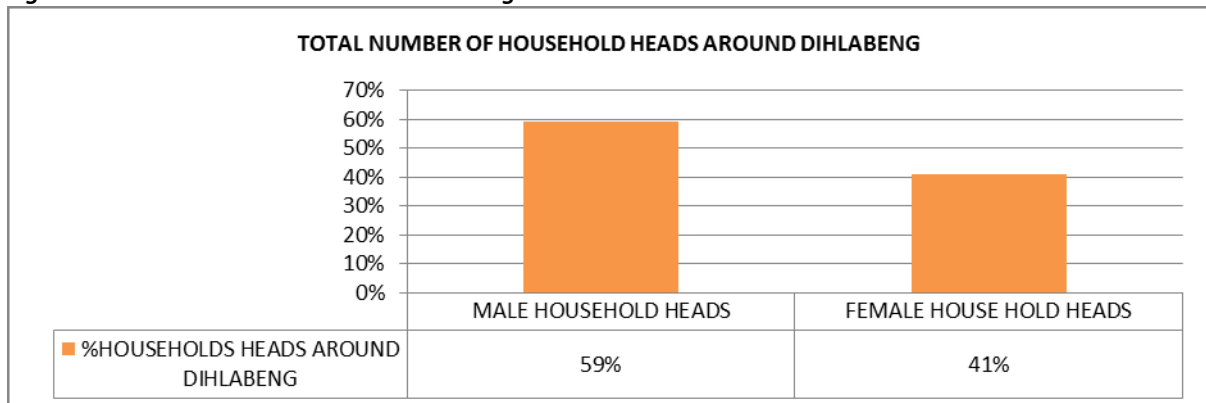


Source: Statistics SA Census 2011

1.3 Household heads around Dihlabeng.

In SA most of our families are perceived that they are headed by females, but in DLM the census 2011 revealed that majority of households are headed by males. Figure 1.3 shows that out of 38593 total number of households 22725 (59%) are males and 15867(41%) are females.

Figure 1.3 Household heads around Dihlabeng



Source: Statistics SA Census 2011

1.4 SOCIO-ECONOMIC PROFILE

1.4.1 INCOME DISTRIBUTION

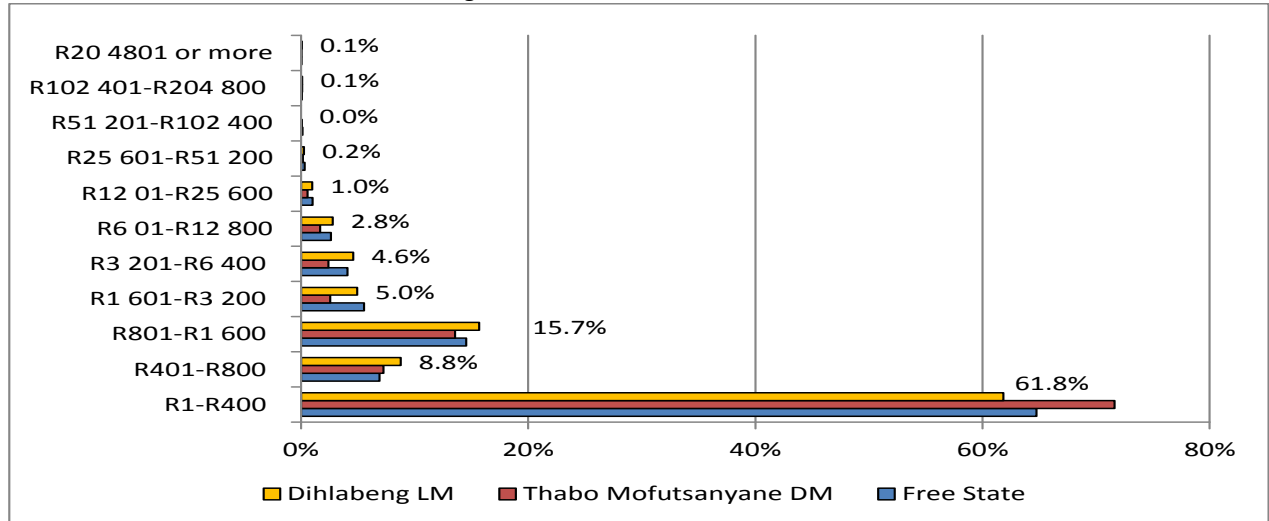
In order to determine the people's living standards, as well as their ability to pay for basic services, such as water and sanitation, the income levels of the local population are analysed and compared to the income levels of the Free State and Thabo Mofutsanyana. In Figure 4.4 the distribution of the employed per income group is shown (i.e. income among employees).

From Figure 1.4 it is evident that the largest portion (61.8%) of employed adults in Dihlabeng earns less than R401 per month. This trend is also observed in the Free State and Thabo Mofutsanyana, where 64.7% and 71.6% of the

economically active population earns less than R401 per month respectively. The second most significant income category, of R801 to R1 600, represents 15.7% of the Dihlabeng working adults.

From these observations it is evident that the majority of the Dihlabeng population is very poor and thus experiencing low living standards. These low income levels indicate that the majority of the population is dependent on a small income.

Table 1.4 Income Distribution in Dihlabeng

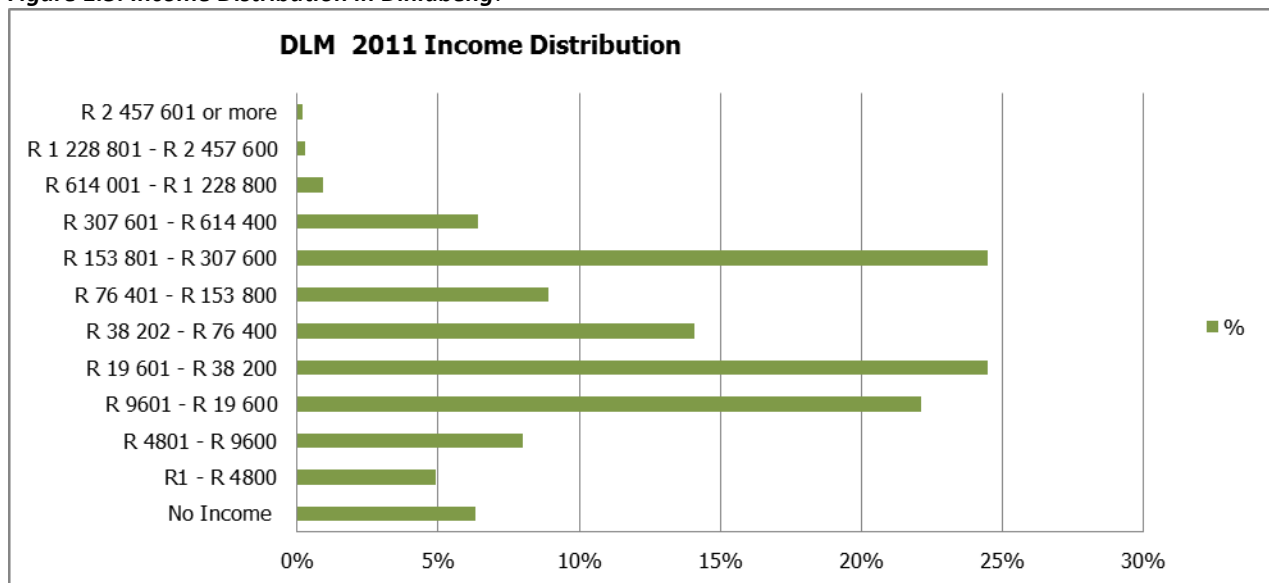


Source: Statistics SA Community Survey, 2007

From Figure 1.5 it is evident that the largest portion (25%) of employed adults in Dihlabeng earns between R19 601-38 200. This trend is also observed in the Free State and Thabo Mofutsanyana, where 64.7% and 71.6% of the economically active population earns than R4801 per month respectively. The second most significant income category, of 9 601-19600 represents 22% of the Dihlabeng working adults.

From these observations it is evident that there is an improvement of income levels compared to stats made in 2007 and in 2011 Survey, (Statistics SA Community Survey).

Figure 1.5: Income Distribution in Dihlabeng.

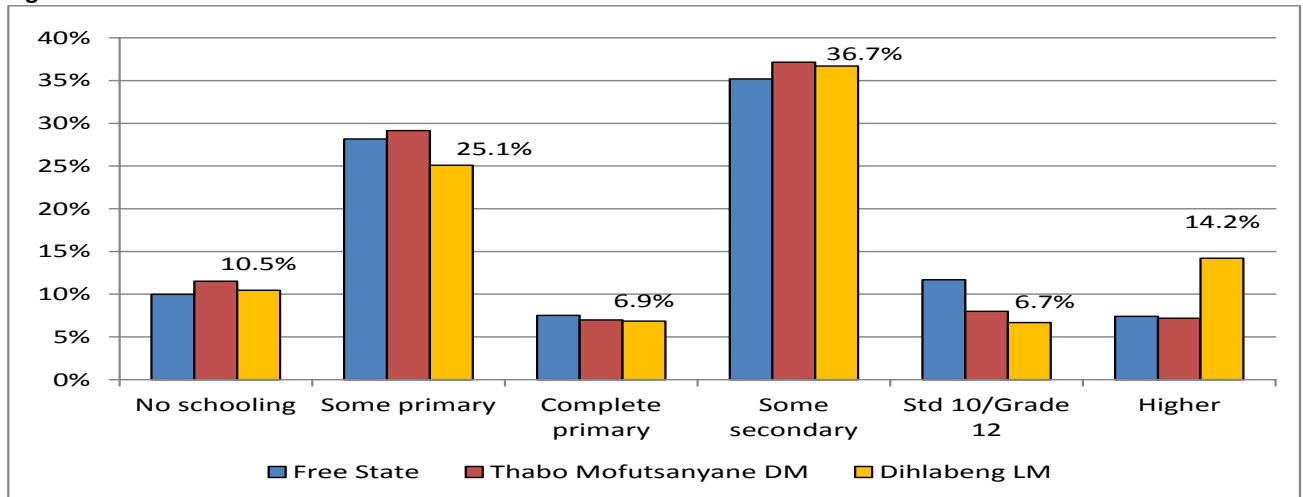


Source: Statistics SA Census, 2011

1.4.2 EDUCATION AND SKILLS

Table 1.6 illustrates the level of adult education in Dihlabeng during 2007 survey, compared to the Free State and Thabo Mofutsanyane. Less than 30% of adults in the Study Area completed Grade 12 or attained a higher education qualification, while 10.5% have no schooling at all.

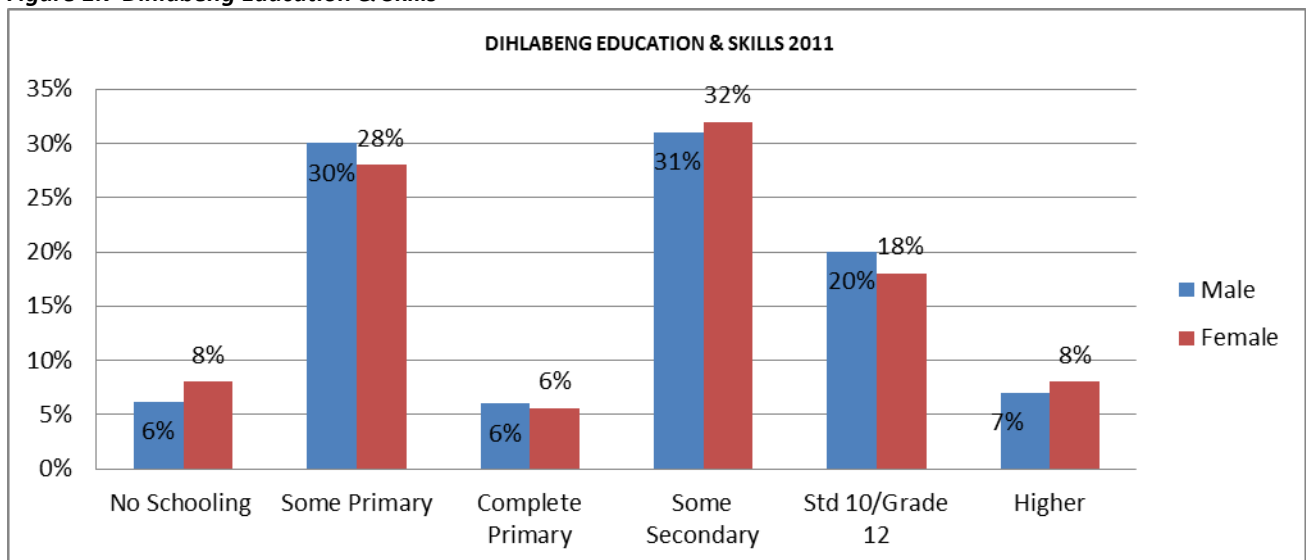
Figure 1.6: Education and Skills statistics SA in the Province



Source: Statistics SA Census 2001

In 2001 the situation with regard to education and skill in Dihlabeng has changed as reflected by Figure 1.7 Dihlabeng Education & Skills below

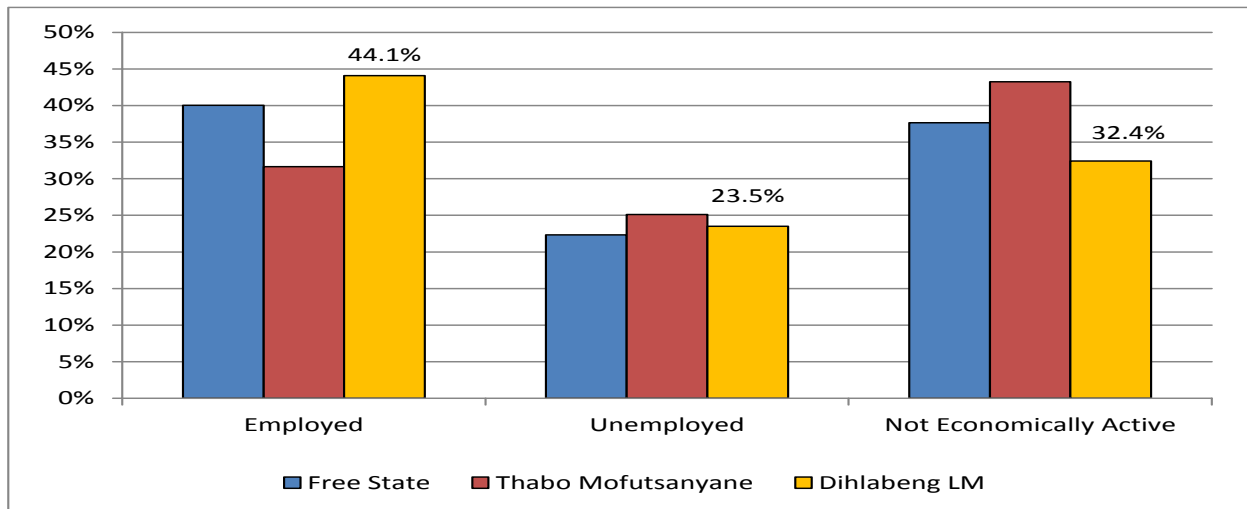
Figure 1.7 Dihlabeng Education & Skills



Source: Statistics SA Census 2011

Figure 1.8 illustrates the employment rate of Dihlabeng in 2011, in comparison with the Free State and the Thabo Mofutsanyana District. The Local Municipality had an unemployment rate of 23.5%, which is slightly lower than Thabo Mofutsanyana (25.1%). The province had an unemployment rate of 22.3% during 2011.

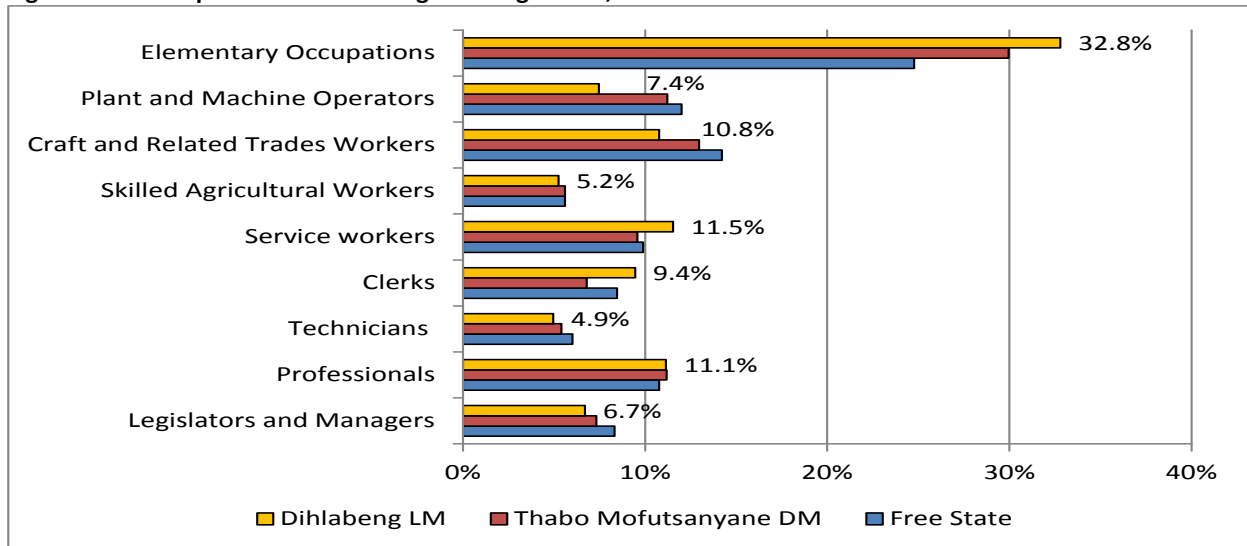
Figure 1.8 – Adult Employment Profile, 2007



Source: Statistics SA Census 2001

The skills profile of the working age population of Dihlabeng is shown in Figure 1.9 and compared with the Free State and Thabo Mofutsanyana. The level of skills within an area is important to determine the level of potential employment. The largest category among the employed adult population in Dihlabeng (32.8%), the Free State (24.8%) and Thabo Mofutsanyana (30%) are employed in elementary occupations and can be regarded as low to semi-skilled. Approximately 11.1% of the working population in the Study Area can be categorised as professionals and regarded as high-skilled workers.

Figure 1.9 – Occupation Profile among Working Adults, 2007



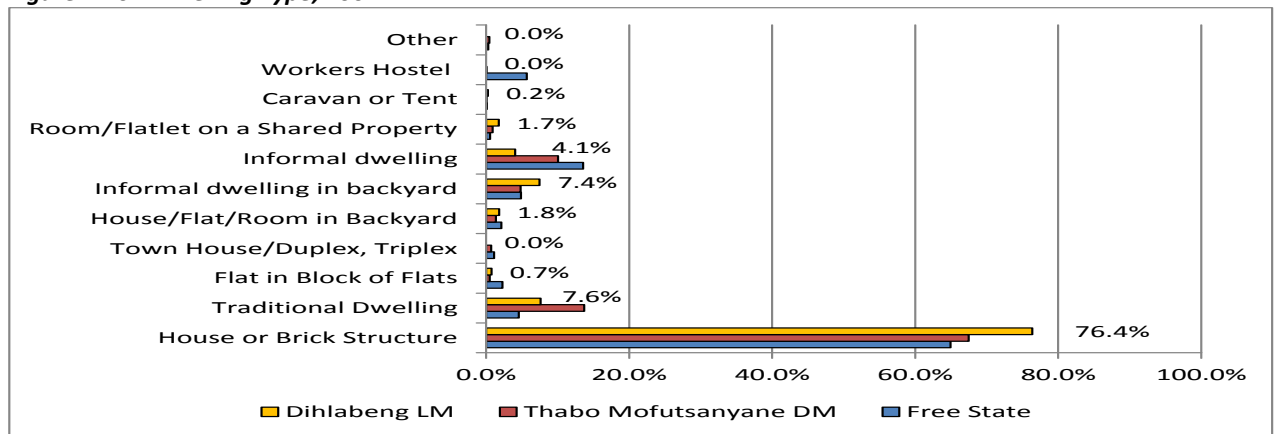
Source: Statistics SA Community Survey, 2007

1.4.3. DWELLING TYPES

Figure 1.10 illustrates the various dwelling types found in Dihlabeng, the Free State and Thabo Mofutsanyana. The most common form of dwelling type is brick houses on individual stands. This category represents 76.4% of housing in Dihlabeng, 67.5% in the District and 65% in the Province. This means that 23.6% of households in Dihlabeng Local Municipality have to make use of alternative types of housing.

In this regard, 11.5% of households in Dihlabeng can be classified as informal (shacks), compared to 14.9% of households in Thabo Mofutsanyana and 18.9% in the Free State Province. From this it can be interpreted that Dihlabeng has a lower portion of informal settlement dwellings compared to the District and the Province.

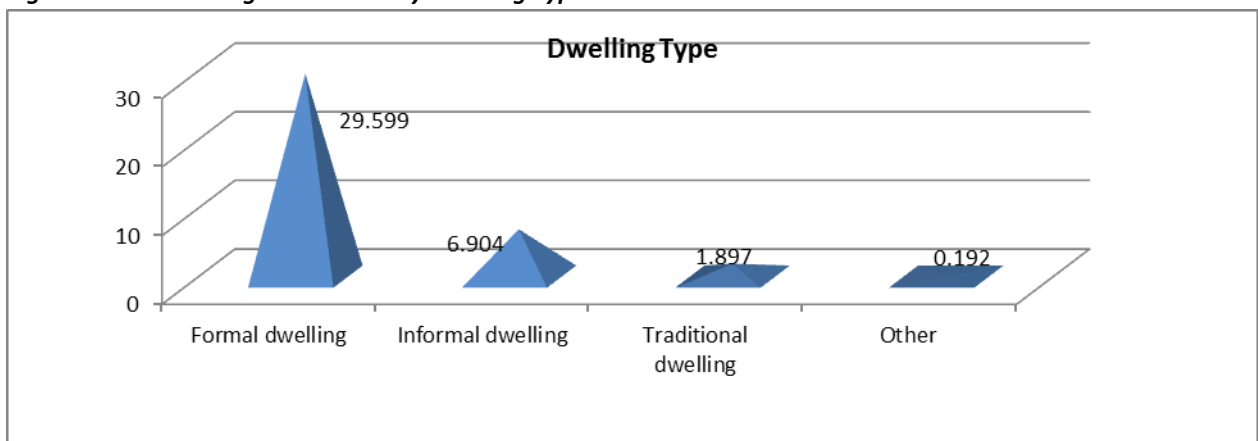
Figure 1.10 – Dwelling Type, 2007



Source: Statistics SA Community Survey, 2011

Figure 1.11 shows that 29 599 (76.7%) of the households are living in a formal type of dwelling and 6 904 (17.7%) are in need of the formal dwelling type of structure. This shows an increase of 13.4% of households who have access to formal houses in the past eleven years.

Figure 1.11 .Dihlabeng Households by Dwelling Type



Source: Statistics SA Census 2011

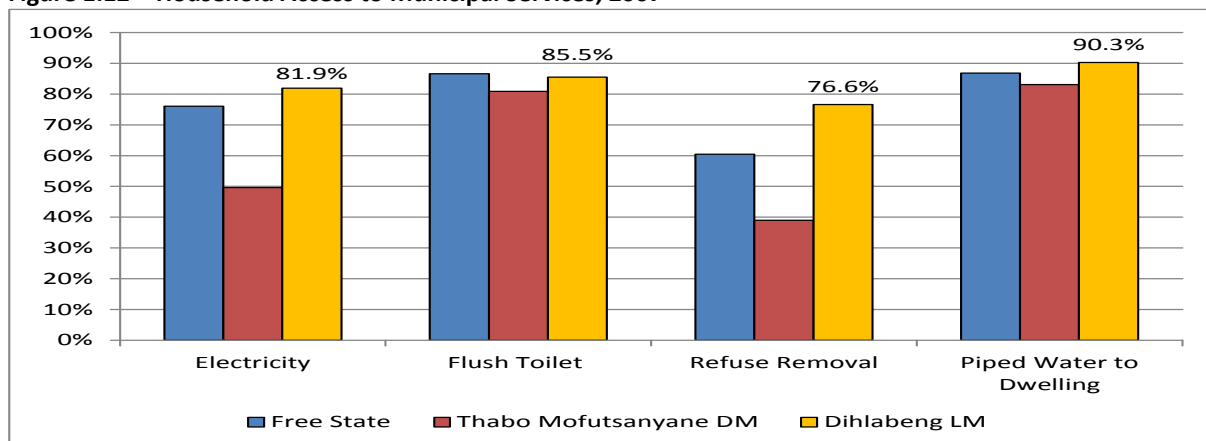
1.4.4 HOUSEHOLD ACCESS TO MUNICIPAL SERVICES

Household access to various municipal services in Dihlabeng is indicated by Figure 1.12. The majority of households in Dihlabeng are well catered for in terms of their access to municipal services.

The following observations are made:

1. About 10.9% of households were dependent on the use of candles as their main source of lighting during 2007.
2. Almost 12.4% of households indicated that they made use of their own refuse dump during 2007.
3. Some 6.3% of households did not have access to any form of piped water and had to make use of alternative sources such as streams, pools, water vendors, rain tanks, etc. during 2007.

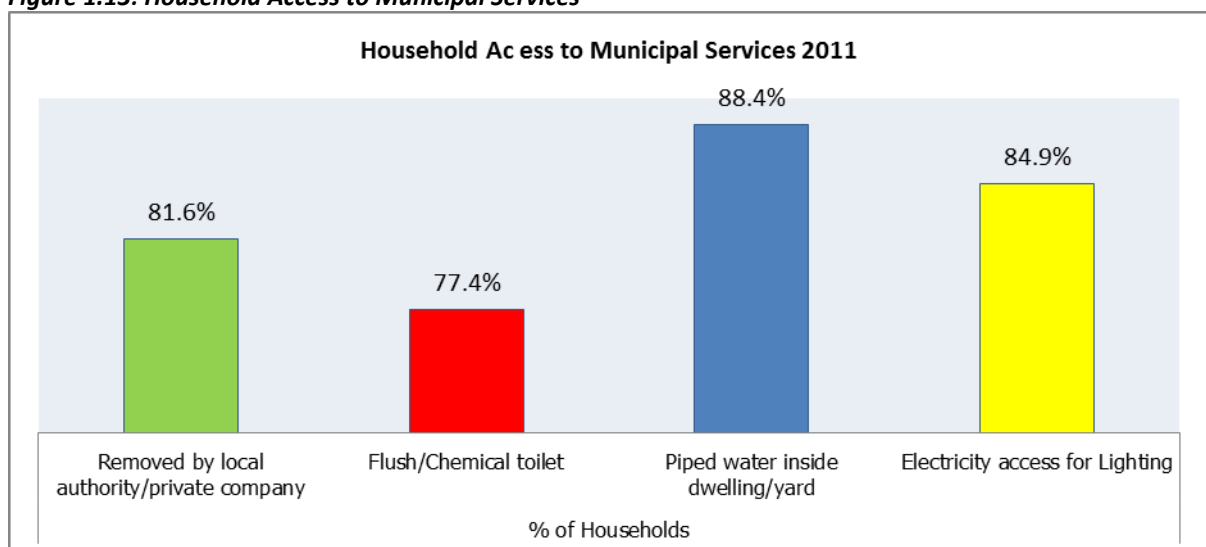
Figure 1.12 – Household Access to Municipal Services, 2007



Source: Statistics SA Community Survey, 2007

In Figure 1.13 there is illustration of household with access to municipal services in Dihlabeng which shows that there is improvement in the lives of the people with regard to services. Looking at previous year’s statistics you can agree that there is change. Electricity provision has increase from 81.6% to 84.9%, Refuse removal from 76. 6% to 81.6%. According to Municipal information all our formal houses has taps in their yard and receive sanitation services according to RDP standards. Our informal area faces challenges to meet RDP standard service of level.

Figure 1.13: Household Access to Municipal Services



Source: Statistics SA Census 2011

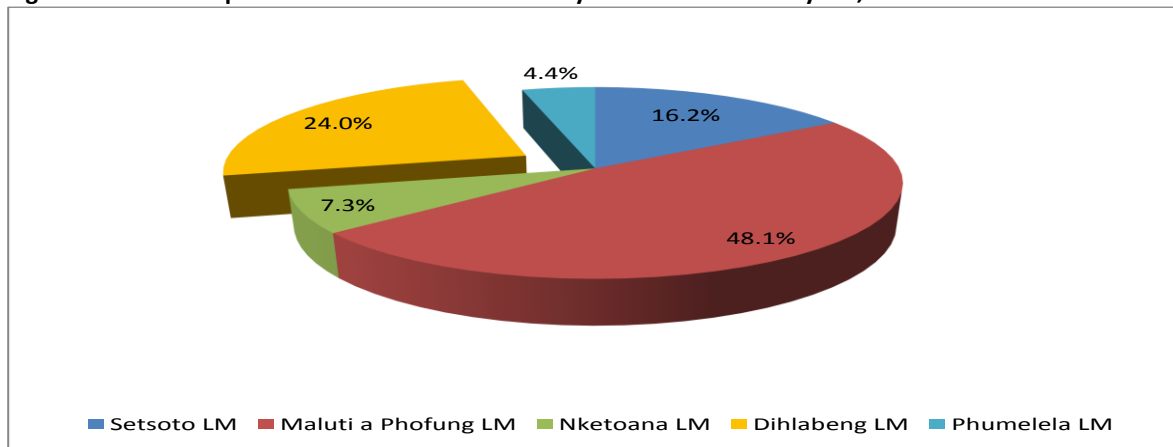
1.5 ECONOMIC PROFILE

The purpose of this Section is to provide a broad economic analysis of the regional and local economy. It is important to understand the economy of Dihlabeng within the context of the broader region so that comparisons and linkages with the broader economic community can be made. In doing so, this Section discusses and analyses each economic sector in terms of a sectoral analysis and also identifies those sectors with growth potential.

1.5.1 MUNICIPAL OVERVIEW

Figure 1.14 illustrates the GDP contribution of the Dihlabeng Local Municipality in 2010 compared to the other 4 Local Municipalities in the Thabo Mofutsanyana District. Dihlabeng contributed the second most (24.0%) to the District economy, followed by Setsoto (16.2%). Overall, Maluti-a-Phofung contributed the most (48.1%) to the economy of Thabo Mofutsanyana during 2010.

Figure 1.14– Municipal Contribution to the Economy of Thabo Mofutsanyana, 2010

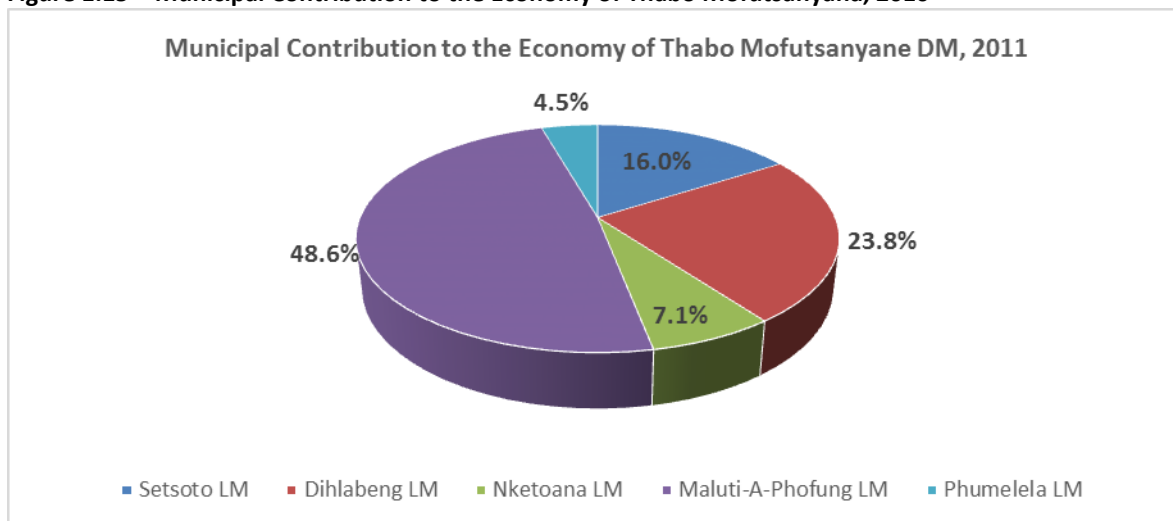


Source: (Quantec Research, 2010)

1.5.2 GROWTH

During 2000 to 2010, the economy of Dihlabeng experienced an average annual growth rate of 2.3%, compared to a 2.6% growth rate in Thabo Mofutsanyana and the Free State. Figure 1.15 indicates the annual growth rate from 1996 to 2010 in Dihlabeng, compared with the District, the Province.

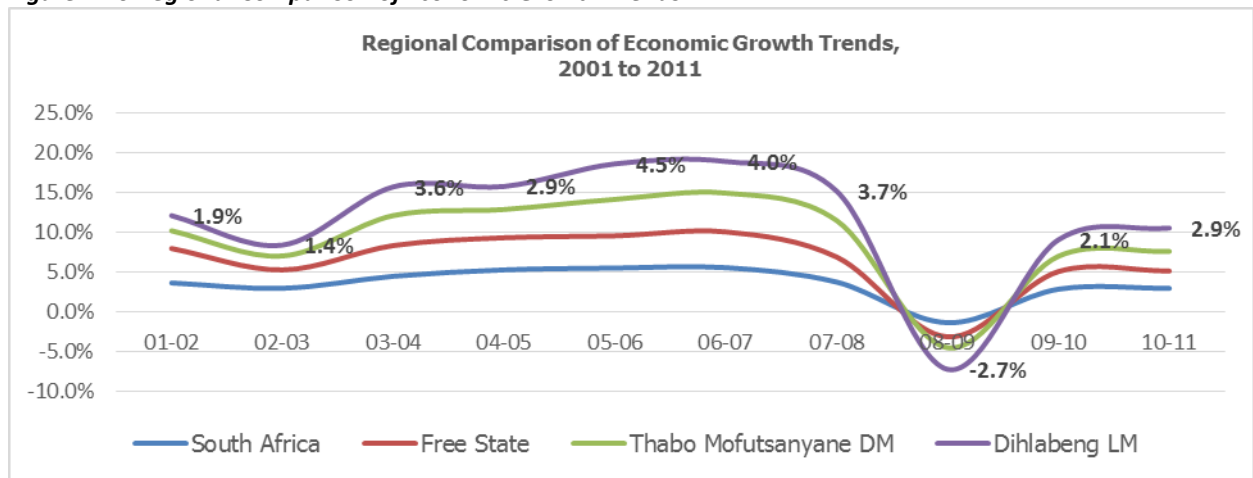
Figure 1.15 – Municipal Contribution to the Economy of Thabo Mofutsanyana, 2010



Source: Statistics SA Census 2011

Dihlabeng experienced an average annual growth rate of 2.9%, compared to a 2.1% growth rate in Thabo Mofutsanyana and the Free State. Figure 1.16 indicates the annual growth rate from 2001 to 2011 in Dihlabeng, compared with the District, the Province.

Figure 1.16 Regional Comparison of Economic Growth Trends



Source: Dihlabeng (Quantec Research, 2011)

1.5.3 LEVEL OF CONCENTRATION

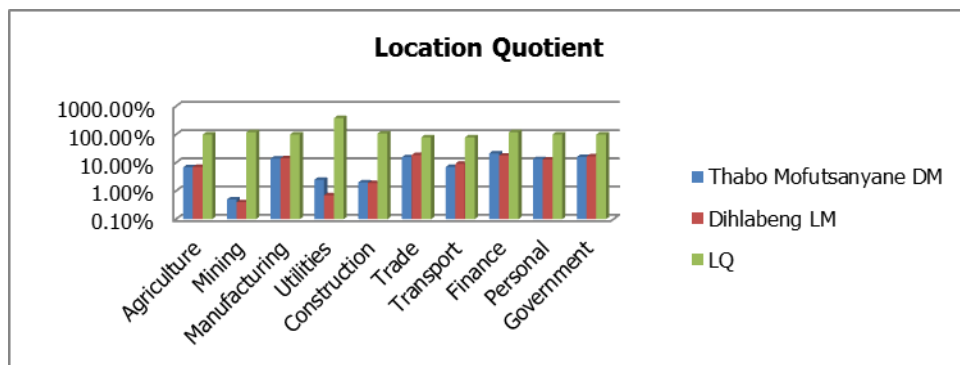
A Location Quotient indicates the comparative advantage or disadvantage of a particular economic sector in an area or region. A comparative advantage indicates a relatively more competitive production function for a product or service in that specific activity. A Location Quotient analysis for Dihlabeng in District context is provided by Table 1.17

A quotient larger than one indicates a comparative advantage and a quotient smaller than one indicates a comparative disadvantage in an economic activity. A quotient greater than five indicates a dependence on an industry sector.

From Table 1.17 below it is evident that the Dihlabeng economy has a comparative advantage in the following sectors with regards to the District economy:

1. Agriculture
2. Manufacturing
3. Trade
4. Transport
5. Government Services

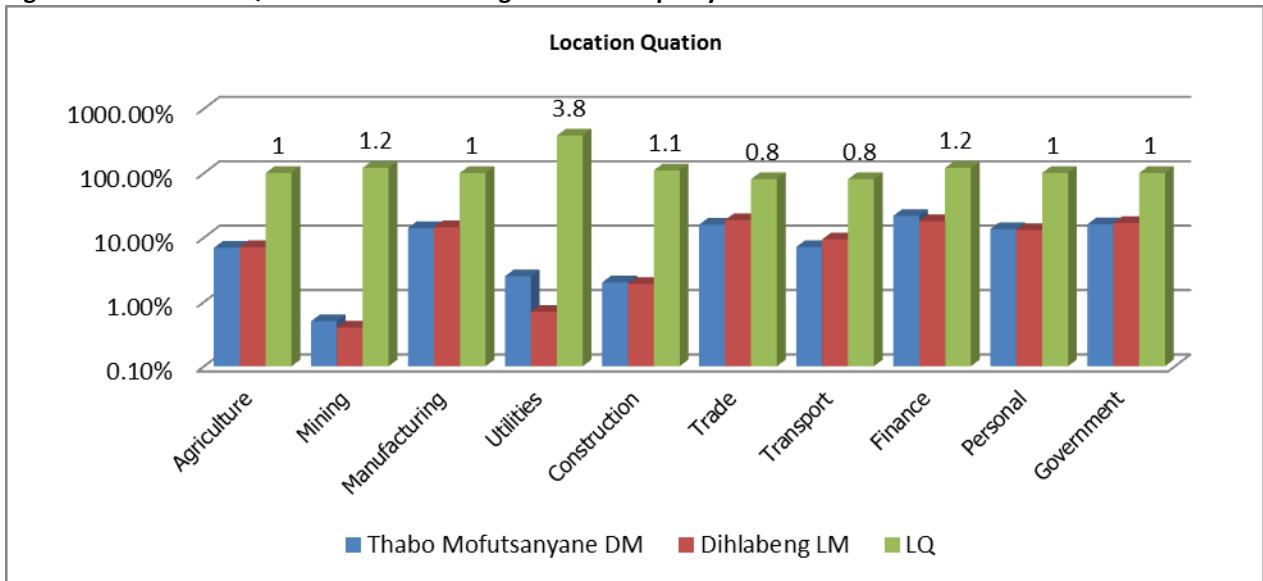
Figure 1.17: Location Quotient for Dihlabeng Local Municipality 2010



Source: Urban-Econ, 2010

A quotient larger than one indicates a comparative advantage and a quotient smaller than one indicates a comparative disadvantage in an economic activity. A quotient greater than five indicates a dependence on an industry sector.

Figure 1.18: Location Quotient for Dihlabeng Local Municipality 2011

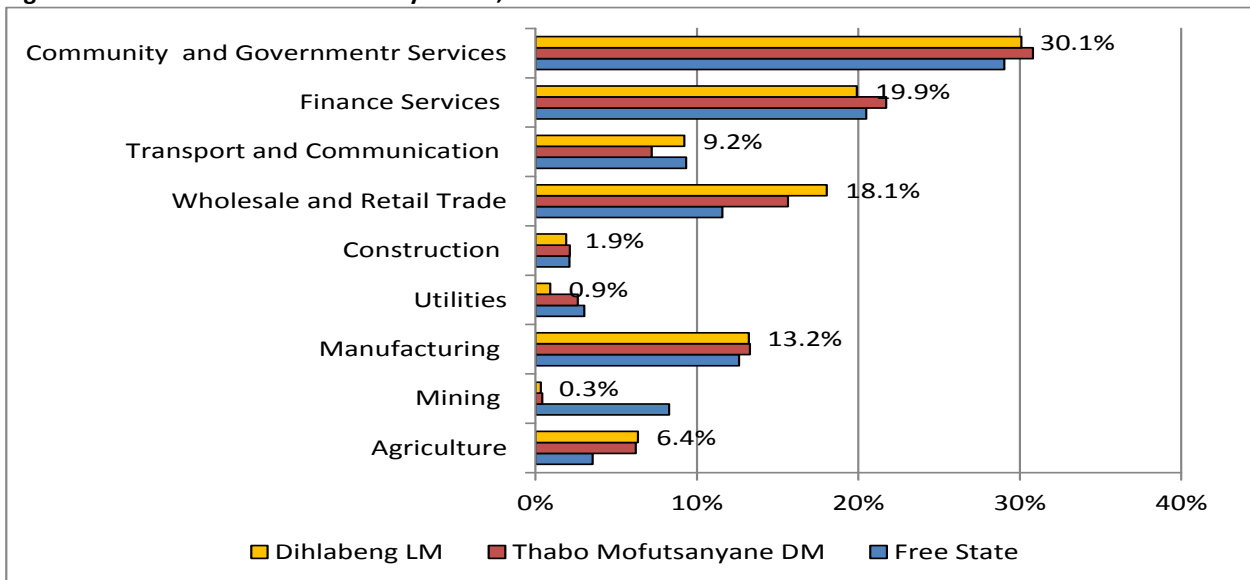


Source: DLM Urban-Ucon 2011

1.5.4 ECONOMIC SECTORS

The economy of Dihlabeng is illustrated by sectoral production in Figure 1.19 and compared to Thabo Mofutsanyana and the Free State. From this Figure it is evident that the local economy is dominated by the Community and Government services sector (30.1%), similar to the Provincial and District profiles during 2010.

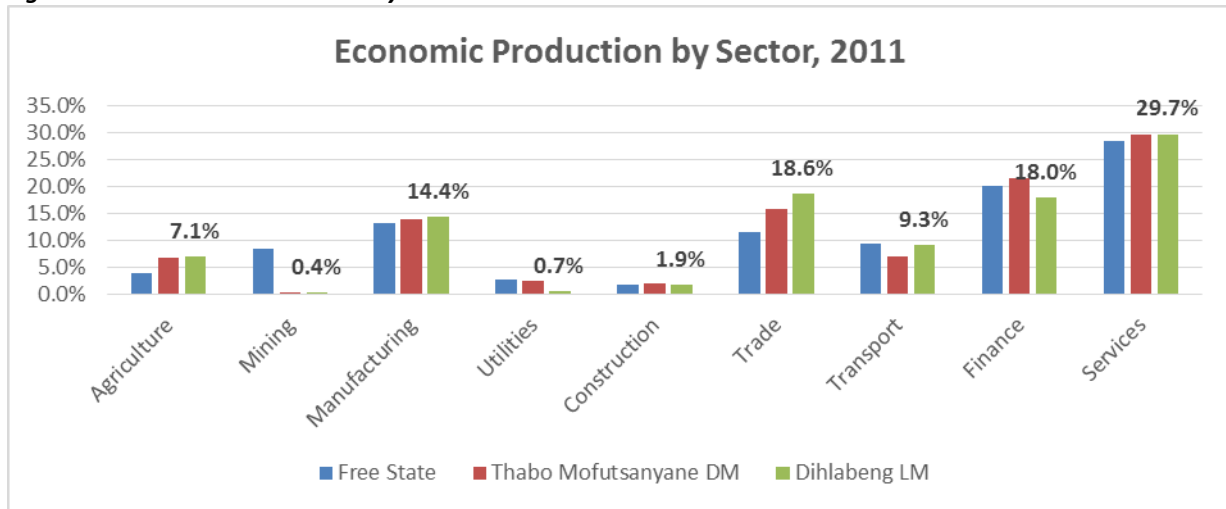
Figure 1.19 – Economic Production by Sector, 2010



Source: Quantec Research, 2011

The economy of Dhlabeng is illustrated by sectoral production in Figure 1.20 and compared to Thabo Mofutsanyana and the Free State. From this Figure it is evident that the local economy is dominated by the Community and Government services sector (29.7%), similar to the Provincial and District profiles during 2011.

Figure 1.20 Economic Production by Sector 2011

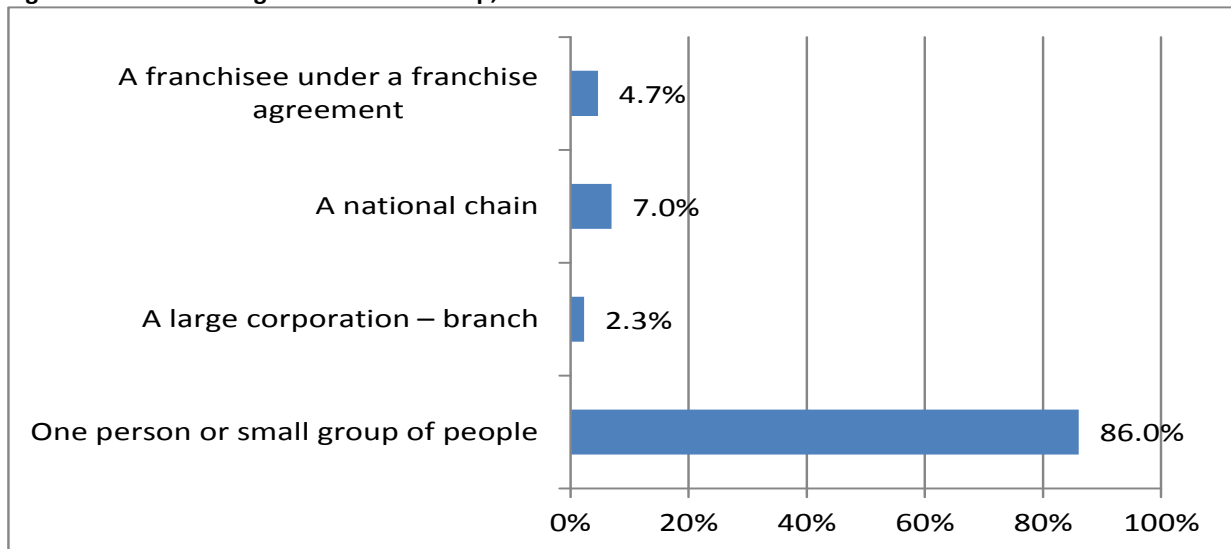


Source Statistics SA Census 2011

1.5.5 BUSINESS PROFILE

Business ownership is illustrated by Figure 1.21 and from this Figure it is clear that almost 90% of local businesses are owned by one person or a small group of people. Large corporations only accounted for 2.3% of Dhlabeng businesses, while national chains accounted for 7.0% and franchises 4.7% during 2011. This profile reflects a Trade sector which is mainly dependent on SMME-size businesses.

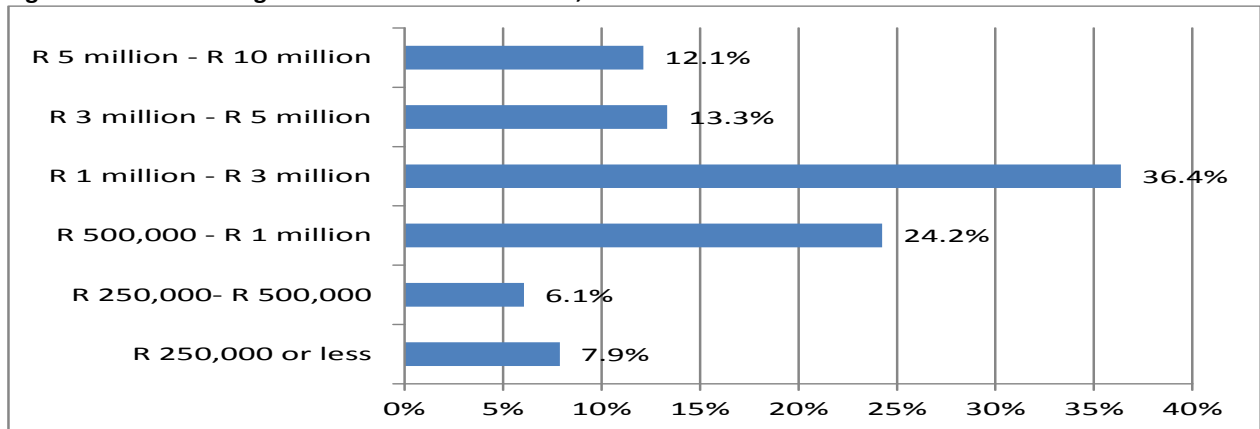
Figure 1.21 – Dhlabeng business ownership, 2011



Source: Dhlabeng Business Survey, 2011

Figure 4.21 illustrates the annual turnover of businesses in Dihlabeng. Almost 40% of local businesses said that they have recorded a turnover of between one and three million Rand during 2010, while 25.5% of businesses indicated a higher turnover. This observation is in line with the majority of businesses being categorised as SMMEs.

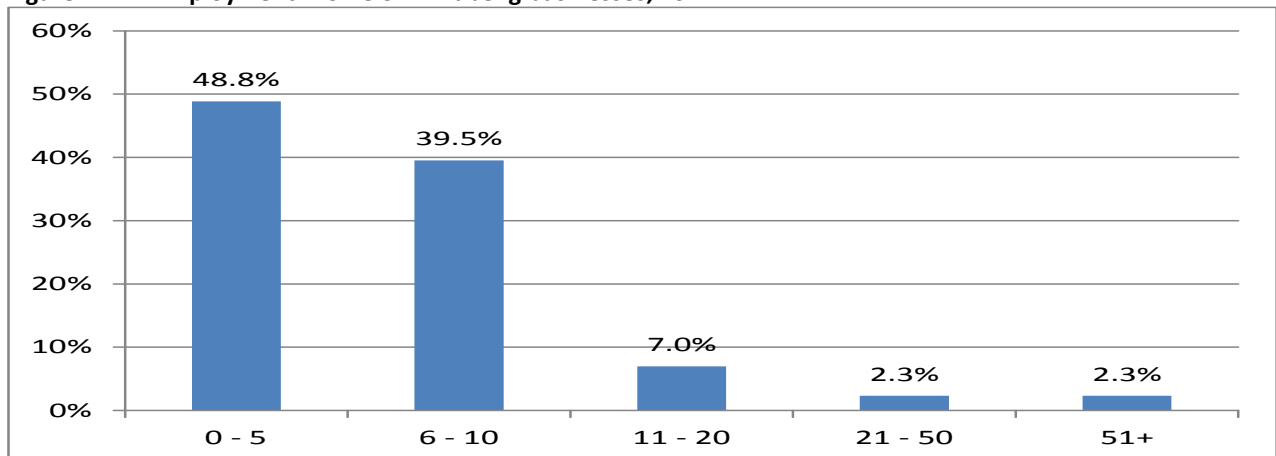
Figure 4.21 – Dihlabeng annual businesses turnover, 2011



Source: Dihlabeng Business Survey, 2011

Another approach to measuring business size is to investigate employment absorption. Figure 1.22 illustrates the employment profile of local businesses. From this profile it is evident that almost half of all businesses in Dihlabeng employ less than six people, while 39.5% employ between five and ten workers. Only 11.6% of local businesses employ more than ten people.

Figure 1.22 – Employment Profile of Dihlabeng businesses, 2011



Source: Dihlabeng Business Survey, 2011

1.6 Leadership and Management Structure

1.6.1 GOVERNANCE STRUCTURES

The political component of the Dihlabeng Local Municipality is based on the Executive System which reports to the Council and whose duties and functions are defined as to ensure proper decision making and allocation of funds.

The Dihlabeng Local Municipality consists of 40 Councillors, 20 Ward Councillors and 18 Proportional Councillors.

The following political parties are being represented in the Council.

Political Party	Ward Councillors	Proportional Councillors	Total
African National Congress	18	12	30
Democratic Alliance	2	6	8
Freedom Front Plus	0	1	1
Congress of the People	0	1	1
Total	20	20	40

DIHLABENG LOCAL MUNICIPALITY COUNCIL MEMBERS

NAME	DETAILS	NAME	DETAILS
Mr. T M H Mofokeng	EXECUTIVE MAYOR	Ms. M E Sempe.	Councillor, Ward 15
Mr. P D Lengoabala	SPEAKER	Mrs. S M Jacobs	Councillor, Ward 16
Mrs. L U Makhalema	COUNCIL WHIP	Mrs. A L R Mkhwanazi	Councillor, Ward 17
Mr. T J Tseki	Chairperson MPAC	Mr. J F Bonthuys	Councillor, Ward 18
Mr. C C Harrington	MMC LED	Mr. M V Mofokeng	Councillor, Ward 19
Ms. A L Rakhothule Mkhwanazi	MMC Human Settlement	Ms. M R Mokoena	Councillor Ward 20
Ms. M A Noosi	MMC IDP& PMS	Mr. M M Radebe	Councillor
Mr. M J Tshabalala	MMC Finance	Mr. H E Mokoena	Councillor
Mr. P P Mokoena	MMC Community Services	Ms. L U Makhalema	Councillor
Mr. L J Lemako	MMC Corporate Services	Mrs. N E Mabizela	Councillor
Mrs. T J Tshabalala	MMC Women, Children, Disability and Vulnerable Groups	Mrs. T J Tshabalala	Councillor
Mr. T J Seekane	MMC Public Works	MR. L J Lemako	Councillor
Mrs. M A Mokoena	Councillor, Ward 1	Mr. J P H Pienaar	Councillor
Mr. S Msimanga	Councillor, Ward 2	Mr. C C Harrington	Councillor
Mr. N N Nzimande	Councillor, Ward 3	Ms. M K Mofokeng	Councillor
Mr. P P Mokoena	Councillor, Ward 4	Mr. L J Mosikili	Councillor
Mr. M D Shabalala	Councillor, Ward 5	Mr. M J Mokoena	Councillor
Mr. M J Tshabalala	Councillor, Ward 6	Mr. B D L Venter	Councillor
Ms. T M Mofokeng	Councillor, Ward 7	Mr. P D Lengoabala	Councillor
Mr. T M H Mofokeng	Councillor, Ward 8	MRS. M Prior	Councillor
Mr. R P Mofokeng	Councillor, Ward 9	Mr. T V Mofokeng	Councillor
Mr. G J Roetz	Councillor, Ward 10	Mr. D Steven	Councillor
Mr. T A Masoeu	Councillor, Ward 11	Ms. M A Noosi	Councillor
Mr. J M Radebe	Councillor, Ward 12	Mr. P A Maarsdorp	Councillor
Mr. T J Seekane	Councillor, Ward 13	Mr P H Johannes	Councillor
Mr. T J Tseki	Councillor, Ward 14	Mr P T Ramaele	Councillor

1.6.2 Executive Political Leadership

MAYCO MEMBERS



**THE EXECUTIVE MAYOR
HONOURABLE Cnr TMH MOFOKENG**



**SPEAKER
Cnr P D LENGOBALA**

**THE COUCIL WHIP
Me. L U MAKHALEMA**

**CHAIRPERSON: MPAC
Cnr T J TSEKI**



**MMC M A NOOSI
IDP & PMS**



**MMC L J LEMAKO
CORPORATE SERVICES**



**MMC M J TSHABALALA
FINANCE**



**MMC C C HARRINGTON
LED**



**MMC P P MOKOENA
COMMUNITY SERV**



**MMC T J SEEKANE
PUBLIC WORKS**



**MMC T J TSHABALALA
WOMEN, CHILDREN,
DISABILITY & VULNERABLE
GROUPS**



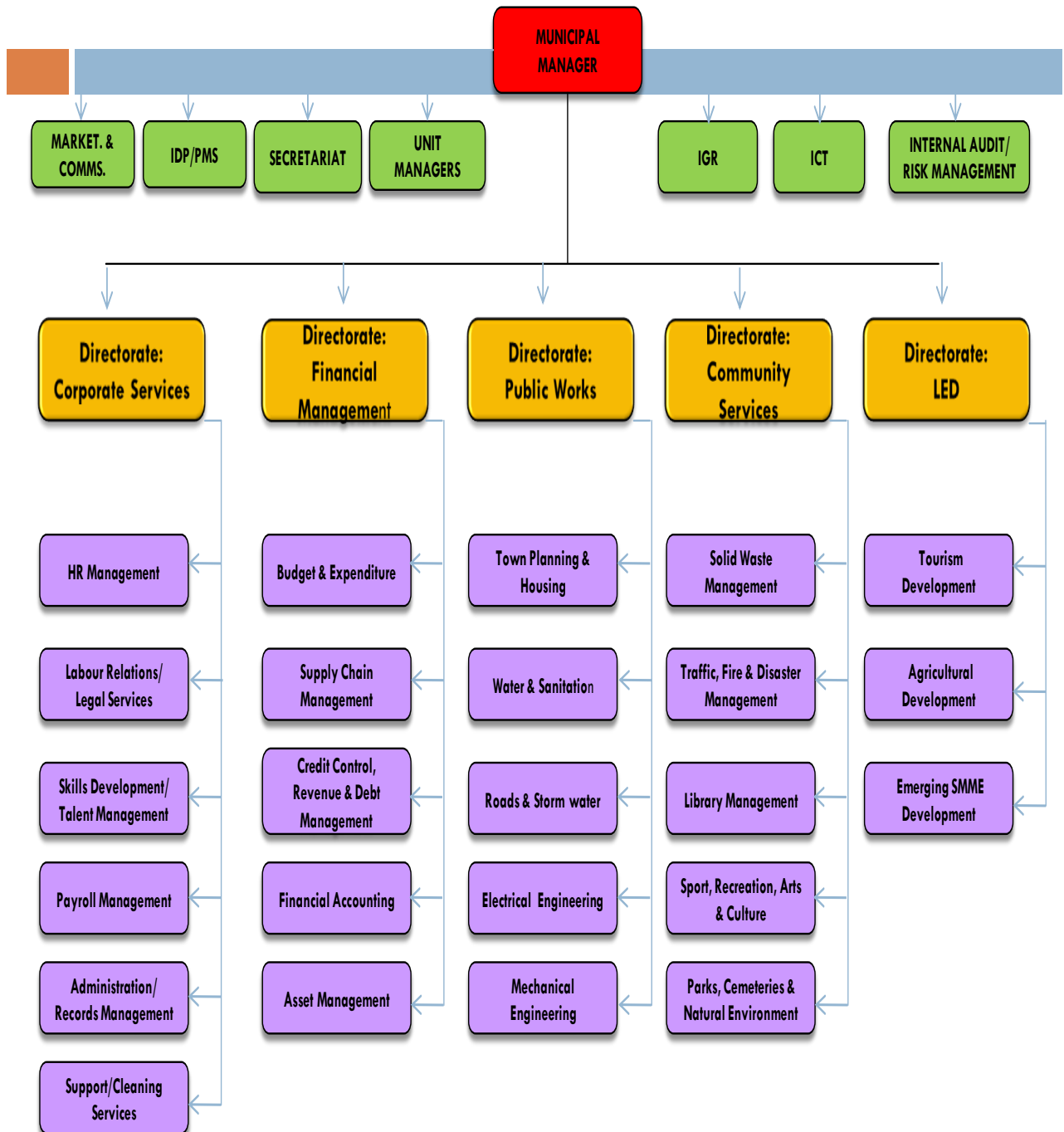
**MMC A L RAKHOTHULE
MKHWANAZI
HUMAN SETTLEMENT
GROUPS**

1.6.3 Executive Management Team

DESIGNATION	NAME	DESIGNATION	NAME
Municipal Manager	MR THABISO TSOAELI	Manager: Libraries	Mrs MB Mazibuko
Chief Financial Officer	Mr R Provis	Manager: Water & Sanitation	Mr M Machongoane
Acting Director: Corporate Services	Mrs MMC Sepheka	Manager: Assets	Mr I J Rossouw
Director: Public Works	Mr A B Masuku	Manager: Internal Audit	Mr S Morare
Director: Community Services	Mrs MMC Sepheka	Manager: IDP	Mr J Potsane
Director: Local Economic Development	Mrs T G Hadebe	Manager: Sport & Recreation	Ms N P Mdakane
Unit Manager: Bethlehem	Mr S Lengoabala	Manager: Solid Waste	Ms M A Mosima
Unit Manager: Clarens	Mr S Lekota	Manager: Revenue & Debt	Mr N K Mokhonoane
Unit Manager: Fouriesburg	Mr L P Ncala	Acting Manager: Secretariat	Mrs J Etzebeth
Unit Manager: Paul Roux	Mr D R Evans	Manager: PMS	Mr M Zondo
Unit Manager – Rosendal	Mr P F R Reed	Manager: Human Resources	Mr T E Posholi
Manager: Financial Accounting	Mr C Barnard	Manager: Roads & St. Water	Mr T Nkadimeng
Manager: Supply Chain	Mr P V Tlhabanelo	Manager: Legal Services	Mr J L Botha
Manager: Budget & Expenditure	Mr P Khiba	Acting Manager: Marketing/Comm	Mr T E Maitse
Manager: Human Settlement	Mr M Nhlapo	Manager: Mechanical Engineering	Mr J Delport
Manager: Tourism & Buss Development	Mr T Dladla	Manager: Public Safety & Emergency Services	Mr M A Ramotso
Assistant Manager: Electricity	Mr S Masoou	Manager: Town Planning	Mr T Mkomatsili
Manager: Risk	Ms V Sikaundi		
Manager in the Office of the Mayor	Mr L I Tshabalala		
Manager: Project Management Unit	Mr M Mphati		

1.6.4 High Level Organisational Structure

Functional View of Dhlabeng Local Municipality



1.6.5 Key Focus Areas for Municipality

In order to work towards a progressive attainment and realization of the council's vision as informed by government's policy frameworks as well the Constitutional and legislative obligations, five Key Focus Areas (KFAs) have been identified. These focus areas will enable sustainable service delivery, economic growth, job creation, poverty alleviation, sustainable development as well as good governance, among others, in order to progressively attain 'a better life for all'. The municipal's five KPAs are:

- Good Governance and Public Participation
- Basic Services and Infrastructural Development
- Local Economic Development
- Financial Viability and Management
- Municipal Transformation and Organizational Development



1.6.5.1 Good Governance and Public Participation



- Provide democratic and accountable government for local communities
- Encourage the involvement of communities and community organizations in the matters of local government.
- Facilitate the culture of public service and accountability amongst its staff and
- Assign clear responsibilities for the management and co-ordination of administrative units and mechanisms.

1.6.5.2 Basic Services and Infrastructural Development



- Infrastructure provision
- Alleviation of housing need
- Providing cemeteries
- Sufficient community facilities

1.6.5.3 Local Economic Development



- To create employment by promoting viable economic opportunities.
- To improve the manufacturing sector by encouraging environmentally friendly industries that will utilise local natural resources.
- To create an environment whereby Bethlehem will develop into a central service centre for professional services in the eastern Free State.
- To enhance the Agricultural Potential by implementing value-adding manufacturing process.
- To promote & enhance Tourism Opportunities in order to become a popular Tourist Destination.
- To market the Economic and Tourism potential of Dihlabeng.

1.6.5.4 Financial Viability and Management



- Ensure proper accounting of public funds.
- Improved financial viability of the municipality.
- Rendering efficient and effective support services in a transparent and accountable manner
- Ensuring effective and efficient income and expenditure management

1.6.5.5 Municipal Transformation and Organisational Development

CHAPTER 2: MUNICIPAL PERFORMANCE HIGHLIGHTS

As a directive of the Constitution of the Republic of South Africa, Dhlabeng Local Municipality provides services as outlined in Schedules 4 (Part B) and 5 (Part B) of the Republic of South Africa Act, (Act 108 of 1996). These services include water provision, waste water (sanitation), electricity distribution, waste management (including refuse removal and solid waste disposal) and the facilitation of housing and provision of sites. In accordance with National Treasury Guidelines and Directives, the Municipality also provides Free Basic Services (FBE) to indigent households within our communities. This is meant to provide relief to those households that are not able to pay their consumer accounts.

2.1 LEVEL AND STANDARD OF SERVICE - WATER AND SANITATION

The Water Services Act of 1997 and the General Enabling Act of 2005, dictate how Water Authorities and Water Service Providers should provide the water services as well as the quality of water that needs to be supplied.

Dhlabeng Municipality is the Water Service Authority and as such we are committed to improving the physical, socio-economic and institutional arrangements in order to address poverty and promote infrastructure development. For the year under review we committed to ensuring the provision of water and sanitation services to our communities in a sustainable manner.

All townships around Dhlabeng have access to water and sanitation services (according to RDP standards) and only informal areas mention below have no access to water and sanitation services according to RDP standards.

Informal Settlements with no access according to RDP standards

Town	Informal settlements	Total to Informal areas
Bohlokong	Captain Charles Selahliwe Riverside	1097
Kgubetswana	Mokobobong	300
FatengtseNtsho	Makwetu	93
Mautse	Metati	1000
Mashaeng	None	None

Source: Dhlabeng Local Municipality 2011

2.1.1 WATER AND SANITATION SERVICES

According to the 2011 Census, there was an increase of 65% of Households with access to piped water inside the dwelling between 1996 and 2011.

Service levels for the core function-water

TOWN	No. of Households	HH RDP Water Service Levels (2011)		RDP Water Backlog		Free Basic Water
		Number	%	Number	%	Number
Bethlehem	27 004	24 556	90.9	2 448	9.1	14 804
Clarens	2 557	2 131	83.3	426	16.7	1 430
Paul Roux	2 080	1 824	87.6	256	12.4	1 703
Rosendal	1 973	1 244	62.9	729	37.1	1 965
Fouriesburg	4 979	4 372	87.8	607	12.2	3 484
TOTAL	38 593	34 127	88.4	4 466	11.6	23 386

Source: Dhlabeng Local Municipality

2.1.2 SERVICE DELIVERY IMPROVEMENT INITIATIVES – WATER SERVICES

The Municipality initiated a number of programmes to drive the achievement of the set strategic objectives which included the provision of water reticulation networks in all underserved areas around Dihlabeng and at the same time continue to carry out the maintenance and upgrading of existing water networks programme.

During the year under review we initiated the following projects in line with our strategy to increase the percentage of households with access to water services:

Ward No. / Area	National Project No.	Project Name	Project Category	Project Status	No. of Jobs Created
		Fully equipped Raw Water Abstraction Point	Water	Completed	
		Upgraded Morelig Pump Station	Water	Completed	
		Installation of sewer and water services for 204 stands in Bohlokong	Water	60% Completed	
		Refurbishment of Saulspoort Water Treatment Works	Water	Completed	
		Refurbishment of Clarens Water supply system.	Water	Completed	
		Construction of 2Ml Reservoir, Pressure break Tank and pump station.	Water	95% Completed	
		Construction of Bulk Water pipelines from Bethlehem to Paul Roux	Water	Completed	

We continue to provide quality portable water access to all our Schools, Public Hospitals and Clinics around our jurisdiction in a sustainable manner.

Dihlabeng Local Municipality complies and continues to improve our ratings with regards to adherence to the water services regulation in particular taking into account the Blue Drop Assessment Criterion.

2.1.3 SANITATION SERVICES

According to the 2011 Census, there was an increase of 66% of Households with access sanitation between 1996 and 2011.

Service level for the core function -sanitation

TOWN	No. of Households	HH RDP Sanitation Service Levels (2011)		RDP Sanitation Backlog		Free Basic Sanitation
		Number	%	Number	%	Number
Bethlehem	27 004	23 458	86.9	3 538	13.1	14 804
Clarens	2 557	1 912	74.8	645	25.2	1 430
Paul Roux	2 080	195	9.4	1 888	90.6	1 703
Rosendal	1 973	388	19.6	1 587	80.4	1 965
Fouriesburg	4 979	3 938	79.0	1 044	21.0	3 484
TOTAL	38 593	29 891	75.1	8 702	24.9	23 386

Source: Dihlabeng Local Municipality 2012

2.1.4 SERVICE DELIVERY IMPROVEMENT INITIATIVES – SANITATION SERVICES

Ward No. / Area	National Project No.	Project Name	Project Category	Project Status	No. of Jobs Created
		Installation of sewer and water services for 204 stands in Bohlokong	Sanitation	60% Completed	
		Installation of waterborne sanitation system in Paul Roux and Fateng-Tse-Ntsho - Phase 1	Sanitation	Completed	
		Upgrading of outfall sewer pump stations and pipelines in Bohlokong	Sanitation	Completed	
		Refurbishment of Bethlehem Wastewater Treatment Works	Sanitation	Completed	

We are committed to provide the highest level of sanitation services to our residents. In our area of jurisdiction the highest level of sanitation services provided by the municipality is a flush toilet connected to the sewerage system and the basic level of service includes flush toilet with septic tank and a PIT latrine with ventilation.

We continue to provide quality full and intermediate access to sanitation to all our Schools, Public Hospitals and Clinics around our jurisdiction in a sustainable manner.

Dihlabeng Local Municipality complies and continues to improve our ratings with regards to adherence to the water services regulation in particular taking into account the Green Drop Assessment Criterion.

2.2 LEVEL AND STANDARD OF SERVICE - ELECTRICITY PROVISION

Electricity Generation and Transmission is in part the sole responsibility of Eskom and the Municipality. Dihlabeng Local Municipality is licensed by the National Energy Regulator of South Africa (NERSA) only to distribute electricity within the Bethlehem area of jurisdiction. Dihlabeng Local Municipality noted over time that electricity is no longer a cheap commodity hence our successful initiative to use our water resource to generate and distribute electricity using the HYDRO plant located at the Saulspoort dam.

Communities in the DLM are fairly well supplied with electricity. From this it is evident that about 38 522 of the households in the municipality have access to electricity. The largest backlogs seem to be in Fouriesburg with 880 households. The total electricity backlog in the municipality is in the order of about 5970 Households.

The Census 2011 statistics indicate that 84.9% of the households of DLM have access to electricity. Bethlehem has the highest percentage of households with access to electricity at 23622.

TOWN	No. of Households	HH RDP Access to Electricity (2011)	HH WITHOUT ACCESS TO ELECTRICITY	
		Number	INFORMAL	RURAL / FARMS
BETHLEHEM/BOHLOKONG	26996	23622	1400	1974
FOURIESBURG/MASHAENG	4982	4089	0	893
ROSENDAL/MAUTSE	1975	1187	1000	788
CLARENS/ KGUBETSWANA	2557	2076	220	261
PAUL ROUX/ FATENG TSE NTSO	2083	1749	60	274
TOTAL	38593	32723	1780	4190

We continue to provide uninterrupted access to electricity to all connected households around our area of jurisdiction in a sustainable manner. For year under review, in total we registered an increased number of indigent from 13 902 the previous financial year to **13 902** for the period ending June 2013.

Dihlabeng Local Municipality provides free basic electricity to **358** households around Bethlehem and Eskom makes provision for the **13 544** registered indigents around Dihlabeng.

2.3 LEVEL AND STANDARD OF SERVICE - REFUSE REMOVAL & SOLID WASTE MANAGEMENT

Dihlabeng Local Municipality spares no effort in ensuring that refuse removal is done at least once a week at every household, to ensure the efficient management of the solid waste disposal sites, to prevent littering and to ensure that the street and pavements are regularly cleaned.

Refuse collection between 1996 and 2011 has increase by 54%, with collections being made once a week by the Local Municipality.

Service levels for the core function – refuse removal

TOWNS	TOTAL NUMBER OF HOUSES/HOUSEHOLDS			HOUSE HOLD WITH ACCESS TO REFUSE REMOVAL			REFUSE REMOVAL BACKLOG		
	DLM 2012	Survey	Households Census 2011	DLM 2012	Survey	Households Census 2011	DLM 2012	Survey	Households Census 2011
Bethlehem/Bakenpark/Bohlokong	13 789		26996	13 783		22 547	6		533
Fouriesburg/Mashaeng	4 697		4982	4644		3825	53		139
Clarens/Kgubetswana	1 713		2083	1 665		1858	48		127
Rosendal/Mautse	1 378		1975	1 238		1412	140		168
Paul Roux/Fateng	1 533		2557	1 533		1715	0		121
TOTAL	23 110		38593	22 863		31358	247		1088

With the exception of Bethlehem (permitted landfill site) and Clarens (permitted transfer station), none of the other urban areas permitted disposal site are functional. The capacity of each of the permitted and non-permitted disposal sites is sufficient over the medium-to-long term as indicated below:

Town	Waste Facility	Collection System	Capacity
Bethlehem	Permitted Regional Landfill Site.	Once a week collection	25-30 years
Paul Roux	Waste disposal site permitted. A transfer Station not operational.	Once to twice a week collection	5-10 years
Rosendal	Waste disposal site permitted. A transfer Station not operational.	Once to twice a week collection	10-15 years
Fouriesburg	Waste disposal site permitted. A transfer station not operational.	Once to twice a week collection	10-15 years
Clarens	A permitted and operational transfer Station.	Once to twice a week collection	25-30 years

We continue to provide free basic refuse removal to all registered indigent households around our area of jurisdiction in a sustainable manner.

To ensure the smooth and uninterrupted provision of refuse collection and at the same reducing overheads the municipality leased six (6) haulage trucks from the Government Garage on a three year contract, over and above this initiative the municipality embarked on a number of cleaning campaigns and initiated recycling projects around the Dihlabeng Communities.

The Dihlabeng Local Municipality is characterized by large areas of natural beauty (mountains, rivers) which contributes to the vibrant tourism activities within the area. Apart from a number of policy guidelines, environmental activities are regulated in terms of the National Environmental Management Act and the Regulations thereto.

2.4 LEVEL AND STANDARD OF SERVICE – LOCAL ECONOMIC DEVELOPMENT

The Local Economic Development Directorate continues for fund and support a number of Entrepreneurial initiatives around Dihlabeng and as such contributes towards poverty alleviation and job creation. The municipality continually facilitates SMME development and community projects in line with the broader LED Strategy implementation.

Ward No. / Area	National Project No.	Project Name	Project Category	Project Status	No. of Jobs Created
11	internal	BANTU HAIR	Personal care & hygiene	completed	3
8	Internal	MHLABA THABA	Computer Network	completed	4
5	Internal	ICHUKULELE	Personal care & hygiene	completed	5
17	internal	KHONZE	Computer Networks	completed	3
7	internal	DEBORAH SEWING	Retail	completed	8
4	internal	IPOKELENG SEWING	Retail	completed	7
16	internal	NYAKZ SALON	Personal care & hygiene	completed	2
7	internal	TRIPPLE M ELECTRICITY	Supply Services & tele communications	completed	1
6	internal	MESELANE CONSTRUCTION	constructions	completed	10
10	internal	LEFATSHE KE LA RONA	Catering	completed	7
1	internal	BETHLEHEM & BOHLOKONG	Manufacturing	completed	5
5	internal	MOKOENA THABO	Manufacturing	completed	
19	internal	RETENG TUCKSHOP	Wholesale	completed	2
7	internal	TAOLANE TGD	Broiler Production	completed	3
16	internal	KAWENG MUSIC	Entertainment	completed	2
19	internal	BOHLOKONG UPHOLSTERY	Manufacturing	completed	3
16	internal	BEST OF AFRICA	Arts & Crafts	completed	6
8	internal	RATANANG CREATION	Arts & Crafts	completed	5
15	internal	REMMOHO SEWING PRO	Retail	completed	8
17	internal	SEVUKILE FATENG	Vegetable Production	Completed	6
	internal	IKEMELENG	Vegetable Production	completed	5
20	internal	Nkoko Project	Vegetable Production	completed	22
15 & 20	internal	3 Broiler Units	Poultry	completed	15
15	internal	Ralehoi piggery	Poultry	completed	5
	internal	Layer structure	Poultry	completed	5
20	internal	Ikaheng and clarens piggery	Poultry and Piggery	Completed	14
	internal	Tandem eggs	Poultry	Completed	2
17	internal	Mantshatlala poultry	poultry	completed	7
	internal	Mashaeng poultry	poultry	completed	7
	internal	Mapepe project	vegetable	completed	2

2.5 LEVEL AND STANDARD OF SERVICE – TOWN PLANNING & HOUSING

Town Planning is responsible for determining the development direction of the Local Municipality. It provides services relating to Spatial Planning, Building Control, Development Control and Land Use Management.

Although the Dhlabeng Local Municipality does not have powers to approve the respective Land use applications, it does provide recommendations to the Free State Province.

2.5.1 BUILDING AND ZONING PLANS

The submission and approval of building plans within a Local Municipality is used as an economic indicator within its boundaries.

The submission and approval of building plans is classified as follows:

- New Residential Buildings;
- Extensions to Residential Buildings;
- Non-residential Buildings; and
- Extensions to Non-Residential Buildings.

With regard to the above, the number of building plans submitted end of December 2012 and linked to financial value is as follows:

Approvals	New Residential		
	2010/2011	2011/2012	2012/2013
Bethlehem/Bohlokong			
Number	31	34	27
Value	R 30,901,000.00	R39,924,000.00	R 25,277,000.00
Clarens/ Kgubetswana			
Number	4	10	7
Value	R 4,000,000.00	R9,864,000.00	R 7,813,000.00
Paul Roux/Fateng-tse-Ntsho			
Number	2	4	1
Value	R 1,424,000.00	R1,835,000.00	R 570,000.00
Rosendal/Mautse			
Number	0	1	1
Value	0	R800,000.00	
Fouriesburg/Mashaeng			
Number	4	1	0
Value	R 3,215,000.00	R964,000,00	0
Total Number	41	50	36
Total Value	R 39,540,000.00	R53387,000.00	R33,660,000.00

Source: Dhlabeng Local Municipality 2013

It is evident that the majority of building activity within the residential market is focused within Bethlehem/Bohlokong followed by Clarens/Kgubetswana. This trend is a national phenomenon with a significant slow-down in the new property market.

2.5.2 EXTENSIONS TO RESIDENTIAL BUILDING

Trend seems to be that property owners rather opted to upgrade their existing properties as opposed to build new buildings.

Approvals	Extension to Residential		
	2010/2011	2011/2012	2012/2013
Bethlehem/Bohlokong			
Number	78	109	131
Value	R 15,794,000.00	R20,637,000.00	R 19,401,000.00
Clarens/ Kgubetswana			
Number	5	8	2
Value	R 1,879,000.00	R2,372,000.00	R 325,000.00
Paul Roux/ Fateng-tse-Ntsho			
Number	3	3	0
Value	R 543,000.00	R322,000.00	0
Rosendal/Mautse			
Number	0	1	1
Value	0	R147,000.00	R 325,000.00
Fouriesburg/Mashaeng			
Number	3	2	0
Value	R 640,000.00	R362,000.00	0
Total Number	89	122	134
Total Value	R 18,856,000.00	R23,840,00.00	R 20,051,000.00

2.5.2 EXTENSIONS TO NON-RESIDENTIAL BUILDINGS

The majority of non-residential activities are taking place in Bethlehem/Bohlokong, with marginal activities in Clarens. The total number of applications for non-residential buildings and extensions thereto is summarized below and the figures for 2012/2013 are up to the end December 2012:

Approvals	Non-Extension to Residential		
	2010/2011	2011/2012	2012/2013
Bethlehem/Bohlokong			
Number	11	9	4
Value	R10 263 000.00	R58,096,000.00	R 6,240,000.00
Clarens/ Kgubetswana			
Number	1	0	2
Value	R1 100 000.00	0	R 636,000.00
Paul Roux/ Fateng-tse-Ntsho			
Number	0	0	0
Value	0	0	0
Rosendal/Mautse			
Number	0	0	0
Value	0	0	0
Fouriesburg/Mashaeng			
Number	8	0	0
Value	R4 255 000.00	0	0
Total Number	20	9	6
Total Value	R15 618 000.00	R58,096,00.00	R 6,876,000.00

The future development proposals of each of the urban areas are contained in SDF 2010/2011. Details pertaining to each of the proposals are contained in the Dihlabeng Local Municipality SDF.

Although the planning of the Dihlabeng Local Municipality should occur in an integrated manner, the scale and the detail of development between the rural and urban development is totally different and for such reason the proposals are dealt with separately.

CHAPTER 3: HUMAN RESOURCE AND OTHER ORGANISATIONAL MANAGEMENT

The Human Resources function is located within the Department of Corporate Services and is headed by the Director: Corporate Services who is accountable to the Municipal Manager. The Section serves as a catalyst to all Departments of the Municipality with regards to Human Capital Placement, Development and Retention amongst other services rendered by the Directorate.

3.1 WORKFORCE PROFILE

During the year under review, the municipality revised its organisational structure to ensure that it is aligned to strategic priorities. Subsequently, the municipality ensured that most critical posts were filled, and the positions were filled through internal movements and external appointments. Below is a breakdown of the staff establishment of the municipality:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	31	1	0	13	14	0	0	2	0	1	62
Senior management	12	1	0	11	14	0	0	5	0	0	43
Professionally qualified and experienced specialists and mid-management	75	1	0	22	35	0	0	11	0	0	144
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	71	1	0	5	23	1	0	6	0	0	107
Semi-skilled and discretionary decision making	80	0	0	3	9	0	0	0	0	0	92
Unskilled and defined decision making	293	5	0	1	133	1	0	1	0	0	434
TOTAL PERMANENT	562	9	0	55	228	2	0	25	0	1	882
Temporary employees	6	0	0	1	3	0	0	0	0	0	10
GRAND TOTAL	568	9	0	56	231	2	0	25	0	1	892

In filling the critical posts, the municipality took into account, the Employment Equity Plan. It ensured that deliberate measures were taken to promote the appointment of women, in particular. This was an important step in the right direction since the municipality if not doing particularly well on the employment equity front.

Over and above the many human resource policies that are already in place, the municipality continuously reviews and updates its policies to ensure the acceleration of our organisational development and transformation goals, in particular talking to talent management and leadership development.

On Labour Relations, the municipality made efforts to resuscitate the Labour Forum including its sub-committees, in particular the Health and Safety Committee and the Training Committee. Dispute the challenges the forum and its sub-committees managed to meet on a regular basis and progressive decisions taken in the interest of both parties.

3.2 HUMAN CAPITAL DEVELOPMENT

In relation to skills development, the municipality ensured that training needs are identified and the Workplace skills plan is compiled and submitted to the LGSETA. The municipality ensured in implementing its workplace skills plan that most of the training targets were met for the period under review. Below is a breakdown of the interventions implemented by the municipality during the period under review:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	6	0	0	2	4	0	0	1	13
Senior management	7	0	0	2	2	0	0	0	11
Professionally qualified and experienced specialists and mid-management	21	0	0	5	3	0	0	1	30
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	1	0	2	2	0	0	3	14
Semi-skilled and discretionary decision making	6	0	0	0	15	1	0	10	32
Unskilled and defined decision making	111	2	0	12	28	1	0	1	155
TOTAL PERMANENT	157	3	0	23	54	2	0	16	255
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	157	3	0	23	54	2	0	16	255

The municipality is also in the process of rolling out the implementation of its Performance Management System to lower levels in line with the Individual Performance Management Framework developed by SALGA. The municipality is currently reviewing its PMS policy accordingly to ensure standardisation and compliance. This is one of the matters that the Auditor General has been raising consistently with the municipality hence the exerted effort to ensure adherence and compliance to the legislation as prescribed.

The policy seeks to outline a framework for planning, monitoring, evaluation and rewarding exceptional performance. While reviewing the policy to capture the amended municipal systems act, the municipality has nevertheless ensured that Senior Managers including the Municipal Manager, enter into and signed performance agreements.

With regard to institutional development, the municipality focused on leadership development aimed at driving change initiatives within the organisation, some of the interventions implemented included training of Ward Committees, Councillors and Senior Managers to ensure that we meet the minimum requirements as stipulated by National Treasury.

Further, the municipality ensured that the Annual Training Report was compiled and submitted to the LGSETA.

CHAPTER 4: FUNCTIONAL AREA SERVICE DELIVERY REPORT

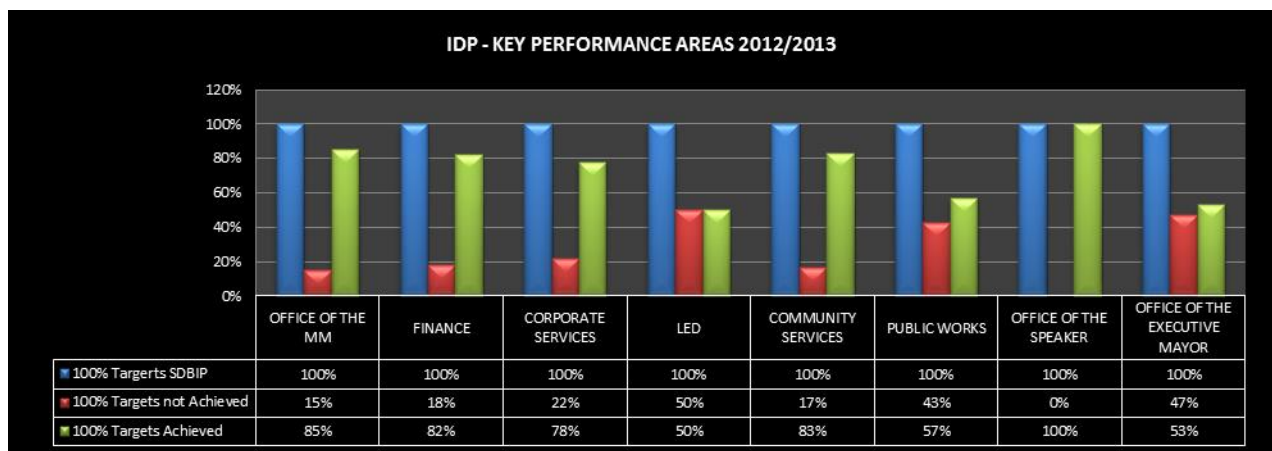
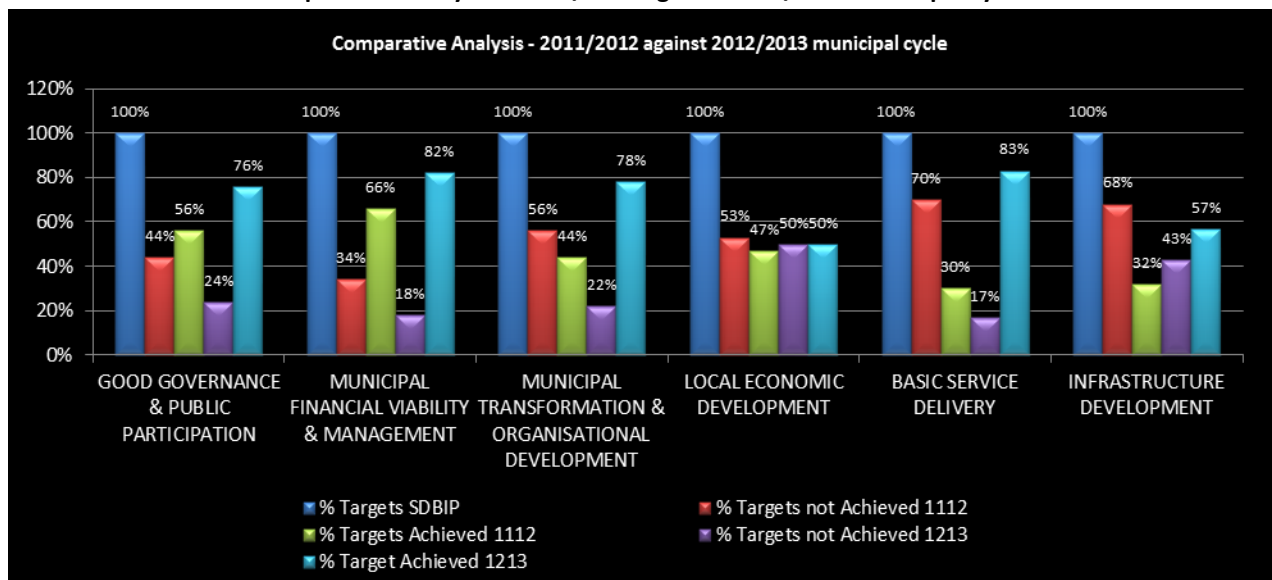
4.1 SUMMARY OF BUSINESS PERFORMANCE

Dhlabeng Local Municipality is executing its core business focused on expediting effective and efficient people centred governance and provision of value for money services to the community. During the year under review as Council we continued to focus on the following Key Performance Areas:

- Encouraging and creating conditions conducive for public involvement in the affairs of Dihlabeng Local Municipality
- Ensuring Financial Viability and compliance to relevant legislation
- Transforming and Strengthening Institutional Capacity aimed at ensuring effective and efficient service delivery
- Building the Economic Capacity of Dihlabeng to improve the economic future, sustainability and quality of life for all
- Ensuring that services are delivered to the Community in line with strategies as outlined in the IDP

An analysis of our performance on each of the key performance areas is addressed below.











Comparative Analysis – 2010/2011 against 2011/2012 municipal cycle



During the year under review, the municipality realise 73% of the SDBIP quarterly projected targets during the year under review. Above is a comparative analysis of our improved performance between 2011/2012 1nd 2012/2013 financial years. A detailed report of our performance is attached as ANNEXURE 1 of this report.

4.2 ANALYSIS OF BUSINESS PERFORMANCE

The Programme's Strategic objective is to oversee, coordinate and manage the transformation and strategic agenda of the Municipality as well as facilitating the development process by proving advise and project support to the Mayor and the Speaker and thereby ensuring political and administrative cohesion.

12/13 MANAGEMENT RATING							
COLOURED CODE		% Target Received					
		LOW		HIGH		Rating	
Red- Unsatisfactory		0.00%		40.00%			
Light Green- Average		41.00%		80.00%			
Dark Blue/Achieved & Exceeded Target		81.00%		100%			
Directorates	Nr of Annual Quarterly target as per SDBIP	Nr of Annual Quarterly target Realised	Nr of Annual Quarterly Partially Realised	Nr of Annual Quarterly plus Partially	Nr of Annual Quarterly Not Realised	% Realized (including Partially)	Rating
Office of the MM	173	117	15	132	41	76%	
Finance	125	101	2	103	22	82%	
Corporate Services	59	38	8	46	13	78%	
LED	86	33	10	43	43	50%	
Community Service	206	141	31	172	34	83%	
Public Works	113	49	15	64	49	57%	
TOTAL	762	479	81	560	202	73%	

During the year under review Council focused on Performance Management and in particular developing programmes to facilitate our readiness to comply with the National Outcome Based Approach. More emphasis will be placed on performance monitoring and evaluation hence the establishment of MPAC and a Section 80 committee solely focusing on IDP, PMS and Monitoring.

We were able to realise 73% of the SDBIP quarterly projected targets during the year under review. A detailed report of our performance is attached as ANNEXURE 1 of this report.

CHAPTER 5: AUDITED STATEMENTS AND RELATED FINANCIAL INFORMATION

ANNEXURE 1: FUNCTIONAL AREA SERVICE DELIVERY REPORT

