Mohokare Local Municipality Service Delivery Report 2016

Zastron

Rouxville

Smithfield

Contents

PROFILING MOHOKARE LOCAL MUNICIPALTY

SPATIAL DESCRIPTION
Mohokare local municipality area is situated in the southern eastern Free State and forms part of the Xhariep District municipality. The towns in the Mohokare area are Zastron, Rouxville and Smithfield.

DEMOGRAPHIC PROFILE
The recent survey conducted by Statistics South Africa indicate that there is an estimate of approximately 34,146 inhabitants in Mohokare local municipality, with a total estimate of 10,793 households.

DEMOGRAPHIC REALITIES AND SOCIO-ECONOMIC DYNAMICS
The community survey conducted in 2007, estimated the population of Mohokare to be at +41 867, however during the 2011 Census it Statistics SA indicated that Mohokare Local Municipality's population had decreased to +34 146 with 10 793 households.

KEY STATISTICS IN SUMMARY FOR MOHOKARE LOCAL MUNICIPALITY:
Total population   - 34 146
Number of households   - 10 793

IN PERCENTAGES
Young (0-14)   -32.2%
Working Age (15-64)   -61.4%
Elderly (+65) -   6.4%
Dependency ratio -62.9%
Growth rate -0.62% (2001 – 2011)
Population density   - 4 persons per km2
Unemployment rate -   31.4%

Mohokare Local Municipality's Demographics

Demographics

Table 1

Demographics by Population group

	Black/African	Coloured	Indian/Asian	White	Other	Total
Ward 1	6163	7	6	1	5	6181
Ward 2	6353	182	21	783	31	7370
Ward 3	5963	37	9	294	4	6307
Ward 4	2655	194	5	126	2	2982
Ward 5	4020	59	41	639	3	4762
Ward 6	5865	290	11	361	16	6543
Total	31018	769	93	2205	61	34146

OVERVIEW OF THE ECONOMIC PROFILE OF THE "MUNICIPALITY"

ZASTRON: Socio-Economic Profile
-Eye of Zastron: A curious formation in the Aasvoelberg -Vechtkop: The 2 072m peak and historic battle site that dominates Zastron's eastern horizons.
-Anglo-Boer war monument: In front of the town's Dutch Reformed Church.
-Kloofdam: Recreation is offered on the water and in the sun on the well-equipped resort

ROUXVILLE: Socio-Economic Profile
-Sterkstroom located between Rouxville and Aliwal North, has a spectacular 18 m long wall featuring Bushman rock paintings.
-Famous rain-animal of the Bushman chief Baartman, as well as the smallest painting of a bush in South Africa.

SMITHFIELD: Socio-Economic Profile
Well known Mission stations, Carmel and Bersheba are situated in the Smithfield district. Their activities are requested at the museum as well as those of leading personalities such as General De Wet (1854-1922) the late PG Hoffman president of the Free State Republic

MAYOR PROFILE

Women in politics provide a new perspective on long time issues affecting local communities and the current state of the nation. Women have always demanded to be recognized for the various talents and competency they possess to drive the country forward. Women are truly showing that they are capable of driving the country forward, and are proving that they are fighters that can challenge the current status quo.

Cllr A.M Shasha is the Mayor of Mohokare Local Municipality. The ANC has done well in their efforts in giving due recognition to women and their role in building a better South Africa and for this, they should be really commended.

Cllr A. M Shasha has been involved in various community organizations including the Mangaung Advice Centre, the Orange Free State

Honourable Councilor A.M Shasha

Cllr A. M. Shasha is also a founding member of the Thuso –Incedo Child Welfare Society and Empilweni Resource Centre in Rouxville. The Mayor was also involved in the Bloemfontein Students Congress and served in the leadership structures of the Congress of South African Students, including as a member of the National Education Coordinating Committee in the Southern Free State region from 1988 to 1990. She was also involved in the Rockland's Youth Congress between 1987 to1991.

Cllr A.M Shasha was deployed by the ANC as a councilor in 2006 and served as Chief Whip and was later deployed into the Mayoral committee and served in this capacity from 2006 until her deployment as the Speaker of the Xhariep district during October 2008.

Women's League: BEC Member of Kagisanong Branch (Bloemfontein)
BEC- Secretary of Rouxville & Chairperson Albert Nzula Branch
REC-First Regional Secretary Xhariep Region [Women's League]
Member of PEC since 1997 till date. [Women's League]
Currently is a PWC member and NEC of Women's League.

Under the leadership of A.M Shasha the municipality managed to move from disclaimer in 2011 to an unqualified audit opinion in 2015.

COUNCIL PROFILE

Introduction to political and administrative governance:

The primary role of the municipal council is that of political oversight of the municipality's functions and programs. The powers of local government as outlined in the Constitution of the Republic of South Africa chapter 7, section 160(1) are vested in the municipal council, which has legislative authority and executive authority. The Municipal Council is led by the Honourable Mayor while the administration is governed by the Municipal Manager who ensures that the decisions and policies of the Council are implemented.

The Standing Rules and Orders of Mohokare Local Municipality govern that the mayor must determine a schedule of the dates, times and venues of ordinary council meetings, and that the council must hold at least one ordinary meeting every three months.

The functions of the Council include:
The development and implementation of by-laws, the Integrated Development Plan, the budget. Council also debates local government issues and can ratify or reject proposals. The council has adopted major by-laws , policies and plans. It has subsequently appointed the committees in terms of the structures Act which deals with vast responsibilities which are fully functional: section 79 committees, MPAC, Oversight Committee, the Audit Committee, Ward Committees, Spluma Committee.

Council meetings are functional with ordinary council meetings sitting once quarterly with special council meetings called by the Mayor as and when the need arises taking into consideration compliance matters governed by municipal legislation. Senior management implements council resolutions to achieve strategic objectives.

COUNCIL PROFILE

Mechanisms used for oversight purposes are the following current committees to which councillors are assigned to serve on these committees chaired by a nominated councillor as outlined below:

Section 79 Portfolio committees

Five Council Portfolio committees have been established in line with section 79 of municipal structures act, 1998 and their meeting schedule adopted by council, they sit quarterly and the target is for each committee to sit four (4) times a year. Operations of the committees are also governed by the standing rules and orders of council. All the five committees are functional. The following councillors serve as chairpersons of the committees:

Name of Councillor	Capacity in Committee
Hon Clr. M. Shasha	Mayor, all-rounder of committees
Hon Clr. R. Thuhlo	Chairperson: Finance
Hon Clr. E. Backward	Chairperson: Planning and LED
Hon Clr. L. Lekhula	Chairperson: Corporate Services
Hon Clr. Khasake	Chairperson: Community Services
Hon Clr B. Majenge	Chairperson: Technical Services

COUNCIL PROFILE

Council oversight committee

The MFMA governs the establishment of an Oversight Committee for the detailed analysis and review of the annual report and the annual performance report. Following the reports tabling in Council, receiving and reviewing representations made by the public and inputs from other councilors and then drafting an oversight report for Council's adoption. The annual report of the financial year 2014/2015 was adopted by council in January 2016.

The current oversight committee consists of the following members:

Initials and Surname	Capacity
Clr I Riddle	Councillor, Chairperson
Mr L Thene	Community Member
Me VL Tuoane	Community Member
Mr Vaphi	Risk Management Committee, Audit Committee member

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COUNCIL PROFILE

1. Audit Commitee

In terms of Section 166 (1) of the MFMA, the act states that "Each municipality and each municipal entity must have an audit committee, subject to subsection (6) which states that: A single audit committee may be established for-

a.   A district municipality and the local municipalities within that district municipality; and
b.   A municipality and municipal entities under its sole control.

The Audit Committee shall consider any matters relating to the financial affairs of the municipality and to the internal and external audit that is determined to be desirable.

In addition, the committee shall examine any other matter referred to it by senior management, provided that such requests are legitimate and within the scope of the committee's duties and perform all statutory roles as outlined in section 166 of Municipal Finance Management Act.

2. An audit committee is an independent advisory body which must-

(a) Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to:

(i) Internal financial control and internal audits
(ii) Risk management
(iii) Accounting policies
(iv) The adequacy, reliability and accuracy of financial reporting and information
(v) Performance management
(vi) Effective governance
(vii) Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation
(viii) Performance evaluation and any other issues referred to it by the municipality or municipal entity

COUNCIL PROFILE

(b) Review the annual financial statements to provide the council of the municipality or, in the case of a municipal entity, the council of the parent municipality and the board of directors of the entity with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;

(c) Respond to the council on any issues raised by the Auditor-General South Africa in the audit report.

(d) Carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity the council of the parent municipality or the board of directors of the entity may request.
(e) Perform such other functions as maybe prescribed, and hold separate meetings with the Accounting Officers, Internal Auditors and the Office of the Auditor-General of South Africa.

2. Purpose
To assist the Audit and Performance Committee in fulfilling its oversight responsibility for the financial reporting process, the system of internal control, the audit process, and the municipality's process for the monitoring with laws and regulations and the code of conduct.

3. Membership and size
The Audit and Performance Committee will consist of at least four (4) independent individuals who are neither in the employment of the municipality nor are Councillors of Mohokare Local Municipality.

The Audit and Performance Committee consists the below mentioned four (4) members:

Initials & Surname	Position	Appointment date	Status
Mrs. K Mackerduth	Chairperson	August 2015	Active Member
Mrs. MP Koatla	Member	August 2015	Active Member
Mr. VW Vapi	Member	August 2015	Active Member
Mr. TA Shabalala	Member	August 2015	Resigned October 2015
Ms. Z Chonco	Member	May 2016	Active Member

COUNCIL PROFILE

4. Reporting

The Audit and Performance Committee will be responsible to:

i)   Report quarterly to the Council of Mohokare Local Municipality about Audit Committee activities, issues, and related recommendations.

ii)   Report annually to the Council of the municipalities, describing the Audit Committee's composition, responsibilities and how they were discharged, and any other information required by rule.

iii)   Review any other reports which contain the Municipality issues that relate to Audit Committee responsibilities.

iv)   In addition, the Chairperson must report annually to the Council of Mohokare Local Municipality summarizing the activities, recommendations and decisions of the Audit Committee during the previous financial year.

Risk Committee

Chairperson of Risk commitee	Ntseko Maqabe
Director corporate services	L. Nqoko
Director Technical services	M.Tsoamotse
Community Services Manager	S.Lekwala
Intergrated Development Planning	S.L Majenge
Performance Management Systems	L.Ravele
Local Economic Development Manager	P.Buyeye
Information Technology Technician	K.Rampheng

1. Roles and responsibilities

The duties of the Committee shall be to:

a. Review the risk management policy and strategy and recommend for approval by the Municipal Manager.

b. Review the risk appetite and tolerance and recommend for approval by the Municipal Manager.

(*continued on the next page*)

COUNCIL PROFILE

c. Review the municipality's risk identification and assessment methodologies to obtain reasonable assurance of the completeness and accuracy of the risk register.

d. Evaluate the effectiveness of mitigating strategies to address the material risks of the municipality.

e. Report to the Municipal Manager any material changes to the risk profile of the municipality.

f. Review the fraud prevention policy and recommend for approval by the Municipal Manager.

g. Evaluate the effectiveness of the implementation of the fraud prevention policy.

h. Review any material findings and recommendations by assurance providers on the system of risk management and monitor that appropriate action is instituted to address the identified weaknesses.

i. Measure performance of the Risk Management Unit in line with the approved plan and consider any deviations against the approved plan.

j. Develop goals, objectives and key performance indicators for the Committee for approval by the Municipal Manager.

k. Develop goals, objectives and key performance indicators to measure the effectiveness of the risk management activity.

l. Set out the nature, role, responsibility and authority of the risk management function within the municipality for approval by the Municipal Manager, and oversee the performance of the risk management function.

m. Provide proper and timely reports to the Municipal Manager on the state of risk management, together with aspects requiring improvement accompanied by the Committee's recommendations to address such issues.

The Committee shall meet at least four (4) times per annum. The Chairperson of the Committee or a majority of the permanent members of the Committee may convene additional meetings as circumstances may dictate.

Municipal Public Accounts Committee (MPAC)

The MPAC will assist council to hold the executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. By so doing, the MPAC would help to increase council and public awareness of the financial and performance issues of the municipality and its entities.

COUNCIL PROFILE

The MPAC may engage directly with the public and consider public comments when received, and will be entitled to request for documents or evidence from the Accounting Officer of a municipality.

The following councillors serve as members on the MPAC:

Initials and Surname	Capacity
Clr S Pokane	Chairperson
Clr MJ Sehanka	Member
Clr MA Letele	Member

Agri Forum

The Agri Forum consists of a group of organised farmers meeting with municipal management on a regular basis and chaired by the Mayor. The forum sits once quarterly and matters of mutual interest are shared between the municipality and the association of the farming component based in Mohokare Local Municipality.

Local Labour Forum

Section 23 of the Constitution of the Republic of South Africa, Act 108 of 1996, lays the basis for good labour relations and collective bargaining. The Labour Relations Act, 66 of 1995 prescribes how this constitutional mandate can be achieved. The primary purpose of the Act was to change the law governing labour relations with specific focus on, amongst other things, promoting and facilitating collective bargaining at the workplace and at sectoral level.

The Workplace Organisational Rights Agreement governs the establishment and operations of the Local Labour Forum. The Local Labour Forum shall have the powers and functions of negotiating and/or consulting on the following matters.

• Matters of mutual concern pertaining to the municipality and which do not form the subject matter of negotiations at the SALGBC
• Matters referred to it by the SALGBC
• Minimum Service Level Agreements

The local labour forum of Mohokare Local Municipality is fully functional and sits monthly with representatives from Council, Management and recognised trade unions.

Members of Council

Honourable Councillor A.M Shasha	Honourable Councillor B. Majenge	Honourable Councillor E. Backward	Honourable Councillor I. Mehlomakulu
Honourable Councillor M. Letele	Honourable Councillor R. Thuhlo	Honourable Councillor S. Riddle	Honourable Councillor S. Sephoka
Honourable Councillor J. Sehanka	Honourable Councillor L. Lekhula	Honourable Councillor T. Khasake	

FOREWORD BY THE MUNICIPAL MANAGER

Mr. T.C Panyani
Municipal Manager
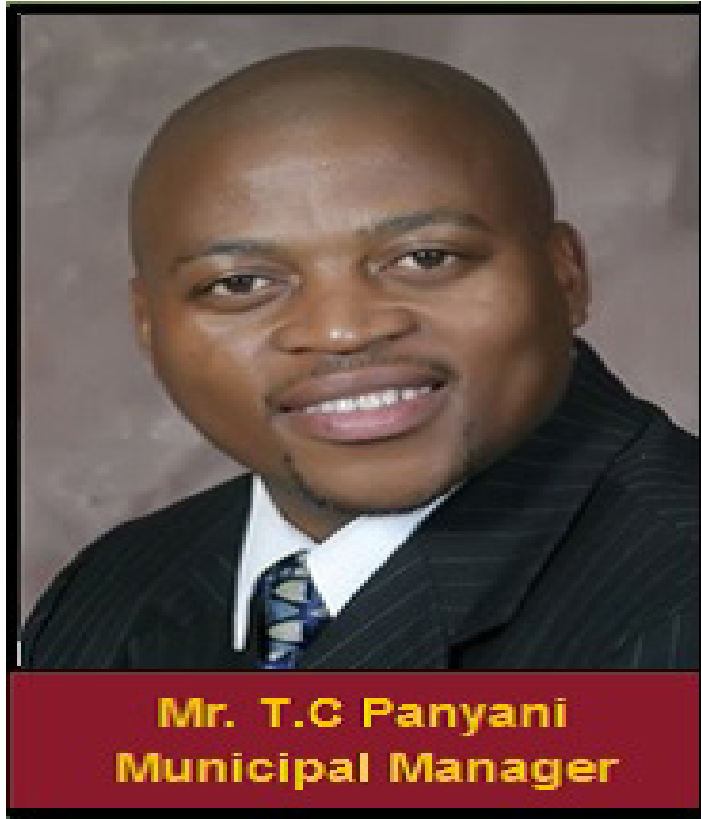
Once again it is time for us to report on the successes and challenges faced, and account for as the administrative performance of Mohokare Local Municipality during the 2011/2016 period. Our goal for the past years was clear and unambiguous, to deliver municipal services to the best of our abilities. One of the main challenges faced during the year was the balancing of the budget, with a slowdown in revenue collection due to increasing tariffs, as well as a shrinking revenue base due to a decline in population numbers. This challenge was professionally approached, and admirably managed, with strict financial management, increased oversight in terms of expenditure and a very cautious approach to further capital commitments. The municipality strives to improve the quality of the services offered, the audit opinion achieved attests to this, that the municipality is indeed a working progress as the municipality has moved from a disclaimer audit opinion to an unqualified audit opinion in 2015. We as a municipality will not rest until we exceed the quality and achieve a clean audit opinion.

Members of Senior Management

Mr. M. Tsoamotse Director: Technical Service Department	**Mrs. L. Nqoko-Rametse** Director: Corporate Service Department	**Mr. P. Dyonase** CFO: Finance Department	**Mr. D. Marais** Director: Community Service Department

Members of Extended Management

Mrs. R. Van Pletzen Senior Manager Administration	**Mr. S. Lekwela** Manager: Community Service Department	**Mr. N Buyeye** Manager: Local Economic Development	**Mr. S. Majenge** Manager: Integrated Development Plan	**Mr. K.M Rampheng** IT Head: MM Department
Mr. S. Mooroei Manager : Revenue Management	**Mrs. T. Ravele** Manager: PMS Unit	**Mr. M. Fobane** Manager: Water Quality Services	**Mrs. E. Wilken** Acting Senior Finance Manager	**Mrs. E. Meades** Town Planner: MM Department
Mrs. V. Ramotsabi Manager: Human Resource Management	**Mr. M Matamane** Manager: Rouxville Unit	**Mrs. N. Mokati** Manager: Zastron Unit	**Mrs. E. Hinana** Acting Manager: Smithfield Unit	**Mr. S.P. Kaibe** Manager: Security

THE MACHINE BEHIND SERVICE DELIVERY - GENERAL WORKERS

While the administration's function is to provide strategic leadership, management and control for the well functioning of the service delivery system in the Municipality; general workers are the wheel behind the workforce, that fiecerly make the service delivery implementable. The general workers are employees at the ground-level, that work to make sure that services are delivered, amongst other things, they are responsible for refuse-removal, water-leakage stoppages, water cleaning at the water plants, to name but a few.

The following pictures are some of the general workers at Mohokare Local Municipality, in the three towns.

Zastron Workers

Smithfield Workers

Rouxville Workers

"Since the introduction of ISO ,the municipality has improved its audit outcome."

NOTABLE ACHIEVEMENTS

The benefits of this initiative of Quality Management are to enhance customer satisfaction, improve quality, cost saving, optimize operations and access to new markets. Mohokare Local Municipality has been pre-audited in terms of ISO 9001:2008 QMS, and the municipality is glad to announce the pass it has accumulated on the 18/12/2013. The municipality underwent another audit by SABS which was also a success on the 12/4/2016, this indicates the improvement of the Municipality.

How does it work? ISO 9001:2008 is based on 8 Quality Management principles:
1. Customer focus
2. Leadership
3. Involvement of people
4. Process approach
5. System approach to management
6. Continual improvement
7. Factual approach to decision making
8. Mutually beneficial supplier relationships

An organization assesses its current situation, fixes quality objectives and develops a quality policy, implements actions to meet these objectives and then measures the results. With this information the effectiveness of the policy and the actions taken to achieve it, can be continually reviewed and improved in order to ensure quality.

Since its auguration,the Municipal Council has marked a significant achievement in developing its five (5) year Strategic Plan. And further, reviewed the 2011 – 2016 Integrated Development Plan that is reviewed annually and Council has managed to perform the task in line with the Local Government Municipal Systems act, Chapter 5.

Important to note, is that the Municipality in striving for improved administration, it has acquired an International Standard SABS ISO 9001:2008 *Certification,* the Municipality was accredited in October 2014. This affiliation is subject to an annual audit by the SABS and thus far we have maintained the certificate to date.

The Municipality managed to obtain an Unqualified Audit opinion 2014/2015 financial year, this is a tremendous achievement of the council and the municipality from a disclaimer to unqualified audit opinion.

The certification on an SABS ISO 9001:2008, was a strategic initiative by the Council as this resulted in the municipality implementing Quality Management System. The objectives of such an initiative are basically to meet and exceed requirements, expectations of the community at large.

It also involves continuous monitoring, measurement and improved community satisfaction; mostly performance thereof.

NOTABLE ACHIEVEMENTS

In its assisting intervention, the Council, moved swiftly to kill two birds with one stone, so to say, in order to curb unemployment in the communities and also bridge the skill gap in the workforce of Mohokare municipality, the council has implemented an outstanding Internship programme amongst other things, that has seen about 40+ young graduates being employed in the municipality.

Furthermore, through its visionary leader and the Mayor, the Council has launched an annual Mayoral Golf Day in order to establish the Mayoral Education Trust Fund to assist and meet half-way some students wanting to register for tertiary learning.

One of the key achievements of this municipality has been its committment to YOUTH DEVELOPMENT. Youth development is promoted through activities and programmes that help youth develop social, ethical, emotional, physical, and cognitive competencies.

So, it has been an obligatory mandate for the Municipality to implement initiatives that promote Youth Development, such as following:

In 2011
  * NARYSEC through Rural Development (All three towns)
  * 23Youths all three towns till 2015 , stipend R 1500.00

In 2012/2013
  * National Youth Service (Zastron Youth)
  * 25 youth renovated (Zastron prison) for 6 months , stipend 1200 monthly, certified as plumbers received working tools to start own projects.

In 2013/2014
  * Training of Security through office of the premier (All three towns)
    One year programme with a Stipend of R 1500 monthly

In 2014/2015
  * Youth Development Summit
  * Skills Development Programme (plumbing and Welding)(Rouxville)
  * 94 students one year programme with a stipend of R1500. Upon completion,the students received certificates and working equipment.
  * Career Guidance for all secondary schools within Mohokare through NYDA
  * Grade 10-11 job preparation and life skill through NYDA(all three towns)

In 2016
  * Entrepreneurial Development (Smithfield)
  * 50 youth trained
  * Out of 50 , 23 applied to register companies

On the 09/12/2015 Youth Development Unit together with National Youth Development Agency launched a skills development programme

PUBLIC PARTICIPATION AND FEEDBACK

Mohokare Local Municipality has realised that public particication is key to a harmonious and successful relationship with the community. Also, Section 152 of the South African Constitution requires a local authority to encourage the involvement of communities and community organizations in matters of local government.

Therefore, Mohokare Municipality is committed to a culture of development of municipal governance that complements formal representatives a system of participatory governance. The Municipality has a legal obligation to establish appropriate mechanisms, processes and procedures to enable the local community to participate in its affairs.

Council interacts with the community through various mechanisms where to provide a report back to the public such as:

> * Public Meetings
> * Ward Constituency Meetings
> * Ward Committees
> * Stakeholder Forum
> * Interfaith Forum
> *Cross Border Crime Prevention Forum

Ward Committees

The object of ward committees is to enhance participatory democracy in local government. Six ward committees were established , five have been functional while one was dissolved. The ward committees are chaired by the ward councillor and they sit on a monthly basis and they play a pivotal role in public participation.
Local heads of all sector departments form part of the Local Stakeholders Forum; they meet on quarterly basis with the Mayor.

Public Meetings

Mohokare has a public participation policy   adopted   by council, in terms of the Municipal Systems Act, Ward Councillors are required to hold at least one public meeting per ward per quarter, councillors were encouraged to hold public meetings monthly to ensure continuous communication with their constituencies.

PUBLIC PARTICIPATION AND FEEDBACK

Mohokare Municipality engages with the public all through the year on IDP/ Budget, by laws and various programmes and projects. The municipality has 6 wards and 5 ward committees that are functional. The municipality publishes its public meeting in local newspapers and also utilizes the municipal website, notices and loud hailing to inform the community on public meetings to broaden its public participation.

* Ward constituency meetings take place quarterly.
* Each of the six wards have to hold consultation meetings on a number of issues and constantly engage communities on the Integrated Development Plan objectives and progress.
* Ward constituency meetings are held quarterly and the reports of the sitting are presented to Council in the scheduled ordinary council meetings.

STAKEHOLDER FORUM

The stakeholder forum chaired by the Mayor, constituted by all government departments offering services in the jurisdiction of Mohokare Local Municipality, this stakeholder forum holds monthly regular meetings and are well attended.

INTERFAITH FORUM

The forum meets once a quarter, partnership and engagement help council and faith groups better achieve their policy, service delivery and social action goals, as well as enhance participatory and representative democracy.
The Interfaith Forum was established in 2013, and it has been meeting once quarterly.

The forum is functional, and its role is solely to strengthen public participation.
The main aim of the forum is to deal with some social challenges such as crime, further build endearing relations between the two countries.

Crossborder Crime Prevention Forum

South African and Lesotho representatives meet once in every two months in order to discuss issues and ways of minimizing crime pertaining cross border since the Zastron town shares a border line with Lesotho.
Seen below, representing members of the forum are(*from left*), Hounarable Mayor-Cllr Shasha, Councilor Thuhlo, Councilor Lekhula and Lesotho dignatary:

SECURITY DIVISION

SECURITY DIVISION, MOHOKARE LOCAL MUNICIPALITY

AIM
To create a free and safe workplace environment by means of protecting employees, information and assets of the institution on a daily basis. This is done through the following responsibilities:

• Security administration, general administration of training and security awareness for all Municipal employees.
• Information security, control of the release of information to ensure that no classified or sensitive information is made known to unauthorised people.
• Physical security, ensuring that the layout and design of municipal facilities prevents unauthorised access to assets.
• Personnel security, screening of all employees and contractors in order to be granted clearance at appropriate levels.
• Investigations and counter intelligence activities, investigating cases and gathering information to report to the SSA and SAPS

Achievements
• Development of the security policy.
• Good relations with the SAPS, SSA, SANDF and the Lesotho counterparts.
• Managed to investigate cases of Copper theft, Compactor and Finance break in.
• Managed to do Risk and Threat Assessment with the assistance of the State Security Agency.
• Managed to install trackers in all municipal vehicles
• Managed to install alarm systems in all municipal buildings

DEPARTMENT - Corporate Services

**Mrs. L. Nqoko-Rametse
Director: Corporate Service
Department**

AIM:
Corporate Services manages the governance affairs of the municipality. Our objective is to ensure that the administrative affairs of the council and administration are of a high standard.

The Department is responsible for council and council committees, legal affairs, administration and support services, institutional training and development , records management and communication services.
Corporate Services Directorate is a multi-disciplinary partner providing value- adding strategies, policies, processes and advisory services to other Directorates. This is achieved by driving a professional service culture that focuses on delivering high quality services to the organization and developing enabling policies that are results focused.

CORORATE GOVERNANCe
Corporate governance is the term that refers broadly to the rules, processes, or laws by which businesses are operated, regulated and controlled

Well-defined and enforced corporate governance provides a structure that works for the benefit of everyone concerned by ensuring that the enterprise adheres to accepted ethical standards and best practices as well as to formal laws.
Mohokare Local Municipality applies the requirements of King III with the main focus areas :
- Ethical leadership and citizenship
- Boards and directors
- Audit Committees
- The governance of risk
- The governance of information technology
- Compliance with laws, rules, codes and standards
- Internal Audit
- Governing stakeholder relationships
- Integrated reporting and disclosure

Corporate Services acts as a business partner to:

* The Directorate effectively plan, lead , organise and control the preparation and distribu
   tion of agendas and minutes for Council
* Communicate the resolutions of decision making bodies within the municipality

DEPARTMENT - Corporate Services

The municipality has made strides in its role of ensuring corporate governance taking into account the requirements of King III , the following is in place:

- Essential policies, plans and strategies have been developed
- Business processes and controls to guide operations are in place
- Compliance with statutes through the development of a compliance register
- Upgrading of technology and systems
- Risk management- the governance of risk through applicable processes with a dedicated risk unit.
- Periodic performance assessments of Senior Managers is conducted
- There is an independent and effective audit committee
- There is a functional internal audit unit
- Sound Financial Management

POLICIES AND PLANS

Policies and plans play a strategic role in an organisation, the organisations vision becomes integral part of its operations.

• The essential required policies and plans have been developed and reviewed since 2011 to fulfil the legislative requirements and also to be in line with the environmental requirements. The policies and plans developed in the past were reviewed to keep abreast with changes in legislative requirements and to fit with the overall direction of the organisation. Reference is made to Annexure A, exhibiting all policies and plans.

ACHIEVEMENTS

- •Development of documentation: HR and development policy. Bursary agreement, training evaluation form and learning programme agreement.
- •Functional skills development committee
- •From 2011- 2014, 107 employees have been trained from lower level to Management.

From 2015/ 2016 financial year:

- •Section 57 employees have completed the Municipal Finance Management Programme in compliance with the National Treasury Minimum Competency levels regulations.
- •13 employees from levels 6-12 from the finance department, middle managers and other directorates have completed the Municipal Finance Management Programme
- •14 employees completed IDP, LED and PFMA programmes.
- •34 employees completed the water and wastewater treatment process operation
- •6 Councillors completed councillors development programme
- •9 lower level employees completed Adult and training programme

DEPARTMENT - Corporate Services

- Perfomance Management
- Risk Management
- Strategic Planning
- Financial Management
- Capacity Building
- Change Management
- Policy Development and Analysis
- Contract Management

The Corporate Services Department provides the following functions:

- Corporate Administrative and support services
- Provide secretarial and support services to Council
- Legal Services
- Communication Services
- Institutional Training and Development
- Records Management

Include:
- Office of the Mayor
- Youth development
- Special Programs
- Public Participation

STATE OF ADMINISTRATION

The following Municipal By-laws exist within the municipality to compliment the municipal policies

DESCRIPTION	DATE PROMULGATED
By-Laws relating to Rules and Orders, 2007	09 February 2007 PN No. 9
Impoundment of Animals By-Law 2008	22 August 2008 PN No. 66
Dumping and Littering By-Law, 2008	19 September 2008 PN No. 77

DEPARTMENT - Corporate Services

DESCRIPTION	DATE PROMULGATED
Credit Control and Debt Collection By-Law, 2008	19 September 2008 PN No. 77
Keeping of Animals By-Law,2009	06 March 2009 PN No. 16
Property Rates By-Law, 2009	19 June 2009 PN No. 43\
Keeping of Animals By-Law,2009	06 March 2009 PN No. 16
Property Rates By-Law, 2009	19 June 2009 PN No. 43
Tariff Policy By-Law, 2012	23 November 2012 PN No. 57
Indigent Support By-Law, 2012	23 November 2012 PN No. 57
Control of Street Vendors, Peddlers or Hawkers By-Law,2012	23 November 2012 PN No. 57
Advertising By-Law, 2012	23 November 2012 PN No. 57
Refuse Removal By-Law, 2012	23 November 2012 PN No. 57
Informal Settlements By-Law,2012	23 November 2012 PN No. 57
Water Services By-Law, 2012	23 November 2012 PN No. 57
Ward Committee By-Law, 2012	23 November 2012 PN No. 57
Municipal Land Use Planning	June 2015 (National) 28 Aug 2015 PN No. 82

Delegations

The Local Government Systems Act, 2000 (as amended) governs that the rights and duties of municipal councils, and of the members of the local community, and the duties of the administrations of municipalities.

Legislation changes guide amendments to delegation authority added to operational requirements. The delegations are reviewed annually on the council meeting during the month of May. The council adopted the latest Reviewed Delegation System and Register of Delegated Powers on 28 May 2015.

DEPARTMENT - Corporate Services

Corporate Management Support

Management meetings are taking place monthly with administration rendering the auxiliary support, compiling agendas and minutes.

Documents Management

Information is a unique asset for any organization and no insurance protection is available for the loss of information contained in records. Well organized records enable an organization to locate information easily.

The broad policy guidelines regarding records management are contained in the Free State Provincial Archives Act, 1999 and Regulations 2006 which governs the proper management and care of all public records. The following acts play their part in records management:

Promotion of Access to information Act, 2002 which necessitates the development and implementation of the PAIA Manual for public records with the Protection of Personal Information Act, 2013 which serve to balance the constitutional right to privacy with constitutional right to access to information.

Control of Records
All municipal records are filed in line with the approved file plan of Mohokare LM. The file plan contains all approved subjects and indicates how files are to be opened and stored physically and electronically.

The ISO9001:2008 Quality Management System certification which the municipality obtained in 2014 required documentation for the MLM Quality Management System comprises amongst other of the main components including:
   *Policies and Procedures Manual (PPM)
   *Quality Manual and
   *Documents control Manual (DCM)

These ISO documents should be updated on a regular basis to uphold the certification with obsolete documents being withdrawn from circulation.

DEPARTMENT - Corporate Services

INSTITUTIONAL TRAINING AND DEVELOPMENT

• The Skills Development Act aims to develop the skills of the South African workforce and to improve the quality of life of workers and their prospects of work. To improve productivity in the workplace and the competitiveness of employers and to promote self-employment.

The workplace skills plan is the key strategic planning document relating to workplace training, career pathing and employment equity, the plan details the training planned for the financial year and it is informed by the IDP, Skills audit results and the MFMA in terms of Section 83(1).

COMMUNICATION SERVICES

• The divisions function is to ensure professional, credible and cost effective information flow between the municipality , its staff , residents, and other stakeholders relating to service delivery , municipal activities and initiatives.
• Documents developed and adopted by council : communication policy, social media policy and community satisfaction survey forms.
• The municipality has improved the communication through newsletters, information dissemination, media engagements , arrangements of radio talk shows, functional website, bulk sms and facebook page interface.

• Mohokare Local Municipalities has established its own website that is managed and hosted internally, the website contains a newly developed structure, it is accessible, easy to use and it is regularly uploaded with key documentation and information as set out in Local Government Municipal Finance Management Act section 75 or any other applicable legislation.

DEPARTMENT - Corporate Services

EMPLOYMENT EQUITY

• In terms of the Employment Equity Act No. 55 of 1998, Mohokare Local Municipality is required to prepare an employment equity plan in line with section 20. The Plan provides a significant framework for the achievement of equity across the municipality; it provides a guide for Sub directorates for the inclusion of equity and access strategies as an integral part of their strategic planning.

• The Municipality drafted the employment equity plan in compliance with section 20 of the employment equity act 55 of 1998, the plan was submitted to department of labour on 29 February 2016, the plan was subsequently approved for implementation by the Department of Labour on 23 March 2016 for the next five (5) year from 01 March 2016 to 28 February 2021. The plan was submitted to Council and approved on 30 June 2016.

• The Municipality established an employment equity representative forum, this is a platform where elected representatives engage with management on employment equity and affirmative action matters.

DEPARTMENT - Corporate Services

Accomplishments

• Section 56 employees have completed the Municipal Finance Management Programme in compliance with the National Treasury Minimum Competency levels regulations.
• 13 employees from levels 6-12 from the finance department, middle managers and other directorates have completed the Municipal Finance Management Programme
• 14 employees completed IDP, LED and PFMA programmes
• 34 employees completed the water and wastewater treatment process operation
• 6 Councillors completed councillors development programme
• 9 lower level employees completed Adult and training programme
• Functional skills development committee

DEPARTMENT - Community Services Department

Mr. D. Marais
Director: Community Service
Department

VISION:
A perfomance driven Department aimed to provide sustainable services to the Community.

MISSION
To objectively deliver quality services in alignment to the set municipal principle of good governance.

Departmental Structure
* Acting Director
* Manager
* Unit Managers
* Traffic Safety and Law Enforcement
* Sports and Facilities Management
* Human Settlement
* Commonage Management
* Ammenities
* Solid Waste Management

MEC Khompela launched a Cross Border Crime Combating Strategy at Zastron on the 11/14/2014. Zastron was chosen as the host area due to its proximity with Lesotho,

DEPARTMENT - Community Services Department

A newly revamped Traffic and Law Enforcement Unit, with new Equipment

DEPARTMENT - Community Services Department

Human Settlement

Prioritizes keeping records on backlog sites applications, site allocation, facility transfer of sites, estate, provision of housing units by Provincial Department of Human Settlements, land assembling and the management of municipal council buildings.

Human Settlements is responsible for housing and urban development therefore its primary purpose is the implementation of the constitutional mandate that "Everyone has the right to have access to adequate housing". human settlement is an integrative concept that comprises of physical components of shelter and infrastructure.

On the 29/10/2014; the Provincial Legislature Portfolio Committee on Human Settlement visited Mohokare Local Municipality after the meeting the project visit was conducted by the committee and the Council including senior municipal officials. Seen on the next page are the houses that were built.

DEPARTMENT - Community Services Department

The following are some of the pictures of the houses that were build in and around the municipality in the year 2014.

Newly built houses in Zastron/Matlakeng on the right, replacing the old one on the left

Seen in the next page, Chairperson of the Portfolio Committee on Human Settlement, honourable Sarah Moleleki inspecting newly built houses in Zastron/Matlakeng on the 29/10/2014

On the 14 December 2014 the honourable Mayor handed these prestige houses over to their respective beneficiaries.

DEPARTMENT - Community Services Department

Chairperson of the Portfolio Committee on Human Settlement, honourable Sarah Moleleki inspecting newly built houses in Zastron/Matlakeng on the 29/10/2014

Honourable Mayor, Clr Letele and Ward Committee members handing a newly built house to Mme Mantwa Leballo in Rouxville/Roleleathunya

DEPARTMENT - Community Services Department

PROJECTS PROGRESS [Human Settlements]

This housing project is one of the Provincial programs from Premier`s office intended to make a difference to residents of Matlakeng in Zastron, by providing two hundred (200) housing units for the purpose of eradication of the two roomed houses.

Project Period	Demolish-ing	Foundation level	Wall plate level	Completions	Handed over to beneficiar-ies
May 2015—June 2016	52	92	36	18	13

(*The project started in May 2015*)

LABOUR EMPLOYMENT REPORT
Company /Sub-Contractor`s Name: North Co

Month	Sub-Contractor/s		Skilled		Semi-Skilled		Unskilled		Adults		Youth		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
July	0	0	5	0	0	0	0	0	5	0	0	0	5
Aug.	0	0	5	0	0	0	0	0	5	0	0	0	5
Sept.	Yes	N/A	19	-	5	-	14	5	21	0	19	3	43

DEPARTMENT - Community Services Department

PROJECTS PROGRESS [Human Settlements]

COMPANY/Sub-Contractor`s Name; Hope of OZ;

Month	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
July	0	0	5	0	0	0	0	0	5	5	0	0	5
August	0	0	5	0	0	0	0	0	0	0	0	0	5
Sept.	Yes	N/A	6	-	7	0	3	0	6	0	3	7	16
Total no of Labour	0	0	6	-	7	0	3	0	6	0	3	7	16

The project is currently at a standstill this matter has been communicated to the directorate of human settlements.

Name of the Town	Name of Contractor	Allocation	Financial Year	Progress
Zastron	Suprim trading	100	2010/11	100 complete
Zastron	Furn Serve	100	2010/11	100 complete
Zastron	Two housing project	200	2015/16	On-going
Rouxville	Leveticus	100	2013/14	100 complete
Rouxville	Leveticus	100	2010/11	100 complete
Smithfield	Leviticus	100	2010/11	100 complete
Total Number		700		

DEPARTMENT - Community Services Department

LAND ACQUISITION

Name of the Town	Land Acquired	Municipal owned land	Purpose of application	Township register opened	No. sites surveyed
Zastron	1 pocket of land	No	Residence	No. only draft layout plan	Approx. 2000
Rouxville	2 Farms	No	Water provision	No	Not Applicable
Total Number					**Approx. 2000**

Available Sites for future developments

Rouxville	Number of sites	Township Establishment	Purposed of land use	Total number of sites
Rouxville	874	Yes	Residential and Business	874
Zastron	**750**	**Yes**	**Residential and Business**	**750**
Smithfield	464	No	Residential and Business	464
TOTAL				2088

The honourable Mayor and Council handing Title Deeds to the Community of Mohokare

DEPARTMENT - Community Services Department

On the 14/02/2015 The Council of Mohokare handing over Fire equipment to Agri-Forum:

Honourable Mayor, Cllr A.M Shasha led a delegation of Councillors, senior management and Agri-Forum to a ceremony of handing over fire equipment. Agri-Forum is an association of farmers in Mohokare area; the association has established virtuous relations with the municipality consistently on developmental issues.

The equipment handed over is intended to control and curtail veld fires which eventually destabilizes the productivity of commercial farmers; henceforth the economic decline of the area itself. Therefore without local economic development aspect of farmers, it will be quite difficult for farmers to pay rates and taxes thereof.

It is an obligatory matter for the municipality to enhance economic aspects, and also it is a mandatory matter for the municipality to safeguard the environment from veld fires to avoid disaster. Considering the area of Mohokare with its economic dependency on agriculture hence the overall support given by the municipality.

DEPARTMENT - Community Services Department

Name of the Policy/Plan	Purpose of the Policy	Adoption Date
Integrated Waste Management Plan (IWMP)	Encourages segregation of waste, recycling and environmental management.	2015/2016
Municipal Disaster Management Plan	Assist the Municipality and its Stakeholders in dealing with disaster incidents	2015/2016
Land Disposal Policy	Assist and or give guide to the Municipality in disposing its own land.	2015/2016
Use and Management of Sports Facilities	Assist the Municipality and its Stakeholders in the Management and use of the facilities.	2015/2016
Commonage Management Policy	To guide the Municipality, Stakeholders and the Community on the land use and Management when coming to commonage farming.	2015/2016
Housing Sector Plan	To categorically, deal with housing issues; different housing and sites backlogs, annual allocations of sites etc.	2015/2016
Sale/Lease of Fixed municipal properties	Developed to deal with the sale/lease of sites owned by the municipality	2015/2016
EPWP Policy	Developed to assist the Municipality and the department in implementation of the programmes through different EPWP sectors.	2015/2016
Cemetery Management Policy	Give direction to the Community and the Undertakers on Municipal processes and procedures.	2015/2016
Mohokare Initiation School Policy	Regulates the operations and management of the Initiation Schools	2015/2016

DEPARTMENT - Technical Services Department

Mr. M. Tsoamotse
Director: Technical Service Department
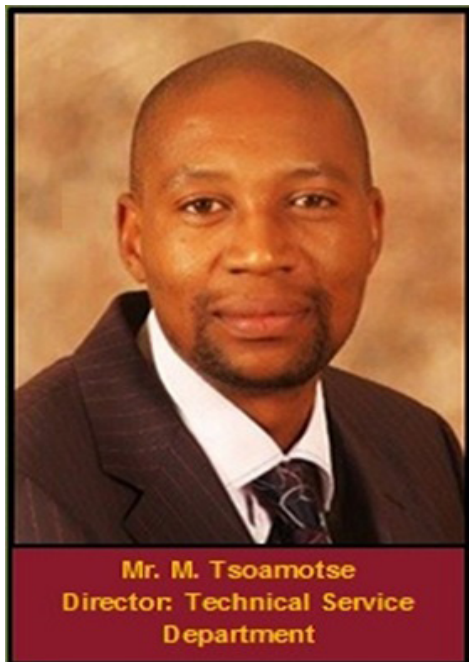
AIM:

The Technical Services department is responsible for provision of basic services and implementation of Municipal Infrastructure projects.

The Technical Services Department is split into the following sections:

* Water Services
* Sanitation Services
* Roads and Storm water
* Electricity Services (Outsourced to Centlec)
* Project Management Unit (Infrastructure)
* Solid Waste Management

WATER SERVICES SECTION

Mohokare local municipality is a water service authority and provider. The municipality provides water throughout the three towns.

NB: Electricity is supplied by only two service providers in Mohokare local municipality namely ESKOM and CENTLEC.

Service Delivery Implementation Plan for 2011-2016

Project	Completion Date	Status
Upgrading of Caledon water scheme to Smithfield	13/12/2013	Complete
Smithfield/Somido Park: 5 Km access collectors and related	28/04/2017	construction
Rouxville/Roleleathunya upgrading of sports grounds	06/06/2013	Complete

DEPARTMENT - Technical Services Department

Zastron/Matlakeng construction of 2,9 KM pavement access collector, internal streets and related	03/21/2015	Complete * Retention
Zastron/Matlakeng installation of 16 high mast lights in Refeng Khotso	10/31/2013	Complete
Matlakeng upgrading of sports grounds	05/30/2014	Complete *Retention
Mofulatshepe upgrading of sports grounds	06/30/2016	On hold
Zastron/Matlakeng installation of 16 high mast lights in Refeng Khotso	10/31/2013	Complete
Matlakeng upgrading of sports grounds	05/30/2014	Complete *Retention
Mofulatshepe upgrading of sports grounds	06/30/2016	On hold
Smithfield/Mofulatshepe installation of 14 high mast lights	04/02/2015	Complete
Zastron/Itumeleng upgrading of sports facilities	06/30/2016	Design and tender
Zastron/Matlakeng building of a guard-house ablution facilities and fencing of cemeteries	06/30/2017	Registered project
Zastron/Matlakeng upgrading of sewerage treatment works	11/30/2016	Currently running
Rouxville upgrading of water treatment works	11/20/2015* On hold	On hold
Rouxville Construction of 27 Km Bulk Raw water pipeline from the Orange river to Paisley Dam civil works	March 2017	Currently running
Zastron Construction of 15Km bulk raw water pipeline from Montagu to Kloof dam and Zastron WTW incl. 2 pump stations	March 2017	Currently running

DEPARTMENT - Technical Services Department

Project: Matlakeng Sports Ground

Matlakeng 2, 9 km pavement and access collector

Matlakeng 2, 9 km pavement and access collector

DEPARTMENT - Technical Services Department

Zastron Construction of 15Km bulk raw water pipeline from Montagu to Kloof dam and Zastron WTW

DEPARTMENT - Technical Services Department

OVERALL PROJECT ACHIEVEMENTS

ACHIEVEMENTS IN SMITHFIELD:

   * Completion of Phase2 Caledon Water Scheme in Smithfield December 2013
   * Completion of Smithfield Oxidation Ponds March 2014
   * Electrification of 200 households in Somido Park
   * Smithfield 8 hand pumps and 3 electrical pumps

ACHIEVEMENTS IN ROUXVILLE:
   *Completion of 2km road Roleleathunya 2012
   *Completion of 4.8km pipeline from the WTW to Reservoirs September 2013
   *Completion of Roleleathunya Sports Ground October 2013
   *Development of 6 hand pumps (boreholes water) in Rouxville and the 3 electrical Pumps
      boreholes

ACHIEVEMENTS IN ZASTRON:
   *Installation 16 High mast lights and 56 Street lights
   *Completion of Matlakeng sports ground
   *Completion of 3.37km paved access road in Matlakeng

BLUE DROP: Mohokare is number 7, right after Mangaung Metro in terms of Water Quality.

RECENTLY COMPLETED PROJECTS:

SMITHFIELD

   *Installation of 12 high mast lights and 13 street lights in Smithfield -30 March 2015
   *Implementation of Water Conservation and Demand management - MWG
      (Bucket eradication in Smithfield)
   *Smithfield boreholes, 8 hand pumps and 3 electrical

ROUXVILLE:
   *Eradication of 733 of 777 buckets in Roleleathunya and Uitkoms
ZASTRON:

   *Upgrading of 15km raw water pipeline in Zastron 30 April 2015
   *Water Conservation and Demand Management -MWIG
   *Eradication of buckets in Refengkhotso

DEPARTMENT - Finance Department

Mr. P. Dyonase
CFO: Finance Department

AIM:
The department is responsible for the management of all revenue collected by means of billing, property rates; service fees other charges.

The department is responsible for supply chain management, expenditure management as well as the management of the municipal insurance portfolio.

The Finance Services Department is split into four sections:
 * Revenue Collection
 * Expenditure
 * Budget & Treasury Office
 * Supply Chain Management

ACHIEVEMENTS

*Upon commencement of the term in office, no employee in the finance department had a qualification higher than a B. Degree. Currently there are a Chartered Accountant and several employees with a B. Honors degree in the service of Mohokare Local Municipality;

*Through the Capacity building as illustrated above, the Municipality was able to do away with several service providers initially used in the Finance Department for the outsourcing of numerous functions within Finance Department. For the past three years the AFS has been compiled in-house by a member of the Municipal Staff.

*Through the capacitating of the Asset Division, the Finance Division was able to achieve an unqualified audit on this section. Upon the inception of the Council, Mohokare Local Municipality did not have an Asset Register on which reliance could be placed. Currently, the Asset Registers (both mov able and immovable) are complete and accurate and a true reflection of the assets as owned by Mohokare Local Municipality.

*Mohokare Local Municipality has further been identified as the Municipality with the best prepared budget in the Free State Province and the third best in South Africa. This should be seen as an exceptional achievement as the budget is the base document on which all other processes in the Finance Department follows.

*A significant decrease in the amount of unauthorized expenditure per year can be noted. This is directly influenced by the municipality's ability to budget accurately.

*The audit opinion has improve from Declaimer to Unqualified Audit opinion

DEPARTMENT - Finance Department

Policies in the Finance Department

Name of Department	Policy Name
Finance	Fleet Management Policy
Finance	Fruitless&Wasteful Expenditure
Finance	Paupers Buriel
Finance	Loans Policy
Finance	Indigent policy
Finance	Rates policy
Finance	Credit control & debt Collection
Finance	Tariff policy
Finance	Banking & Investment policy
Finance	Supply Management policy
Finance	Accounting policy
Finance	Asset management policy
Finance	Budget policy
Finance	Debt Write off policy
Finance	Debt Management Policy
Finance	Virement policy
Finance	Vehicle and Equipment Policy
Finance	Traveling & Subsistance
Finance	Mobile Devices Policy
Finance	Telephone Usage Policy
Finance	Car Allowance Policy
Finance	Remuneration & Allowance Policy

DEPARTMENT - Finance Department

REVENUE DIVISION

The Revenue division is responsible for the following:
   *Receipting
   *Billing
   *Credit control & debt collection

Indigents

The council approved the revenue enhancement strategy on 28 May 2015. The purpose of the strategy was to increase revenue collection & explore other alternative revenue sources. From the strategy the municipality identified the following projects for implementation:

Project	Status
Deduction of rates & services money through stop orders on officials & councilors in arrears	Implemented
Review/renew of all municipal contract with market related tariffs	Implemented
Billing for billboards	Implemented
Appointment of a service provider to assist with traffic law enforcement	Implemented
Writing off of uncollectable debts	Implemented
Data management	Implemented
Regular hand over of debtors older than 90 days	On hold
Restriction of water	Not yet implemented

The Municipality derives its revenue from the following sources:
  *Rates
  *Rent
  *Water
  *Sewerage
  *Refuse removal
  *Interest on outstanding accounts

NB: Electricity is outsourced CENTLEC:

DEPARTMENT - Finance Department

2014/15	R 35,601,131.16	R 9,046,871.56	25
2015/16	R 45,517,635.03	R 11,269,709.80	25
Subtotal	R 210,157,022.75	R 44,225,548.05	21
(Indigent subsidy)	(R 12,690,975.84)		
Total	R 197,466,046.91		22

Generally the collection rate is very low due to debtors not paying their accounts. As a result the council approved the credit control & debt collection policy to collect arrears on outstanding accounts. Due to ageing infrastructure (water meters) & the consistent drought experienced country wide the council was unable to restrict water on non-payers.

Municipal Debt

Debtors by Customer Classification	
Government	R 1,846,883.53
Business	R 13,276,219.05
Residential	R 99,961,625.90
Other	R 11,519,138.31
Total	R 126,603,866.79

Indigent

From 2011 to 2016 we had the following number of registered indigents for the following financial periods:

2011/12	12/13	13/14	14/15	15/16
561	1215	3097	2054	2079

These low numbers negatively affect the equitable share allocations, as most indigent people are not registering as expected. These numbers only represent +_ 25 of the total population.

DEPARTMENT - Finance Department

Free Basic Services

Registered indigents qualify for the following benefits:

  *Water - 6kl of free water
  *Electricity - 50 Kwh
  *Sanitation - 100% subsidy on the tariff
  *Refuse removal - 100% subsidy on the tariff
  *Rates - 120 000 on the market value of the property

Audit Opinion

Description(Years)	10 - 11	11 - 12	12 - 13	13 - 14	14 - 15
Audit Opinions	🔴	🔴	🟣	🟣	🟡

🟡	Unqualified with findings
🟣	Qualified with findings
🔴	Disclaimer

DEPARTMENT - HUMAN RESOURCE MANAGEMENT

Human Resource is responsible for the human capital of the municipality in close alignment with the Integrated Development Plan. We are responsible for insuring the recruitment and selection of relevantly qualified personnel.

OUR STRATEGIC ROLE AS HR

- Align community needs with municipal resources
- Develop a corporate culture of excellence
- Recruit and hire people with the right blend of qualifications & experience
- Develop and implement "best practice" HR policies and practices
- Develop a credible training and development strategy
- Develop and implement a performance-based reward system
- Develop and Implement employee retention and succession strategies
- Sustain good performance and administration

OUR KEY FUNCTIONS

- Recruitment and Selection (EE)
- Employee Wellness
- Occupational Health and Safety
- Performance Management
- Training and Development
- Labour Relations
- Conditions of Service
- Staff Retention and Succession Planning
- Terminations and Withdrawals

DEPARTMENT - LOCAL ECONOMIC DEVELOPMENT

Introduction
Municipalities have a constitutional mandate to promote local economic development (LED). Section 153 of the constitution states that:
A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.

A municipality must structure and manage its administration, and budgeting and planning process to give priority to basic needs of the community, and to promote the social and economic development of the community.

The unit consists of:

COOPERATIVE	PROJECT	STATUS
Letlaka Cooperative	Aqua culture project	Fully funded (R1,14 Million)
Rerapellakgotso Cooperative	Piggery	Fully funded(R653,064.00)
Tshwaranang Cooperative	Cattle farming	Fully funded (R991, 310.00)
Mohokare Bakery	Bakery	Fully funded (R650,150.00)

DEPARTMENT - LOCAL ECONOMIC DEVELOPMENT

LED has to create enabling environment, the council approved the following applications for land and infrastructure to start business:

COOPERATIVE	PROJECT
Leratha 55 Cooperative	Poultry farming
Zondwazintshaba Cooperative	Sand stone
Rerapellakgotso Cooperative	Piggery and vegetable farming
Mohloding Center for Development	Crusher stone plant
Goat farming	Goat farming
Tshwaranang Cooperative	Grazing
Sakhisizwe Venture Project	Vegetable farming
Molikeng Car wash	Car Wash and Chisa Nyama
Town Hall car wash	Car Wash

The LED Strategy

The first Local Economic Development Strategy was adopted in 2007 and became valid until 2012. The document was then due for review during 2013 but the review could not materialize due to financial challenges the municipality was encountering. The LED Unit then made a presentation to SALGA Working Committee on Planning and LED requesting human resource support as well as financial assistance to complete the review task. SALGA in turn roped in COGTA, MISA, and provincial Treasury to assist with the review process. The review process then commenced towards the end of 2014 and was completed at the beginning of 2015 and was adopted by council during the same year. As a result of external support, the review was done and completed on zero based budget and Mohokare became the first municipality in the Free State to review its LED Strategy without funding. The reviewed Strategy was completed through massive SMMEs participation in all the three towns of Mohokare and will be valid for a period of five years.

DEPARTMENT - LOCAL ECONOMIC DEVELOPMENT

SMMEs Support Policy

The LED Unit compiled this policy towards the end of 2015 and its main purpose is to protect the local business community against unfair external competition, and also to give priority to local businesses when municipality and sector departments procure goods and services. This policy dictates that where tenders are given to external contractors, such contractors have an obligation to sub contract part of the work to local contractors. In so doing local contractors will be able to upgrade their certificates and compete with established external companies. The policy is also vocal in encouraging partnerships in cases where big contracts are given to external companies. This policy has been adopted by council and shall start to be effective in the financial year 2016/2017.

Agriculture Strategy

The LED Unit compiled this Strategy towards the end of 2015 and its main intention is to reflect on the challenges that are facing small holder/commonage farmers in the three towns of Mohokare, with specific reference to overgrazing and shortage of land for grazing and crop cultivation. The Strategy also reflects on the shortage of relevant infrastructure in the commonages and the kind of intervention needed to address identified grey areas.

Establishments of LED Units
In order to involve communities, SMMEs in particular, in championing local economic development in their surroundings, the LED Unit facilitated the establishment of LED forums in Zastron and Smithfield. In Rouxville local economic development is facilitated and championed by Rouxville Development Agency in partnership with the LED Unit of the municipality. The forums Are elected into office for a period of two years at the end of which their mandate supposed to be renewed.

DEPARTMENT - LOCAL ECONOMIC DEVELOPMENT

Tourism Project

In Zastron the LED Unit has recommended that municipality goes into partnership in as far as tourism is concerned. The Unit came to realize that the town of Zastron has tourism potential on destinations and establishments and all that was needed was to unleash the full potential of such nodes. At the beginning of 2016 municipality advertised for tourism business proposals and invited interested parties to come and make presentations. Due processes have been completed and the bid committees are in a process of concluding the deal.

Cooperatives Program

This program was first adopted by the LED Unit in 2012 and its main focus was to encourage the establishment of cooperatives in all the three units of Mohokare. In 2015 a partnership was concluded between the Unit and DESTEA where the latter made a commitment to come up with a program that was intended to grant material support to local SMMEs. SMMEs in all the three towns were then assisted to make submissions on the challenges their businesses were faced with and the kind of intervention and support they needed from the department. The department further made a commitment to assist the cooperatives with compilation of business plans and the program was scheduled to start in Zastron on 24 May 2016 and proceed to Rouxville and Smithfield on 25 and 26 May 2016 respectively.

LED Achievements:

During the financial year 2013/2014 the LED Unit has been able to source financial support for the following cooperatives:

In advancing the local economic agenda the Unit recommended to council the approval of the following applications for land and infrastructure:

Leratha 55 Cooperative

Conclusion

The South African government has prioritized rural development as a key strategy to counter the legacy of uneven development in the country. The aim of LED Units in municipalities is to

DEPARTMENT - PERFOMANCE MANAGEMENT SYSTEMS

PERFORMANCE MANAGEMENT SYSTEMS UNIT.

Performance management is an ongoing process that focuses on accountable performance.

Achievements of the Unit

PMS Unit was established in August 2014 Guided by MSA No. 32 of 2006, chapter 6.
Currently the Unit is capacitated with the following:
PMS Manager
PMS Officer
IDP/PMS Data capturer

A PMS Policy/Framework was first developed and adopted on the 28th August 2014, which currently   governs the functions of the Unit and of those of the Organization.
The unit has developed mechanisms to monitor and review PMS in terms of developing the SDBIP, quarterly reports, mid-year, Annual Report, Annual Performance Report and conducting assessments as required by legislation.
In terms of addressing on the Auditor General Findings and compliance to legislation, the unit has developed an Institutional compliance checklist as monitoring tool to assess the Municipality's level of compliance on a monthly basis governed by the Local Authority.
The Municipality and the Unit took drastic measures to ensure improvement on audit matters, and obtained the unqualified audit opinion for 2014/2015 financial year.
We anticipate achieving and maintaining clean audit for 2015/2016 going forward.

DEPARTMENT - TOWN PLANNING

Town Planning

Town planning has at its aim to see to the optimum organization of municipal land and properties so that sustainable development and settlement can happen is an organized and legal way according to the principles within the local IDF and SDF.

Legal documents for compliance during the past five years:

1. SPATIAL DEVELOPMENT FRAMEWORK –Review

Approved by Council in June 2016

2. SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO 16 of 2013 (SPLUMA)

The Spatial Planning and Land Use Management Act no. 16 of 2013 brought management of municipal land to the post 1994 forum and has replaced old legislation

The Mohokare local municipality was the first municipality in the country to be fully SPLUMA compliant. The following were put in place:

- Approved by-law on Spatial Planning and Land Use management
- Public participation on SPLUMA and the by-law
- Spatial Planning and Land Use management policy updated to talk to SPLUMA
- Municipal Planning Tribunal

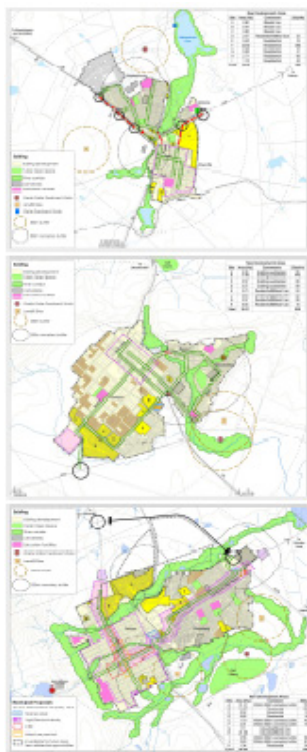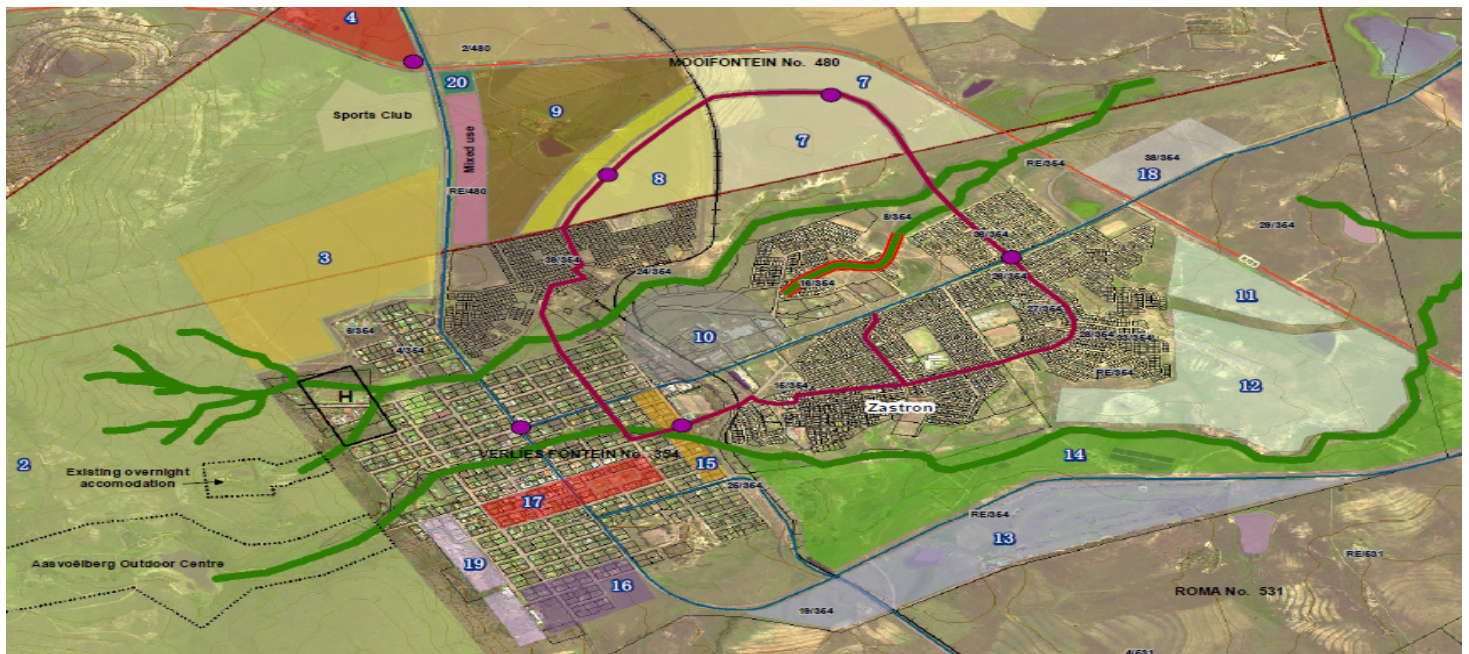# DEPARTMENT - TOWN PLANNING

3. LAND USE SHEME

The development of a Land Use Scheme in line with SPLUMA which will replace the current town planning schemes, is underway with the assistance of Spatial Planning Cogta and MISA

4. ZASTRON PRECINCT PLAN

A Zastron Precinct Plan was developed in 2012 in collaboration with PULA. This is a holistic approach to land use development and integration of Mooifontein with Zastron and Matlakeng with a circle route joining the different areas. Precinct plans must now be developed for Smithfield and Rouxville as well.

DEPARTMENT - TOWN PLANNING

ZASTRON PRECINCT PLAN

MOHOKARE MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

DEPARTMENT - TOWN PLANNING

MOFULATSHEPE

MOFULATSHEPE

SMITHFIELD

Document Name: Mohokare_Flood_risk
Date Saved: 2016/04/21 09:11:00 AM
User Name: vaferreira

Reference Scale: 1:79 925

0   0.75   1.5   3 Kilometers

Coordinate System: LCC
Projection: Lambert Conformal Conic
Datum: Hartebeesthoek 1994
Central Meridian: 23.0000

Author: Mr VA Ferreira (PGPT0150)

Moderator: Mr WJ Smit (PGP 1193/SA)

Disclaimer
Whilst greatest care has been taken to procure accurate data, Spatial
Planning and Land Use Management will not be held liable for data

DEPARTMENT - TOWN PLANNING

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16 May 2016

Dear Award Nominee,

SAPI NATIONAL PLANNING AWARDS 2016

It is our pleasure to inform you that you/your organisation have been nominated for one of the 10 SAPI National Planning Awards.

Planners working both in the public and private sector in South Africa continue to play an important role in shaping the built environment and promoting sustainable development. To appreciate the special efforts and outstanding contributions, the SAPI Planning Awards were established in 2008. The SAPI Planning Awards recognise extraordinary performance in all aspects of the planning profession. This year for the first time, an award to a community organisation that is working towards making a great place, has also been made.

From 2008 onwards the SAPI Planning Awards have become the more prestigious awards for Planners and Institutions. Winners of the SAPI Planning Awards will receive a specially designed award of recognition and will be recognised at the awards ceremony which takes place during the SAPI's Planning Africa Conference.

Congratulations - your efforts towards planning and development are being noticed. We look forward to seeing you at the Planning Africa Conference. You should not miss the opportunity to engage and network with planners from all parts of South Africa and Africa.

Registration for the Planning Africa 2016 Conference to be held from 3 to 6 July 2016 can be done online at www.planningafrica.org.za. Registration, travel and accommodation is for the delegates own cost. For more information, please contact info@sapi.org.za.
Yours in planning

Shurnell Andersson
SAPI Acting-CEO

DEPARTMENT - INFORMATION TECHNOLOGY UNIT

INFORMATION TECHNOLOGY UNIT

The ICT Unit is the central focus of technology advancement in the municipality, it is one of the main key drivers of business processes. Therefore the ICT Unit is regarded as key municipal strategic enabler.

Vision

Providing technology excellence and easy access to the information technology resources to provide an information technology infrastructure that supports the goals of the municipality.

Key Functions in the ICT UNIT

1. The Client Services function is responsible for help desk and desktop support services. The help-desk receives problem and service calls, creates an information log, routes calls to appropriate IT staff and tracks for timely resolution. This division also supports installation and replacement of desktop and laptop computers, printers and standard desktop applications, such as Microsoft Office Suite, Anti-Virus software, Acrobat, etc.

2. The Network Services function is responsible for management of the municipality's local and wide area networks, copper, and wireless communications, video security, and telecommunication services.

3. The Website and Application Services function is responsible for support of enterprise systems; selection leadership and integration of new commercial-off-the-shelf (COTS) solutions; maintenance and upgrade of existing systems; architectures, software and database standards; web development;

4. The Server Administration Services function is responsible to design, install, administer, and optimize municipality's servers and related components.This includes ensuring the availability of client/server applications, configuring all new implementations, and developing processes and procedures for ongoing management of the server environment. Furthermore, this function is responsible to assist in overseeing the physical security, integrity, and safety of the data center/server farm.`

DEPARTMENT - INFORMATION TECHNOLOGY UNIT

ICT STRATEGIC OBJECTIVES

a) Centralization and Consolidation
   Upgrade, improve the IT infrastructure, to meet quality standards and increase its capacity to support the administrative activities of the municipality and future expansions.

b) Efficient Supported and Licensed Software
   Acquire and license software tools for the centralized management of the IT infrastructure, and end-user support

c) Enhance and extend technology infrastructures for increased network connectivity and redundancy.

d) Develop and implement Disaster Recovery and Business Continuity (DR and BC) to ensure continuous operation of IT systems.

e) Enhance management and control of telephone systems and decrease expenses

f) E-Government
   With its website, the IT Unit will be "pushing" information over the internet for major projects, using the internet to communicate with community members in order to quickly respond and resolve requests; enabling citizens to make payments and conduct business using the internet; and leveraging new technologies like social networking to improve services.
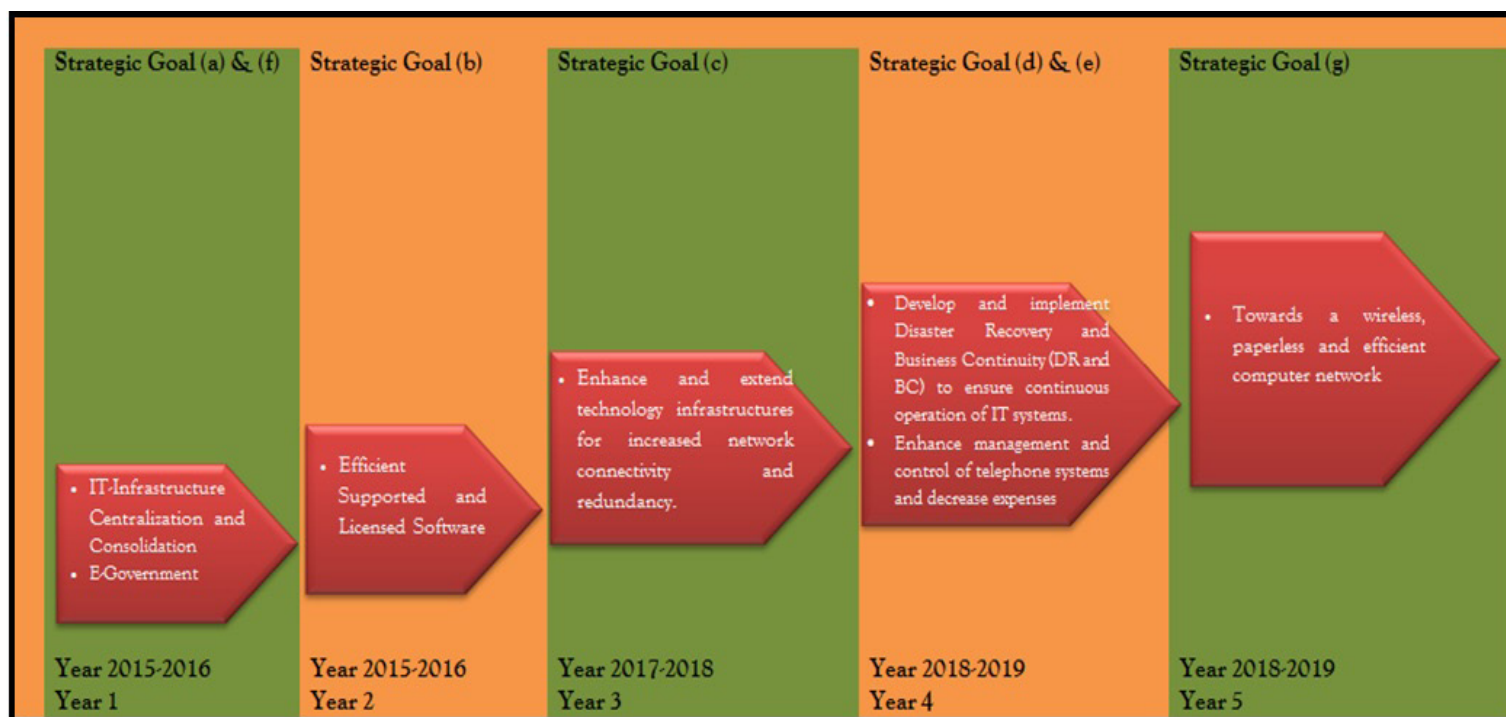
g) Towards a wireless, paperless and efficient computer network
   • Adobe Acrobat Pro DC – for transforming into electronic form that can be digitally signed
   • Wireless Projector - The convenience of a wireless projector, which does include any connection to your laptop or tablet for streaming of professional presentations, as well as multimedia files.
   • Video Conferencing-multi-connector
   • Biometric attendance system (payroll) - Itatec company -the software is able to integrate seamlessly with Pastel, VIP, and most other payroll systems, Clockwatch ensures honest and accurate time and attendance reporting.

DEPARTMENT - INFORMATION TECHNOLOGY UNIT

ACHIEVEMENTS IN THE IT UNIT

* Improved Internal Network through
        -> Rollout and configuration of CAT6 cabling, with a speed of 1000Mbps - Gigabit Net
        -> Rollout of new Network Switches(Cisco SG500)
* Rebuilding of Data Center, compliant to International Standard such as ISO
* Software Licensing of Server - Microsoft Server 2012R2
* Configuration of New Server to Run Financial Systems - Setup using the latest standard technology when using vmWare Virtualization
* Governance Documents:
        -> ICT Strategy
        -> ICT DR & BC Plan
        -> ICT Governance Framework
        -> 13 ICT Policies
* Established Website Management, Controlled internally by the IT Unit
* Established ICT Helpdesk