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CHAPTER 1

INTRODUCTION AND OVERVIEW

Foreword by the Executive Mayor

When the new Council started its term of office in March 2006, it set for itself important milestones to pursue. The challenges of service delivery over the years have increased in both numbers and complexity. The new Council has, however, continued to embrace the challenges of local government agenda- a agenda of providing water, electricity, sanitation and other developmental services which have haunted our communities for years on end. Ministerial determination gazetted 3 January 2003 reduced the role of Waterberg District Municipality mainly to co-ordination of these important services. The road to reconstruction and development of the lives of our communities is full of challenges of all sizes and shapes.

The year 07/08 in the life of Waterberg District Municipality was not business as usual. Council amongst others was able to appoint a competent senior managers inclusive of the Accounting Officer on 1 December 2007 after living without one for six months. Council made it sure that all Section 57 Managerial positions were filled. There is a team in Waterberg that can deliver on the promises of the IDP and the Freedom Charter. We stand a good change of living our vision of being “ the cradle for rural growth and development”.

The year 07/08 saw Waterberg District Municipality as one of the two municipalities in Limpopo Province to receive an unqualified report from the Office of the Auditor –General. This did not only encourage the team but it also challenged it to sustain its good work. The launching of the destination brand which appeared in many of high profiled magazines was a marvel. The appointment of Waterberg Economic Development Agency Board gives hopes to the people of Waterberg. It continues to give them opportunities to a share in the various economic sectors of Waterberg District Municipality which is a comparative advantage in the Province.

Waterberg District Municipality will continue to defend and pursue the interests of the most vulnerable in our communities namely women, youth and people with disabilities and the aged. The summits and indabas which were organized in the period under review are geared towards giving impetus to fighting poverty and lack of development.

A good annual report does not only provide a record of activities it also provide a report on performance against the budget, the SDBIP and the IDP. The mentioning of key successes is not indicative of lack of failures. It is an encouragement to face the failures too. In 08/09 the district will have to accelerate speed and improve on its capital expenditure of 46,5%, strengthen the IGR structures , implement performance without compromise. The preparation for 2009 General Elections will be intensified this calendar year and must not be forgotten- it is project which strengthens the hard won democracy of which so much was sacrificed.

P S KEKANA
EXECUTIVE MAYOR

Executive Review by the Municipal Manager

The annual report of every organization is valuable tool to measure itself against its own targets which are both financial and non-financial in nature. The organization must only be transparent about its own performance but must also account to its stakeholders. To that effect, the Oversight Committee which comprises of the various stakeholders will play an oversight role and pronounce itself on the validity or otherwise of the annual report of 2007/08.

In the context of developmental local government, the annual report should cover issues of service delivery. Although the district, is not a water, sanitation and electricity services authority, it must be seen to be supporting the efforts of the local municipalities. The report can also be used to assess the impact of policies and how resources were expended to meet the challenges of social, economic and developmental backlogs.

This annual report will also cover both financial and non financial information relating to the strategic agenda of the local municipalities. For the very first time, the report will also include a chapter on performance management which will be audited by the Office of the Auditor-General. Waterberg District Municipality is determined to be accountable to the communities of which are its integral part.

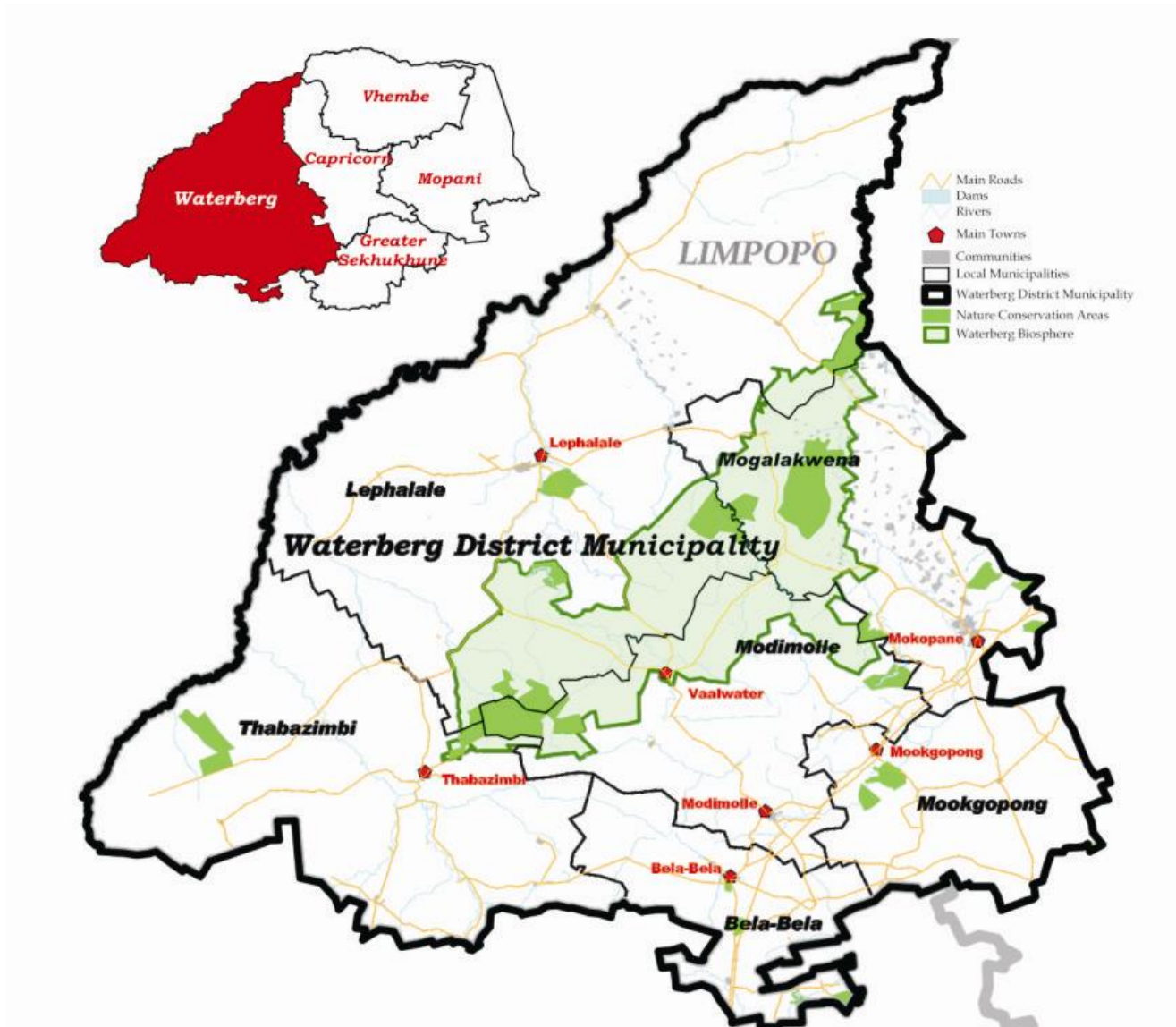
Although Intergovernmental Relations Protocol was signed in September 2007, the effective implementation of such a protocol is still to be realised. It is required of the signatories to effectively participate in the cluster and forum meetings. Information shared in such settings may assist the municipalities to break their own records of performance.

The most strategic document in the Integrated Development Plan(IDP) will remain the main guiding tool. For the past two years the district IDP was able to achieve the status of credibility. The targets recorded in the IDP must also pursued at all costs. Performance assessments will be the permanent features of the life of Waterberg District Municipality. The impact of the contribution of municipality to a developmental local government will really be felt when capital projects are implemented in communities.Strategies to improve communication with other municipalities and the sector departments will be crafted in the interest of co-operative government.

NC Motsepe
Municipal Manager

Overview of the Municipality

The Waterberg District Municipality is in the western section of the Limpopo Province sharing the border with Botswana. There are five border control posts with Botswana at Groblersbrug, Stockpoort, Derdepoort, Zanzibar and Platjan. Within the province, it shares its borders with Capricorn District Municipality to the north and Sekhukhune District to the east. The south-western boundary of the district abuts the Northwest Province and the south-eastern boundary the Gauteng Province. Entry points (roads) to the district from Sekhukhune are the N11, Gauteng the N1 (national road) and R101, from Northwest the R159 and R133.



Waterberg District Municipality covers an area of approximately 4 951 882ha. The municipal area consists mainly of commercial farms, game farming, etc. and only approximately 0,43% of the total area is used for settlement purposes (i.e. towns and villages).

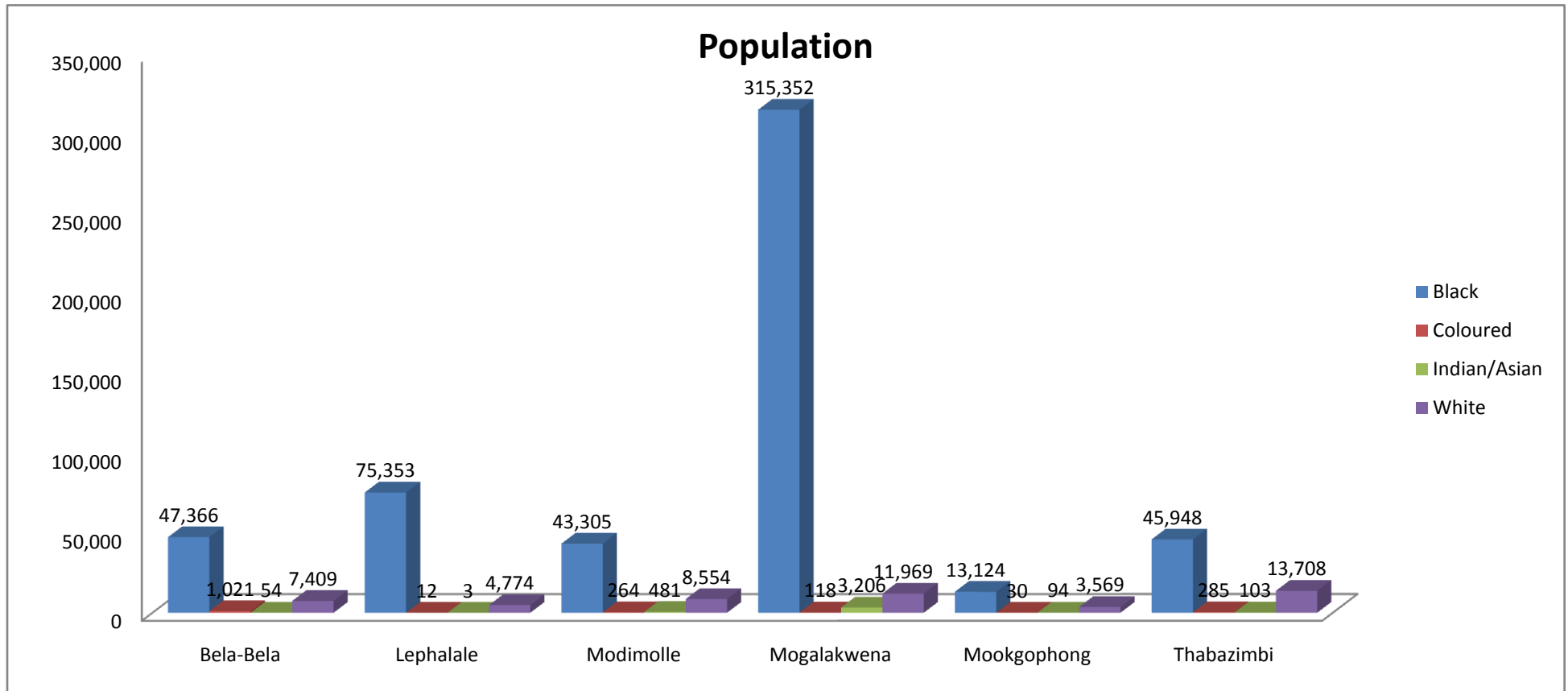
Approximately 69% of all the settlements (i.e. towns and villages) in the Waterberg District Municipality area are located within Mogalakwena Local Municipality. Approximately 68% of all the larger settlements with 5 000 people and more are also located within this local municipality. The problem is, however, that both Mogalakwena and Lephalale Local Municipalities have a large number of small villages, being villages with less than 1 000 people. These low population densities have serious implications to improve the levels of service provision to communities.

The cost associated with respect to the provision of service infrastructure is very high. This problem within the Waterberg District Municipality is further exacerbated by the fact that at least 50% of the population are located within Mogalakwena Local Municipality, meaning that the majority of the population are located in relative small settlements, which are scattered over a large area.

The district comprises of six local municipalities. These local municipalities are as follows:

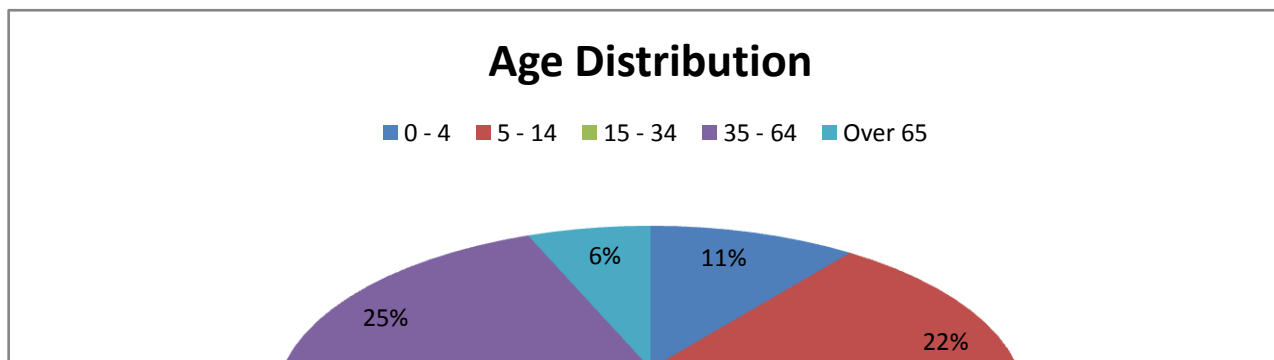
Municipality	Number of wards
1.Bela-Bela Local Municipality	8
2.Lephalale Local Municipality	12
3.Modimolle Local Municipality	8
4.Mogalakwena Local Municipality	32
5.Mookgophong Local Municipality	4
6.Thabazimbi Local Municipality	10
TOTAL	74

Population figures for Local Municipalities in the Waterberg District Municipality Area



Source: SSA Community Survey 2007

The age distribution of the population in the district area is as follows (SSA :Community survey SSA 2007):



Labour force	(SSA : Community Survey 2007)
Employed	141 170
Unemployed	57 570
Not economically active	154 514

According to the 2007 Community survey, individual monthly income statistics were as follows:

Monthly income	Number of people	%
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No income	244 390	42,25
R1 – R400	137 601	23,79
R401 – R800	40 662	7,03
R801 – R1 600	83 763	14,48
R1 601 – R3 200	24 357	4,21
R3 201 – R6 400	22 054	3,81
R6 401 – R12 800	16 405	2,83
R12 801 – R25 600	5 799	1,00
R25 601 – R51 200	2 097	0,36
R51 201 – R102 400	852	0,15
R102 401 – R204 800	507	0,09
Over R204 801	333	0,06

COUNCIL COMPOSITION

The District is allocated 33 seats. The Council comprises of 33 councillors of which 13 are directly elected and 19 indirectly elected. The councillors represented hereunder are reflected as from July 2006 to June 2007:

MEMBERS OF COUNCIL

EXECUTIVE MAYOR : Councillor P S Kekana

SPEAKER : Councillor Y E Lorgat

MEMBERS OF THE

MAYORAL COMMITTEE : Councillor M D Mabote

Councillor S J Madela

Councillor S M Molekwa

Councillor R E Mothibi

Councillor M J Rakgwale

Councillor M J Makhafola

COUNCILLORS : Councillor A E Basson

Councillor R M Kekana

Councillor M M Lamola

Councillor M E Lefawana

Councillor V B Machine

Councillor S K Makgae

Councillor N V Mashamaite

Councillor L S Manamela

Councillor M J Mashiane

Councillor G S Matsietsa

Councillor M P Modiba

Councillor O O Modise

Councillor S A Sebolai

Councillor M A D Monama
Councillor R N Monene
Councillor M L Moremi
Councillor T P Mphahlele
Councillor R M Radebe
Councillor G M Seleka
Councillor M A Sethlare
Councillor P H Tsebe
Councillor van Aswegen L W
Councillor van Heerden J D
Councillor Vreugdenburg J
Councillor K N Ramohlale

N B. Councillor M J Mashiane passed on and was replaced by K N Ramohlale. Councillors R M Radebe and G M Seleka from Bela-Bela Local Municipality were withdrawn by the African National Congress and replaced by Councillors M P Kekana and R J Makgoba. Councillor R M Kekana from Mookgophong Local Municipality was withdrawn by the African National Congress and replaced by Councillor L R Seanego. The existing vacancy from Mogalakwena Local Municipality was filled by Councillor M Selomo from United Democratic Movement.

COUNCIL COMMITTEES

BUDGET AND TREASURY COMMITTEE

CHAIRPERSON : Councillor S J Madela

MEMBERS : Councillor A E Basson
Councillor M M Lamola
Councillor M P Modiba
Councillor S K Makgae

TRANSFORMATION AND ADMINISTRATION COMMITTEE

CHAIRPERSON : Councillor M D Mabote
MEMBERS : Councillor V B Machine
Councillor L S Manamela
Councillor O O Modise
Councillor M P Kekana

PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE

CHAIRPERSON : Councillor SM Molekwa
MEMBERS : Councillor M E Lefawana
Councillor G S Matsietsa
Councillor P H Tsebe
Councillor L W van Aswegen
Councillor S A Sebolai

INFRASTRUCTURE DEVELOPMENT COMMITTEE

CHAIRPERSON : Councillor R E Mothibi
MEMBERS : Councillor M A D Monama
Councillor R N Monene
Councillor RJ Makgoba
Councillor J Vreugdenburg

GENDER, YOUTH, SPORTS, ARTS AND CULTURE COMMITTEE

CHAIRPERSON : Councillor MJ Makhafola
MEMBERS : Councillor T E Mokhoana
Councillor K N Ramohlale
Councillor M A Setlhare
Councillor J D van Heerden

SOCIAL DEVELOPMENT AND COMMUNITY SERVICES COMMITTEE

CHAIRPERSON : Councillor R J Rakgwale
MEMBERS : Councillor M Selomo
Councillor M L Moremi
Councillor T P Mphahlele
Councillor L R Seanego

TRADITIONAL LEADERSHIP : Kgosi TP Matlala
Kgosi MS Ledwaba
Kgosi PD Seleka

Chapter 2: Performance Report

In terms of chapter 12 of the Municipal Finance Management Act 56 of 2003 and Section 46 of Municipal Systems Act 32 of 2000 the municipality is required to report on annual performance reflecting (a) the performance of the municipality and of each external service provider during that financial

year (b) a comparison of the performances referred to in paragraph (a) with targets for and performances in the previous financial year, and (c) measures taken to improve performance.

WATERBERG ANNUAL PERFORMANCE REPORT 07/08

Strategic Goal 1: To provide a sound district regulatory framework

Objective	Indicator	Target		Variance	Remedial action / Explanation
Policy instruments (policies, strategies, standards, plans, guidelines, standard operating procedures)	New policy instruments planned versus milestones met (%)	85	65	20	New Policies approved: Development of remaining plans due to financial constraints
	Policy instruments planned to be reviewed versus reviewed (%)	80	80	0	Policies reviewed & approved: Supply Chain Management Asset Management Investment Petty Cash Debt Collection & Credit Control Subsistence & Travel Catering
	Ad hoc regulatory inputs requested versus provided (%)	95	50	45	Legal opinions and austerity measures on catering
Legislative / legal instruments (by-laws, agreements)	New legislative instruments planned versus milestones (%)	85	70	15	Agreement and MOU to be signed and the remaining by-laws to be adopted by council. Fire fighting by-laws to be developed.

	Legislative instruments planned to be reviewed versus reviewed (%)	85	85	0	The planned municipal by-laws have been reviewed.
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External stakeholder compliance monitoring (audits, assessments, enforcements, inspections)	Compliance monitoring interventions planned versus conducted (%)	85	70	15	Internal Audit project on Quality of In Year Reporting was conducted and finalized in the financial year 2008/09 Supply chain audit conducted by USAID.-Received positive feedback. Statutory audit conducted by PWC on behalf of AG-obtained unqualified audit report.
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	Ad hoc compliance monitoring requests versus conducted (%)	85	0	0	The was no ad hock audit conducted in the past financial year because there was no request for such audit project by management in the financial year 08/09
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	Recommendations approved versus implemented by external stakeholders (%)	80	0	0	No formal requests were made
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	Council resolutions versus implemented by external stakeholders (%)	75	0	75	No Council with regard to External Stakeholders were implemented
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Status monitoring (surveys, surveillance, detections, testing)	Status monitoring interventions planned versus conducted (%)	75	0	0	No surveys conducted. Plan to conduct employee satisfaction survey and community satisfaction survey 08/09
	Ad hoc status monitoring requests received versus conducted (%)	90	90	0	12 monthly projects status reports were prepared and submitted to portfolio committee and council.
	Recommendations approved versus implemented (%)	60	0	60	No recommendations were received
	Council resolutions versus implemented (%)	80	0	80	No Council resolutions were implemented

Strategic Goal 2: To promote sound management capacity in the District municipal area

Objective	Indicator	Target	Actual	Variance	Remedial action
Technical training / Advisory services (technical advice, consultation, information sharing)	Advisory services requested versus provided (%)	80	80	0	Induction of municipal health practitioners. Internal SCM workshops for all departments and 2 external workshops for service providers. Policy workshop for councillors.
	Advisory services planned versus provided (%)	80	60	20	Delegation of powers and functions workshop and by-laws was postponed to 08/09, due to council commitments.

	Training interventions planned versus conducted (%)	65	50	15	Employees were involved in various training programmes
	Information sharing interventions planned versus conducted (%)	65	65	0	Various forums were held such as: CFO Forum Speakers Forum MM Forum District Intergovernmental Relations Forum Chief Whip Forum
Awareness creation (events, campaigns, seminars, conferences, publications, Imbizo's, summits)	Awareness interventions planned versus conducted (%)	80	70	10	Conducted health awareness & promotion campaign to capacitate communities municipal environmental health e.g. Water quality and food control. Youth Indaba. Moral regeneration.
Stakeholder institutional arrangements (forums establishment / maintenance, SLA's, MOU's, performance monitoring, contract management)	Stakeholder forums planned to be established versus established (%)	80	80	0	Various forums were held such as: CFO Forum Speakers Forum MM Forum District Intergovernmental Relations Forum Chief Whip Forum Municipal Health Summit MOU signed with DBSA. SLA completed for every project awarded and devolved functions.
	Forums functionality gaps identified versus recommendations	95	50	45	Gap identified – poor attendance of forums. Recommendation – issue invites via mayors and mm's.

	made (%)				
	SLA's / MOU's / agreements planned versus submitted for signature (%)	85	85	0	SLA completed for every project awarded and devolved functions.
	SLA's / MOU's / agreements submitted versus signed (%)	50	50	0	All SLA's submitted and signed.

Strategic Goal 3: To implement district municipal services

Objective	Indicator	Target	Actual	Variance	Remedial action / Explanation
Spatial development planning	District spatial development framework milestones met (%)	65	60	5	Review the District spatial framework.
Economic development planning	Economic development plan milestones met (%)	65	60	5	Assisting locals to develop their own plan.
	State wide economic planning milestones met (%)	65	0	65	No state-wide planning milestones were met
	Jobs planned to be created versus created (%)	60	60	0	91 Jobs were created through EPWP and Cooperatives
IDP co-ordination	District IDP co-ordination implementation plan milestones met (%)	65	60	5	All IDP structural meetings were convened.

Infrastructure development	Infrastructure planned to be developed versus milestones met (%)	80	52	28	Additional funds allocated in 08/09 budget to various incomplete projects due to lack of funding.
	Infrastructure planned to be procured versus milestones met (%)	60			
	Infrastructure plan milestones met (%)	90	63	27	Additional funds allocated in 08/09 budget to various incomplete projects due to lack of funding.
	Maintenance budget required as per regulations versus secured (%)	65	0	0	No budget available for maintenance.
Social development	District social development plan milestones met (%)	75	50	25	To develop a plan in order to include social development activities.
Local municipal Institutional support	Local municipal institutional support milestones met (%)	65	50	15	To strengthen institutional support through IGR structures. To improve the functionality of clusters.
Municipal health services	Municipal health plan milestones met (%)	65	25	40	To develop a plan in order to include Municipal Health activities.
	Municipal health standards targets met (%)	65	65	0	Standards met.
Environmental / Conservation management	District conservation plan milestones met (%)	50	10	40	To build a capacity for conservation management.
	District development compliance to EIA standards (%)	50	50	0	Standards met.
Disaster risk management	District disaster risk management plan /	55	40	15	To build capacity to implement the plan.

	framework milestones met (%)				
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Strategic Goal 4: To ensure effective support services

Objective	Indicator	Target	Actual	Variance	Remedial action / Explanation
Corporate governance practices (Compliance management; Best practices management; Risk management)	Audit queries received versus responded to (%)	95	95	0	All audit queries responded to.
Business leadership / management (Strategic positioning; Organisation culture; Business performance management; Stakeholder management; Communication; Service delivery)	Compliance to regulatory frameworks (%)	75	75	0	Complied to regulatory frameworks
	Business culture / employee satisfaction rating (%)	45	0	45	Conducted in 08/09
	Business targets met (%)	65	50	15	46,5 % Capex 87% Opex
	Stakeholder satisfaction rating (%)	50	10	40	To implement community satisfaction survey.
	Internal service level charters required versus signed (%)	70	70	0	Performance audit and audit charters signed.

	Internal stakeholder consultative forums planned to be Established versus established (%)	90	85	5	Monitoring & evaluation forum to be established.
Resource management People management	Budgeted positions filled (%)	50	45	5	Most of vacant positions filled.
	Skills development plan targets met (%)	60	30	30	Not all training was undertaken. To implement WSP.
	Additional human resource capacity required versus business case provided (%)	100	0	100	To implement human resources planning plan
	Human resources required versus requirements submitted timeously (%)	100	100	0	The human resources requisition forms.
	Interns trained (n)	6	4	2	Interns trained BTO/ internal audit IT
Financial management	Variance on budget spent (%)	10	35	25	Underspending on the budget due to: vacancies in departments Slow implantation of capital projects
	Services provided versus fees collected (%)	70	70	0	Abattoir sales mainly on cash basis Debtors limited to a minimum

Information / knowledge management	Website updates required versus content submitted timeously (%)	95	95	0	Website up to date.
Information / communication (connectivity) technology management	ICT developments /procurement planned versus requirements submitted timeously to ICT component (%)	95	95	0	All ICT request received procurement
Asset management (Fixed assets and consumables)	Asset data integrity rating (%)	75	75	0	Asset register fully Gamaap/Graap Com Annual asset conducted. Reconciled Asset register regularly
	Assets required versus available (%)	75	75	0	WDM is adequately resourced.
Programme / project management	Programme / projects completed within time (%)	90	63	27	Some projects were on moratorium. Lengthy supply chain processes. Capacity of service providers.
	Programmes / projects completed within budget (%)	90	63	27	Delays and increase in material.
Contract management	Contractor performance rating (%)	50	0	50	The exercise was not implemented. To implement contractor performance rating.
IDP capital projects	% of projects	100	46,5	53,5	To implement contractor performance rating. Some projects were on moratorium. Lengthy

	implemented				supply chain processes. Capacity of service providers.
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CHAPTER 2

PERFORMANCE HIGHLIGHTS

FREE BASIC SERVICES

The District does not directly render water, sanitation and electricity services to residents but only performs a coordinating role and providing project management assistance to the six local municipalities. This is in terms of section 84(3) of the Municipal Structures Act 117 of 1998 as gazette by Government gazette number 24228 of 3 January 2003.

The following information was obtained from the PIMSS database in the district. It should be noted that the purpose for including this information in the Annual Report is to provide a district picture of progress made during the previous financial year in rendering basic services to indigent households.

Local Municipality	Refuse Disposal	Water	Electricity
Bela-Bela	14 290	55 584	11 308
Lephalale	23 745	80 143	20 305
Modimolle	15 826	52 601	12 112
Mogalakwena	75 313	330 648	69 005
Mookgophong	7 674	16 815	6 067
Thabazimbi	23 872	60 039	16 802

CORE FUNCTIONS

Waterberg District Municipality is responsible for the following core functions:

- Solid Waste
- Municipal Roads
- Municipal Health Services
- Municipal Fire Fighting Services
- Local Economic Development & Tourism
- Municipal Planning
- Air Pollution
- Municipal Abattoir
- Disaster Management

KEY CHALLENGES

Waterberg District Municipality (directly responsible) has identified the following challenges impacting on service delivery.

Refuse removal (solid waste)

- Investigation of a regional landfill site.
- Ensuring that all municipalities that operate with non permitted land fill sites acquire the necessary permission from the relevant department to operate such.
- Identification of new and rehabilitation of existing dumping sites.

Municipal Roads

- Implementation of the road master plan for Waterberg District Municipality.
- Funding for implementation of projects identified in the Waterberg District Municipality Integrated Transportation Plan.
- Maintenance of District roads.
- Aligning integrated environmental management plan with implementation of Integrated Transportation Plan.
- Classification accompanied by funding of district roads.

Municipal Health

- To complete section 78 process for municipal health.

Municipal Fire Fighting Services

- Funding for fire fighting equipment.
- The capacity of internal/external stakeholders.
- Transfer of fixed assets.

Local Economic Development

- Coordination is hampered by non separation of Social and Economic projects by locals.
- Implementation of LED strategies.
- Lack of project management .
- Lack of funding for LED projects .
- Preserve the district heritage and protection of identified heritage sites.
- Operationalisation of Waterberg Economic Development Agency.
- Lacklustre focus on 3 key economic sectors; mining, tourism and agriculture.

Municipal Planning

- Land redistribution hindering residential and economic development.
- Venturing into private public partnerships on spatial development initiatives.
- Aligning the land use management system with the spatial development framework.
- Duration of producing Environmental Impact Assessment study for various projects.
- Electronic SDF information.

Air Pollution

- Development of Air Quality Plan.

Municipal Abattoir

- Legal Compliance with Red Meat regulations and Meat Safety Act of 2004.
- Management and Marketing of the Abattoir.

Disaster Management

- Establishment of Disaster Management Advisory Forum.
- Completion of Disaster Centres.
- Funding of post disaster recovery and rehabilitation.
- Indemnity of volunteers and seconded staff.
- Funding for staff and equipment.

Electricity

- Coping with the challenges of the electricity reform process
- Upgrading electricity supply to meet the demand and development of business operations
- Implementation of Energy Savings Plans to cope with demand and to minimize load shedding
- Ensuring access to free basic electricity in villages and farming communities
- Register and supply all deserving beneficiaries with free basic coupons

Water

- Recruitment and retention of technical skills for project planning, implementation and supervision.
- Budget required to eradicate the backlogs.

- Water Resources and water demand.
- Development of Cost Recovery Systems.
- Maintenance and Operations of transferred DWAF Schemes.
- Provision of water to industrial users to unlock economic development.
- Synergy across the three spheres of government in budget allocation, project implementation and monitoring.
- Capacity of emerging service providers.

Housing

- Housing not a competency of the district municipality, therefore do not have the capacity to provide the service.
- Approval of beneficiaries.
- Capacity of Developers / Contractors.
- Sub-contracting by Developers.
- Problems by Developers with acquisition of building material.
- Honoring of agreements / Developers starting on time as per agreements.
- Existence of informal dwellings on building sites.
- Illegal occupation .
- Funding for township establishments.

Education

- Provision of electricity to 190 schools, which accounts to 35 % of total number of schools recorded under the departmental records.
- Provision of water to 161 schools that comprise 30 % of the schools listed under departmental records.
- Provision of sanitation to 98 schools about 18% of those listed under departmental records as properly registered schools.
- Provision of additional classrooms as the average indication is that each classroom accommodates approximately 45 learners on a district scale.
- Ensuring that gender equity is maintained among educators throughout the district.

- Investigate the need to build additional institutions of higher learning.
- Ensuring that FET centres and Institutions of Higher Learning that are not on departmental records are properly registered with the department.

Social Development

Ensure that:

- There is a paradigm shift from handouts to social development.
- There is an integrated development planning approach among all private and government sectors.
- Recruitment of foster parents for fostering of 800 orphans listed under departmental records.
- The infrastructure at public institutions caters for the disabled people.
- Delivery of service to the disadvantaged in remote rural areas.
- Social development Projects that are income generating in nature are strengthened in preparation to address poverty pockets in areas where they are established.
- Both private and public institutions are brought on board in supporting community-based projects with an element of Local Economic Development.
- Drought relief programme that integrates operational plans of all participating stakeholders on drought relief in declared areas is developed
- All stakeholders are involved in the off-loading of emergency food security beneficiaries to existing sustainable programmes

Safety and Security

- Poor lightning in certain areas that contribute to the commission of these crimes.
- Inaccessible roads in rural areas like Bakenberg, Mapela and surrounding areas in Mahwelereng as well as Gilead policing areas.
- Street kids that roam the streets during the night are also exposed to the danger of falling victims to crime.
- The escalating number of Illegal operation of shebeens and unlicensed liquor outlets that sell liquor to children less than 18 years of age.

KEY SUCCESSES

The key successes relating to the performance of the District Municipality include the following amongst others:

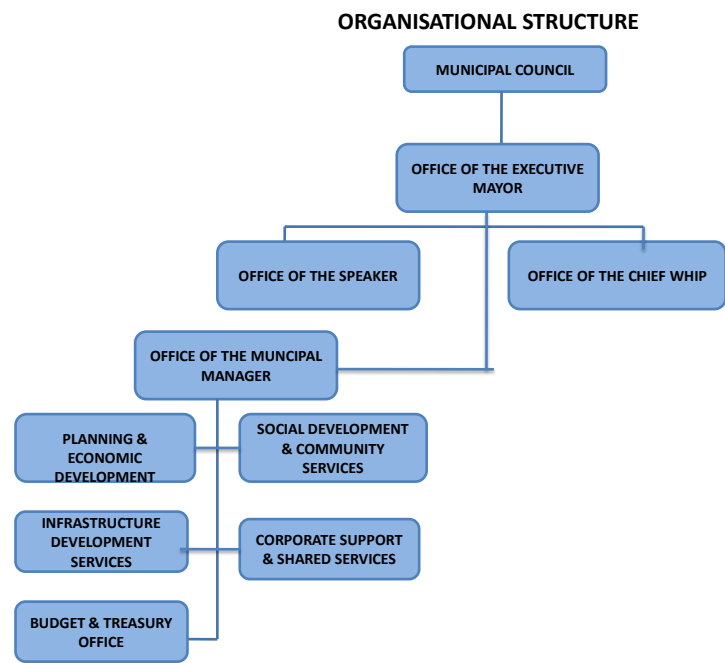
- ▶ Conversion of accounting policies and reporting to GAMAP/GRAP.
- ▶ Unqualified audit report for 2006/07.

- ▶ Destination brand launched.
- ▶ Developed and commissioned a new website.
- ▶ Institutionalised municipal health function.
- ▶ Launched district moral regeneration movement.
- ▶ Launched district council of people with disabilities.
- ▶ Hosted women in business summit.
- ▶ Hosted Municipal Health Summit.
- ▶ All roll-over roads projects were completed.
- ▶ Purchased 8 000 litre water tanker for Mookgopong.
- ▶ Distributed 27 skid-units to Fire Protection Associations.
- ▶ Appointed Board Members for Waterberg Economic Development Agency.

CHAPTER 3

HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

MANAGEMENT ORGINASATIONAL STRUCTURE



2

Staffing information

The table below indicates the total number of posts per function as per the approved organisational structure as well as the number of posts filled and the vacancies per function.

Function	Total no. of posts	No. of filled posts	No. of vacancies
Office of the Mayor	15	9	6
Office of the Municipal Manager	9	5	4
Budget and Treasury Office	13	12	1
Corporate support and shared Services	22	16	6
Infrastructure Development	7	4	3
Social Development & Community Services	36	31	5
Planning and Economic Development	20	18	2
Total	122	95	27

Employment equity statistics

Workforce profile as at 30 June 2008

Occupational category	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	12		1		4			2	19
Professionals	10			5	11				26
Technicians and associate professionals	1								1
Clerks	13			1	18			4	36
Service and sales workers	0								0
Skilled agricultural and fishery workers	0								0
Craft and related trade workers	0								0
Plant and machine operators and assemblers	2								2
Elementary occupations	7				4				11
TOTAL	45		1	6	37			6	95

Proposed numerical goals for 2007/08

Occupational category	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers			1	1	1		1	1	5
Professionals	1			2					3
Technicians and associate professionals	1				1			1	2
Clerks	1	1				1		1	4
Service and sales workers	0								0
Skilled agricultural and fishery workers									0
Craft and related trade workers									0
Plant and machine operators and assemblers									0
Elementary occupations	1			1	3		1		6
TOTAL	3	1	1	4	5	1	2	3	19

Skills development programmes

Training and skills development interventions	No. of staff trained	Cost in rand
		R
ABET	4	0
Budget & Graap	2	0
Supply Chain Management	3	0
Business Writing Skills	2	12 000
Project Management	1	6 000
Executive Leadership/Management	1	15 000
Development Programme	3	135 000
Information Technology	1	0

Customer Care	10	150 500
Record Keeping	4	79 800
Office Administration	4	98 997
IT Learnership(Unemployed)	7	525 000

TOTAL	1 022 297	
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Personnel expenditure trends

Financial year	R'000	% of total expenditure
2001/02	6 393 729	14.1%
2002/03	10 684 975	14.5%
2003/04	13 094 024	17.2%
2004/05	16 336 377	14.1%
2005/06	16 737 306	14.2%
2006/07	16 674 562	32,8%
2007/08	24 455 697	31,1%

Pension and medical aid funds

Pension and provident funds

Name of fund	No. of members
<u>Officials</u>	
SAMWU National Provident Fund	1
Municipal Gratuity Fund	53
National Pension Fund For Municipal Workers	5
National Provident Fund for Municipal Workers	47*
Municipal Employee Pension Fund	15
Government Employee Pension Fund	19
Joint Municipal Pension Fund	1
Name of fund	No. of members
Key Health	19
Municipal Councillors Pension fund	20
Bonitas	23
TOTAL	161
Hosmed	1
LA Health	34
Parmed	1
TOTAL	78

* Note: There are staff members who belong to both a pension fund and provident fund.

Medical aid funds

The municipality's actual expenditure for the 2007/08 financial year in respect of employer's contributions for both pension and medical aid amounted to R4 074 315.

Arrears owed by staff and councillors

No loans were granted to councillors. One loan is outstanding for an official. The loan was granted prior to the promulgation of the MFMA.

Salary disclosures

Councillors Actual (Remuneration of Public Office Bearers Act)

	Amount R
Executive Mayor*	435 199
Speaker*	362 058
Full time Mayoral Committee Member*	251 637
Mayoral Committee Members (6)	670 624
Councillors (24)	1 146 221
Traditional leaders(3)	0
Council's contributions	331 500

* Full time councillors

In addition to the above, full time councillors received a monthly cellphone allowance of R 1 200 and part time councillors received a cellphone allowance of R749.

Senior Management (Section 57 employees)

Designation	Remuneration package per annum R
Municipal Manager	780 000
Chief Financial Officer	666 600
Manager Corporate Support & Shared Services	690 000
Manager Planning and Economic Development	594 000
Manager Social Development & Community Services	539 328
Manager Infrastructure Development	600 000
Manager Executive Mayor's Office	508 800

CHAPTER 5

FUNCTIONAL SERVICE DELIVERY REPORTING

Function : Executive and Council	
Sub function: Executive Mayor's Office	
Reporting Level	Detail
Overview	Overall coordination of council activities
Description of the Activity.	• Overall administration in the office of the Executive Mayor and to contribute to its effectiveness in leading the Institution. • Promoting the culture of co-operative governance. • Ensure Public Participation in Municipal issues. • Enter into twinning agreement with Foreign Countries District Municipalities. • Facilitate the District Learning Network. • Co-ordinate Sports, Arts and Cultural activities. • Facilitation of safety and security issues in the district. • Ensuring maintenance of order during Council meetings. • Co-ordinate Council Sub-Committee meetings. • Compilation of agenda and render Secretarial Services to Mayoral Committee and Council. • Co-ordination with communities and interaction with various stakeholders.
	The Strategic objectives of the above functions are as follow : 1. To improve communication between the municipality and its stakeholders. 2. To promote interdepartmental linkages and alignment both on

	a horizontal and vertical basis annually.
	3. To ensure that young people's talents are identified, nurtured and developed within 5 years.
	4. To ensure effective co-ordination and management of sports within municipalities in a year.
	5. To promote and awareness of cultural diversity.

Analysis of function		
	Number and cost to employer of all Executive Mayor's Office personnel	
	The total number of personnel employed	9
	Total number of Councillors	33
	Number of Councillors on the Mayoral Committee	6
	Number and type of Council and Committee Meetings	
	• Council Meetings	
	○ Ordinary	4
	○ Special	5
	• Mayoral Committee Meetings	
	○ Ordinary	6
	○ Special	2
	• Portfolio Committee Meetings	
	○ Finance Committee	10
	○ Transformation & Administration Committee	10
	○ Planning & Economic Development Committee	10
	○ Infrastructure Committee	10
	○ Community Services	10

	• District Intergovernmental Forum Meetings	3
	• Speaker's Forum	2
	• Chief Whip's Forum	1

Key Performance Area		Performance during the Year
Media and communications	- Participated in Provincial Communicators Forum - Served in PTSC – Provincial Steering Committee. - Airtime was bought from Public Broadcaster SABC to advertise major events, e.g. Service Delivery Imizo and OR Tambo Games. - Production of one newsletter for the financial year.	
Public Participation	During the year under review a total number of 2 Imbizo's and 6 IDP Road Shows were held for the 2007/2008 IDP Review. i.e. one Imbizo per local municipality, namely - Bela-Bela - Lephalale - Modimolle - Mogalakwena - Mookgophong - Thabazimbi	
Education, Sports, Arts and Culture	<u>O.R. Tambo Games</u> - Hosted the District O.R.Tambo Games from 28 June 2008. - Total number of 800 Athletes participated during the games.	

Special programmes	• Moral Regeneration was launched in 2007. • No budget provision made for the 2007/2008 financial year. • Youth Indaba was launched in October 2007. • Launched the Council of people with disabilities in June 2008. • Women in Business Summit was held in August 2007.
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Function :	BUDGET & TREASURY
Sub functions:	Income, Expenditure Procurement (Supply Chain Management)

Reporting Level	Detail
Overview	The Budget & Treasury Office mission is to provide financial support and ensure that public funds are utilised efficiently, effectively and economically, thus improving the lives of the communities.
Description of the Activity.	The Budget & Treasury Office comprises of the following divisions: • Income • Expenditure • Reporting

	• Supply Chain
	The Strategic objectives of the function are the following: • Revenue management • Expenditure management and Supply Chain Management • Financial reporting • Budget compilation and control • Adherence to legislative requirements
	The key issues for 2007/08 were: • Collect levies due to the District • Fully functional Supply Chain Management Unit & Committee System • Comply with the requirements of the Municipal Finance Management Act • Regular reporting in terms of MFMA • Full compliance with GAMAP/GRAP The key achievements for 2007/08 were: • 07/08 GAMAP/GRAP compliant annual financial statements were submitted timeously • Received an unqualified 06/07 audit report • The majority of audit queries were resolved • Audit file checklist was prepared by WDM which was adopted by AG Limpopo and subsequently National AG for distribution nationally. • MFMA reporting requirements were met • Budget was table and approved timeously • Established Supply Chain Management Unit & 3-part bid committee system • <i>The CFO is a CA(SA) thus compliant with Minimum Competency Levels as gazetted</i> • <i>Achieved 5 of the 6 best financial practices as identified</i>

	<i>by the Auditor General, namely:</i> - <i>Clear trail of supporting documentation that is easily available and provided timely</i> - <i>Timeliness of financial statements and management information</i> - <i>Availability of key officials during audits</i> - <i>Development and compliance with risk management and good internal control and governance practices</i> - <i>Supervision / monitoring</i>
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Analysis of function	1 Number and cost to employer of all financial personnel The total number of personnel employed Financial interns appointed	14 1	
	2 Debtor analysis: amount outstanding over 30, 60, 90 and 120 plus days: Abattoir • 30 days • 60 Days • 90 Days • 120 plus days		<i>R (000s)</i> 101 96 7 57
Analysis of function (cont.)	3 Write off of debts: number and value of debts written off: No abattoir debt was written off during the year.		0
	4 Regional Service Council (RSC) levies: • Number and value of returns • Total Establishment levy • Total Services levy • Levies collected for the current year	0	<i>R (000s)</i> 344 0 344

	5 Creditor Payments: <i>Creditors are paid within a period of 30 days.</i>		
	6 Supply Chain Management The Supply Chain Management Policy was approved during August 07. Details of Bid Adjudication Committee activities: • Total number of Bid Adjudication Committee meetings held during the year • Total number of bids considered • Total number of bids approved • Total value of bids awarded • Bids awarded to PDIs - 100% owned • Bids awarded to PDIs - less than 100% owned	11 17 17 10 7	13 555
	7 External Loans: <i>No loans were taken up during the year</i>		

Key Performance Area	Performance during the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance
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See Chapter 2

Function :	Corporate Support and Shared Services
Sub function:	Human Resources, Legal, Admin, ICT

Reporting Level	Detail
Overview	The department of Corporate Support and Shared Services provides an internal support service to the municipality in order to enable it to fulfill its constitutional mandate of providing sustainable services to the communities and ensuring socio-economic development.
Description of the Activity	The main functions of the department (functional areas) are: • Human Resources Management • Legal and Administration • Information & Communication Technology During the year under review the department undertook several projects aimed at achieving the general objectives of the department.
Human Resources	The Strategic objectives of the departments are the following : • To ensure adequate supply of the human resources in order to enable the municipality to discharge its constitutional mandate and legal obligations in the most effective, efficient, fair and transparent manner. • To render economic, effective and efficient administration of the human resources of the municipality. • To develop and provide work designs and organizational

	development services to the municipality. • To promote sound labour relations and foster a peaceful working environment. • To effectively and efficiently control and manage the performance of the staff of the organisation. • To coordinate and administer the training and development of the officials and councillors to enable them to execute their roles and responsibilities in the most effective and efficient way. • To ensure the occupational health and safety of the officials and councillors of the municipal
	ACHIEVEMENTS • Completed all job descriptions & submitted to Job Evaluation Unit. • New organisational structure approved by council. • Submitted Employment Equity and Work Place Skills Plan to Department of Labour on time. • Transferred all Municipal Health Staff from Provincial Department of Health and Local Municipalities. • Established the District Skills Development Forum. • All Section 57 vacant positions filed.
Legal and Administration	• To provide general administrative and support to the other functional areas of the municipality in order to ensure effective and efficient rendering of services. • To ensure a healthy and safe working environment. • To provide state-of-the-art equipment, systems and machinery for service delivery. • To provide legal opinion and advice. • To ensure compliance with the legal and constitutional requirements and obligations. • To protect the legal interests of the municipality. To ensure that the municipality performs its functions and exercises its powers within the parameters of the law. ACHIEVEMENTS

	• New telephone system in place. • Purchased 6 new vehicles. • Maintenance and repairs to building were done. • Municipal Health By-Laws approved by Council. • Delegation policy was reviewed by Council.
ICT	• To provide and maintain an ICT Network and systems • To continuously upgrade ICT equipments and systems • To develop and maintain a website • To ensure compliance with a regulatory framework as developed by SITA ACHIEVEMENTS • Established an ICT Unit • Developed a Municipal Systems Plan for WDM and the 6 local municipalities • Upgraded ICT Infrastructure • Upgraded all user desktops • Procured server licenses • Upgraded the server room • Developed and launched new website • Procured service for Mookgopong • Established an ICT Forum • Assisted local municipalities in establishing ICT Units

Analysis of function	Number and cost to employer of all municipal staff employed:
	• Professional(Managers/Specialists) 19 • Field (Supervisors) 0 • Office (Clerical/Administrative) 29 • Non-professional 12 • Temporary staff 4 • Contract staff 0 • Contract staff 64
	Total

Key appointments and staff turnover during the year:

Appointments	2
Managers	2
Assistant managers	1
Senior officers	5
Total	
Staff turnover	3
Managers	3
Assistant managers	0
Senior officers	6
Total	

Function : Planning and Development

Sub function: Economic Development and Planning

Reporting Level	Detail
Overview	Includes all activities associated with economic development and planning initiatives. The department is involved in the stimulation and the promotion of economic growth in the district particularly in areas that are identified as key growth sectors of mining, tourism, agriculture, construction and manufacturing. The department also coordinates all the spatial planning and land

	management issues in the district.
Description of the Activity.	The function of economic planning / development within the municipality is administered as follows and includes: • Formulate, develop and implement economic development policy and LED strategies • Facilitate research on economic development and maintain database; Stimulate the local economy by promoting job creation, investment and the development of SMMEs • Mobilize investments both nationally and internationally • Enhance local economic development through sectoral development focusing especially on agriculture, tourism, manufacturing and mining development and marketing • Leverage government and international donor funds to support the LED program • Foster partnerships with other stakeholders in support of poverty reduction, job creation projects and infrastructure provision • Manage the implementation of LED initiatives in accordance with the IDP • Technical support to category B municipalities
Planning	DEVELOPMENT PLANNING • Administration and development of the District Spatial Development Framework (SDF) • Develop and maintain GIS System; Assist in the implementation of the IDP • Assist category B Municipalities with land use management and development planning • Formulation of development Policies, strategies and action plans" • Land Use Management • Spatial Development Framework • Integrated Development Transport Plan ACHIEVEMENTS • Integrated Transport Development Plan approved by Council • Establishment of Waterberg District Transport Forum • Provision of Financial and technical assistance to Lephalale,

Economic Development	Thabazimbi and Bela-Bela to complete their SDFs • Technical assistance to land use management of local municipalities
	ACHIEVEMENTS • Co-ordination of LED Districtwide activities • LED Strategy completed and approved by Council • Completion of the growth and development strategy • Assisted local municipalities and communities to access EU LED Funding programme • Conducted LED Roadshows for establishment of Waterberg Economic Development Agency • Establishment of Mining, Agriculture and Tourism Forums • Skills Development Strategy approved by Council
Tourism	ACHIEVEMENTS • Development and launching of destination brand • Formalisation of CTAs • Participation of WDM in the Tourism Indaba in Durban • Profiling of WDM in various print and electronic publications • Development of brochures for all 6 local municipalities • Promotion of Tourism Icons in Waterberg • Wildlife Expo and carnival was held with Bela-Bela Local Municipality and Limpopo Tourism & Parks Board
Agriculture	• Technical and financial assistance to Agriculture project within local municipalities, e.g. Lephalale Agriculture Corridor, Livestock Farming, C2C co-operative, and Madisha Goat Project
Mining	• Assisted local municipalities with the completion of social and labour plan • Established a mining working group

Function : Social Development and Community Services

Reporting Level	Detail
Overview	The main focus is on prevention of spread of communicable diseases, investigation of reported cases, control of outbreaks, and compliance with legislation, promoting integration of environmental and disaster management.
Municipal Health	• To provide services in terms of the Health Act, 1997 (No. 63 of 1977) as follows: ○ Vector control ○ Waste management ○ Food Control ○ Health Surveillance of Premises ○ Prevention of communicable diseases ○ Pollution control ○ Disposal of the dead ○ Chemical Safety ACHIEVEMENTS • Finalised the devolution process • Held Municipal health summit • Developed draft Municipal health by-laws • Conducted Health & Hygiene awareness campaigns • Established sub committees for food control, Water & Sanitation, Environmental and Event Management Committees. • Monitoring of all local municipalities land fill sites

Disaster Management	• To provide services in terms of Disaster management Act 57 of 2002 as follows: ○ Disaster risk assessment ○ Disaster risk reduction ○ Response and recovery ○ Information management and communication ○ Funding arrangements for disaster risk management
Fire Fighting	• To provide services in terms of Fire Brigade Services Act 99 of 1987as follows: ○ Prevent veld, forest and domestic fires ACHIEVEMENTS • Distributed 27 skid units • Established 6 fire protection units • Purchased 8 000 litre water tanker for Mookgopong • Distributed tents and blankets to disaster victims
Safety & Security	• To co-ordinate District safety & security meetings. ACHIEVEMENTS • Co-ordinated Community Safety meetings

Function :	Social Services
Sub function:	Education
Reporting Level	Detail

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Overview	To co-ordinate district education meetings
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Description of the Activity.	To encourage partnerships between the relevant sectoral departments and the municipality.
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	The key highlights for 2007/08 were: • Meetings with Department of Education ACHIEVEMENTS • 4 Meetings with Department of Education • 4 Risk Assessment campaigns held

Key Performance Area	Performance during the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	current	target
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Function :	Infrastructure Development
Sub functions:	Water & Sanitation Road & Stormwater Electricity Municipal Infrastructure Grant Programme
Reporting Level	Detail
Overview	Provision of technical support in ensuring that the services provided by the Municipality in realizing the strategic focus areas of Infrastructure Development are being done efficiently and effectively.
Description of the Activity	Infrastructure Development Department is comprised of the following functional areas: 1. Water and Sanitation 2. Roads and Stormwater 3. Electricity 4. MIG Programme The Strategic objectives are as follow : • Coordination of water and sanitation development. • Ensuring proper management of the district road network • Co-ordination of the provision of the electricity services • Co-ordination of the MIG Programme • Provision of technical support to LED and Disaster Management

	The key issues for 2007/08 were: • Co-ordination of Monthly District Water and Sanitation Forums • Implementation of identified local access roads projects • Co-ordination of District Energy Forum • Co-ordination of the MIG Programme
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Analysis of function	1. Water and Sanitation • Participation in the Provincial Planning Forum • Participation in the establishment of the Catchment Management Agency • Co-ordination of monthly Water & Sanitation Stakeholder Forum • Provide technical support to local municipalities 2. Roads and Stormwater • A total of 10 local access roads were completed for the 2007/08 financial year • Partnership agreement entered into with Roads Agency Limpopo for implementation of the roads project 3. Electricity • Co-ordination of District Energy Forums • 1 Roll over project was concluded 4. MIG Programme • Co-ordination of MIG Programme in the WDM Area • Conduct monthly meetings to tract progress on local municipal expenditure • Monthly reporting to Provincial MIG		
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	5. LED & Disaster Management Support • Implementation of projects related to LED (Abattoir) and Disaster management (Fire Stations)		
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