



The home of harmony, prosperity and growth

ANNUAL REPORT 2010-2011

FOREWORD BY THE MAYOR

Ngwathe Residents, Baahiba Ngwathe.

Allow me to present Ngwathe Municipality Annual report for the financial year 2010 – 2011, the first, after the local government elections of 2011.

The work reported on was mainly carried out by my predecessors, but as the current bearer of the baton I cannot afford to shift the responsibility, lest I will be willingly letting my people down.

The report was compiled as a way or means of ensuring the principles of “Openness, Transparency and Accountability” are upheld at all times.

It is very crucial for me to acknowledge and appreciate the honour bestowed on me by the leading party, the ANC for bestowing the trust of leading this institution on me. I really wish to thank the leadership for such an honour.

Having said that It will be proper and just for me to congratulate the Party on attaining 100 years,” Many happy returns”

We are mindful of the various challenges not only the country but the provinces and municipalities alike are continuously faced with, which include among others:

- High rate of Unemployment amongst Youths and Women.
- Economic meltdown.
- Inadequate access to education.
- High HIV/AIDS rate.
- Low Revenue Base.

Our ability to respond to such will in the main shape our character and keep us afloat as an institution sustain us in to the globally uncertain economic future.

Allow me therefore to pledge my fullest and undivided attention to working towards the development of this institution.

God Bless.

Cllr J Mochela
(Mayor)

FOREWORD BY THE MUNICIPAL MANAGER

In terms of Chapter 12: Section 121 of the Municipal Finance Management Act 2003 (Act No. 56 of 2003) and Section 46 of the Local government: Municipal Systems Act (Act 32 of 2000;

“Every municipality must for each financial year prepare an Annual Report and that the Council of a municipality must within nine (9) months after the end of that Financial Year deal with the Annual Report of the municipality in accordance with Section 129.”

It is therefore against the above background that Ngwathe Municipality Annual Report 2010-2011 is hereby presented.

The report is aimed at reflecting on the overall performance in line with the Five year Local Government Strategic Agenda as represented in the following five KPA's.

- Basic Service Delivery and Infrastructure Development.
- Local Economic Development (LED)
- Municipal Transformation and Institutional Development.
- Good Governance and Public Participation.
- Financial Viability and Financial Management.

It is with special request that the report should be viewed in light of the challenges we are faced with as an institution and our efforts to overcome them.

ADV Thabo Mokoena

(Acting Municipal Manager)

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CHAPTER TWO : FINANCIAL STATEMENTS

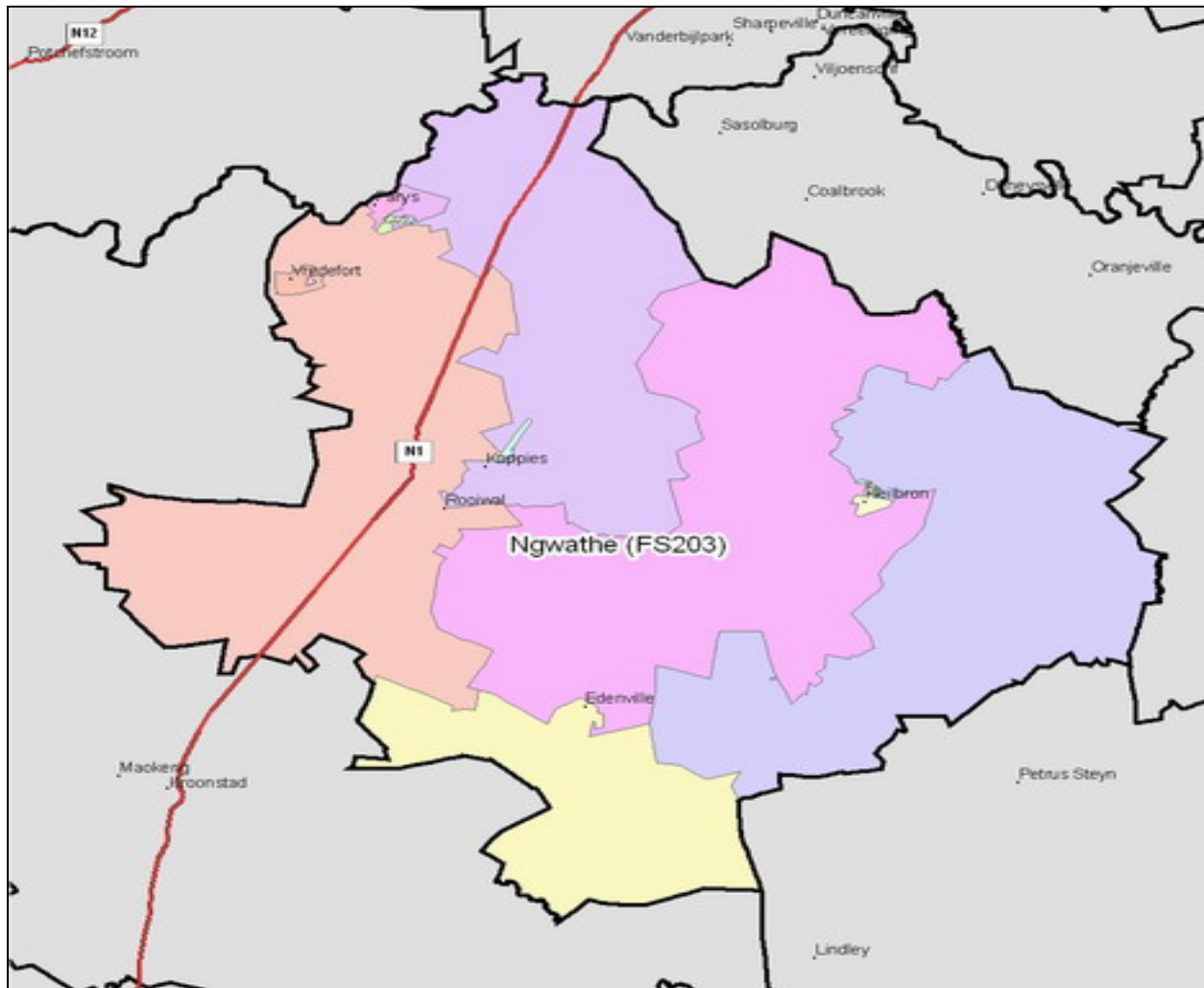
Vision, Mission and Core Values

Municipal Vision

- To be a world class municipality that promotes economic development and excellent service delivery.

Mission

- To provide quality and sustainable services in an efficient, effective & economic manner to all communities through the promotion of community participation, good governance & improved intergovernmental values.



2. Area Map

3. Overview of Ngwathe Local Municipality

Geographic Profile

The area of jurisdiction of the Ngwathe Local Municipality is situated in the northern part of the FezileDabi District Municipality. The former Parys, Vredefort, Heilbron, Koppies and Edenville Transitional Local Councils and section of the former Koepel, Kroonkop and Vaal Dam Transitional Rural Councils are included in the Ngwathe Local Municipality. The total estimated residents in Ngwathe Local Municipality, according to Council preferred data, is 133 771. The general tendency of migration from rural to urban areas is also occurring in the area, as it is the case in the rest of the Free State Province. The majority of the rural population is active within the agricultural sector. Regarding the population distribution (see Table 1), the area is largely urbanised (82% urban and 18% rural).

The Parys town area is situated approximately 38km west of Sasolburg and 60km south of Gauteng Metropolitan Area. The town is located next to the Vaal River that serves as the border between the Free State and the North West Province. The unique nature and environmental assets of Parys present an exceptional tourism potential. The ideal location of Parys in a regional context, regarding the close proximity to the Gauteng Metropolitan Area and North West Province, further contributes to this fact.

The Vredefort town area is located approximately 50km west of Sasolburg, 72km south of the Gauteng Metropolitan Area and 76km from Kroonstad. The former N1 (R720) primary access route between Kroonstad and Parys extends through Vredefort. The Heilbron urban area is located approximately 53km south of Sasolburg and 320km north-east of Bloemfontein. Other larger centres such as Vereeniging, Vanderbijlpark and Kroonstad are all within 100km from Heilbron. The primary access route between Sasolburg and the Eastern Free State stretches adjacent to Heilbron. The Bethlehem/Vereeniging railway line additionally links the industries of Heilbron to the Gauteng area.

The communities of Koppies and Kwakwatsi are situated approximately 70km south of Sasolburg, 61km north of Kroonstad and 280km north of Bloemfontein. Other larger towns such as Vereeniging and Vanderbijlpark are all within 90km from Koppies. The strategic national railway line from the Cape Provinces to the Gauteng Province stretches through Koppies. A large number of the inhabitants of Kwakwatsi are also employed in the Sasolburg area. Kwakwatsi can thus be labelled as a satellite residential town to the surrounding industrial areas. Edenville is situated approximately 42km north-east of Kroonstad and 40km south-west of Heilbron. Other towns like Steynsrus, Lindley, Koppies and PetrusSteyn are all within the radius of 50km from Edenville.

The Vaal River forms the northern boundary of the area, which also serves as the boundary between the Free State and Gauteng and North West Province. Other prominent topographical features include the Vredefort Dome, a fascinating exposure of ancient granites emerging from the thick cover of the later Karoo sediments. The form of the dome consists of a central cone of granite surrounded by concentric ridges of quartzite belonging to the Witwatersrand System.

Ngwathe Local Municipality relies solely on the Vaal and Renoster rivers as the water catchment areas

Overview of towns making Ngwathe Local Municipality

Parys

The town was established in 1876 and has been growing from strength to strength, especially since the discovery of The Vredefort Dome World Heritage Site. Parys is situated along the banks of the famous Vaal river and in a close proximity of one of the longest National roads, the N1 with its toll gate, Vaal toll Plaza.

Parys is predominantly an agricultural area with the following agricultural products on offer; corn, sorghum and livestock such as cattle, sheep etc. with a potential to become one of the biggest tobacco producing areas. The town has grown into a week-end breakaway destination because of the uniqueness of the shopping experience.

Vredefort

The town was established in 1876 it is a link to Viljoenskroon, Kroonstad and the North West Province.

Vredefort is situated South West of Parys and houses the famous Vredefort Dome World Heritage Site. It is essentially a small farming town with the following agricultural products on offer: cattle, peanuts, sorghum, sunflower, maize etc.

Heilbron

Heilbron was established in 1872 and has and still is a predominantly agricultural town with the following products: maize, wheat, cattle, dairy, sunflowers, sheep, sorghum, beef cattle farms etc.

It is situated North East of the district as well as the Free State province as a whole and strategically placed as a window into the Free State, the mountain Kingdom of Lesotho and Gauteng.

Koppies

The town Koppies is situated on the banks of the Renoster River; it is in a very close proximity of the N1 highway and its one stop service station. Koppies were established in 1924. Like other towns it is also a major agricultural town area with products such as maize, wheat, sorghum, cattle, beef cattle farming etc.

Edenville

The town is situated in between Heilbron, Kroonstad, Petrus Steyn, Lindley and Steynsrus and the R34 passes through Edenville.

It was established in 1912 and is also predominantly agricultural with the following production on offer maize, wheat, sheep, cattle etc.

TOWN	ADDRESS	TEL NUMBERS	FAX NUMBERS	MANAGERS
PARYS	Liebenbergstrek Parys	056 811 2131	056 8176343	Mr L Marumo
HEILBRON	Corner Ringer & Pierce, Heilbron	058 852 2014	058 852 1764	Mr M Moeketsi
VREDEFORT	Corner Free & Church, Vredefort	056 931 0012	056 931 0082	Mr C Pule
KOPPIES	Corner Third & Church, Koppies	056 777 1819	056 777 2745	Mr J Mosala
EDENVILLE	6 Corner Mentz & Jordaan, Edenville	056 631 0015	056 631 0019	Mr S Kgoase

2. Management Structures

The municipality's senior management team is composed of five posts one of which is designated as that of the Municipal Manager (An accounting officer of the institution, he/she is also the ultimate responsible person for administrative wing and has his /her power delegated by Council.

The Municipal manager is supported by four directors who each is the head of his/her directorate and they are directly accountable to the Municipal Manager.

The following tables indicate who is who in Ngwathe administration.

Municipal Manager and other Section 56 managers during the period under review:

Post	Approved	Filled F/T	Incumbent
Municipal Manager	Yes	P/A	MrSelai N
Acting Director: Technical Services	Yes	A	MrCoetzer H
Director: Community Services	Yes	P	MrPhirisiMoree
Director: Corporate Services	Yes	P	Mr Martins E
Director: Financial Services (CFO)	Yes	P	MrMokoena T

Remuneration of Senior Management

Municipal Manager	R830 531
CFO	R700 033
Director: Technical Services	R651 435
Director: Community Services	R634 351
Director: Corporate Services	R622 851

4. Organisational Programmes

The municipality is divided into two (2) main programmes (structures) namely; Political

(Governance) and Administration (Management)

Political (Governance)

It is further divided into two, they being Mayor and Speaker ,s offices.

Mayor,s Office	Key focus Areas
	Institutional development
	Poverty alleviation
	Youth Development
	Coomunications
	HIV/AIDS

Speaker,s Office	Key focus Areas
	Councillors
	Ward Committees
	PPO's
	CDW
	Public Participation

Administration (Management)

Administration is organised into five sections which are presented here below:

Municipal Manager	Key focus Areas
	Overall Management & Accounting Services
	IDP/PMS/IGR
	Internal Audit
	Strategic Services
	IT
	Security Services

Director Technical Services	Key focus Areas
	Water
	Electricity
	Roads & Storm Water

	Sanitation
	PMU
	Mechanical Services

Director Coomunity Services	Key focus Areas
	Solid Waste Management
	Housing, Planning and Development
	Traffic
	Parks & Cemeteries
	Sport , Arts, Culture & Recreation
	LED
	Disaster, Emergency & Traffic Management

Director Finacial Services (CFO)	Key focus Areas
	Revenue Management
	SCM
	Risk & Compliance Management
	Asset Management
	Budgeting and Financing
	Pay roll
	Meter reading

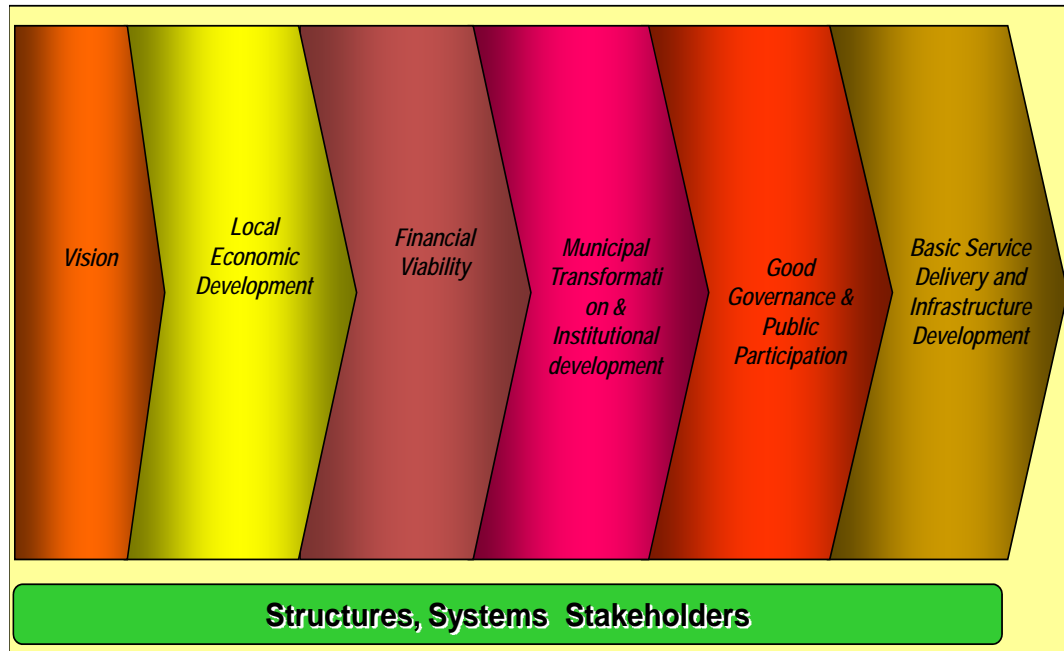
Director Corporate Services	Key focus Areas
	Human Resources
	Legal and Admin
	Skills development

5. Performance Review

Performance review of the municipality will be undertaken in relation to the following prescribed key performance areas:

- Basic Service Delivery and Infrastructure Development
- Local Economic Development
- Good Governance and Public Participation
- Financial Viability
- Transformation and Institutional Development

Ngwathe Value Chain



Key Roleplayers:

* SALGA

* Province

* COGTA

* Treasury

*NGO's/ CBO's,
FBO's, Business, NPMO's

7.1. KPA 1:Basic Service Delivery and Infrastructure Development

1. WATER SERVICES

a. Water services delivery strategy and main role-players

Our institution is registered with the Department of Water Affairs as a Water Services Authority regarding the provision of water in our area and Rand Water as our Water Service Provider is providing water direct to Heilbron through a pipe that runs from Vereeniging Water Treatment Plant.

b. Levels and standards in water services

The municipality is solely responsible for water purification in three towns namely; Parys, Vredefort and Koppies which derive their water from Vaal and Renoster River. Edenville on the other derives its water from the bore holes and then the municipality disinfects such water.

c. Annual performance as per key performance indicators

Area	Total Households	Total Households with access to water	Communal Stand Pipes	Households services by communal stand pipes
Parys	15500	15500	28	340
Heilbron	5773	5773	52	493
Vredefort	5391	5391	21	1002
Koppies	4416	4416	0	0
Edenville	1876	1876	3	109

Water Quality

Sampling was taken monthly according to sampling programme registered with DWA:

- ✓ Chemical and Physical tests X 4 per month per town

- ✓ Micro biological tests X 3 per month per town

The results regarding the quality of water samples are analysed and loaded on to the Blue Drop System.

d. Major challenges in water services

- Old and ageing infrastructure resulting in frequent breakages of water pipes that have to be repaired at cost to minimize water loss;
- Major water shortages in Parys and Edenville;
- Water supply that is waning due to drying boreholes in Edenville
- High water bill for Heilbron water.
- Low capacity of the plants in Parys, Vredefort and Koppies.
- Shortage of treatment agent.
- Shortage of properly qualified staff.

2. ELECTRICITY SERVICES

a. Electricity services delivery strategy and main role-players

This function includes the bulk purchase, distribution and maintenance of electricity. The main role-players are Eskom and the Municipality.

The Electricity purchasing and distribution of the Municipality are administered as follows:

All towns purchase direct from the municipal offices except Parys with a private vendor both in township and town.

b. Level and standards in electricity services

The electricity supply is according to the National Electricity Regulator's guidelines, policies and Act for both low and high level electricity services to all the consumers.

c. Annual performance as per key performance indicators

Area	Total Households	Households electrified	Households not electrified	Convectional meters	Pre-paid meters
Parys	15500	14989	511	200	14589
Heilbron	9083	8220	869	1485	6761
Vredefort	5391	5267	122	165	5102
Koppies	4416	4416	13	330	4073
Edenville	1876	1870	6	51	1819

Electricity Meter Auditing

Owing to the high electricity bill and low income the municipality established a meter auditing team led by Regional Manager of Parys working in partnership with Raising Star, the following is the summary of their performance:

	Parys	Heilbron	Vredefort	Koppies	Edenville
Total Audited	13191	10964	12131	7225	1389
Tampered	1107	301	1201	1972	261
Disconnected	266	4	163	7	0
Reconnected	86	4	47	3	0
New Meters	134	0	468	0	0

d. Major challenges in electricity services

- High Eskom bill
- Cable theft in Koppies
- Electricity theft by consumers
- Meter tempering
- Low bulk supply capacity in Heilbron
- Ageing electrical network infrastructure

3. SANITATION SERVICES

a. Sanitation Services Delivery Strategy and Main Role-Players

The functions applicable to the wastewater conveyance division are; planning of wastewater conveyance and wastewater treatment infrastructure; integrated delivery of Sanitation, infrastructure to newly built areas, such as housing development schemes and the maintenance of the wastewater infrastructure such as pipelines, pump stations and wastewater treatment works.

b. Level and standards in sanitation services

Most of the serviced sites are connected to the sewerage network, except the VIP toilets, septic tanks and the buckets in areas such as Edenville, Airport ,Vredefort ,Tumahole and less than five in Koppies.

c. Annual performance as per key performance indicators in sanitation services

Area	Total Households	Waterborne system	VIP's	Buckets	Septic Tanks
Parys	15500	13528	0	972	0
Heilbron	5773	4816	58	1584	0
Vredefort	5391	4351	10	1018	12
Koppies	4416	4410	0	6	0
Edenville	1876	0	1610	122	266

Effluent Control

Sampling was taken monthly according to sampling programme registered with DWA:

- ✓ Chemical and Physical tests X 4 per month per town
- ✓ Micro biological tests X 3 per month per town

Major challenges in sanitation services

- Low capacity of waste water treatment plant in Parys, Heilbron and Koppies.
- VIPtoilets v/s borehole water in Edenville. (287 households still using septic tanks and 1657 VIP).
- Remaining buckets in Parys, Vredefort, Edenville and Heilbron.
- Operation sampling not taken.
- Failure to conduct influent testing.
- Spillages on the main holes. (community negligence)

4. WASTE MANAGEMENT

a. Waste management services delivery strategy and main role-players

- The municipality has a fully integrated waste management service; executed by the Directorate: Community Services.
- Licensing of the Vredefort, Edenville and Heilbron landfill sites
- Operating municipal landfill sites in compliance with the National Environment Management Act (NEMA and Department of Water Affairs standards.)
- Reduced illegal dumping sites.
- Number of awareness and cleaning campaigns conducted.
- Waste removed at least once per week and twice weekly from households and businesses respectively.

b. Level and standards in waste management services

A regular waste removal service is provided to all households, businesses, schools and other institutions within the major towns of the Municipal area. This service can be seen as access to a high quality standard of waste management service. The municipality at the moment does not provide a waste removal service to the farms in the municipal area as the extent of the area and the remote locations of farms will not make this economical feasible. Thus this area can be seen as having a zero or low quality standard of waste management service.

c. Annual performance as per key performance indicators in waste management services

Area	Total Households	Total Households Services weekly	Households with no refuse bins	Number of Landfill sites
Parys	15500	15500	1518	1
Heilbron	7357	7357	0	1
Vredefort	5391	5391	0	1
Koppies	4416	4416	0	1
Edenville	1876	1876	0	0

d. Major challenges in waste management services

- Ageing refuse handling equipment
- Inadequately managed landfill sites

- Unlicensed landfill sites at Edenville, Heilbron and Vredefort
- Non-compliant landfill sites.
- Irresponsible littering and dumping by community members
- Expired landfill sites management contract without replacement.
- Lack of adequate equipment and skill to manage landfill sites internally
- 1680 households in semi-formal sites not being provided with refuse removal services due to unavailability of refuse bins.

5. ROADS CONSTRUCTION AND MAINTENANCE

a. Road maintenance services delivery strategy and main role-players

The role of the Municipality is to provide appropriate, cost effective and affordable roads; stormwater drainage; transportation infrastructure and public transport services in order to improve the quality of life of the communities.

The main role-players are the municipality; Department of Roads and Public Works. The Department of Roads and Public Works and SANRAL are responsible for the construction and maintenance of National, Provincial and rural roads whereas the municipality is responsible for the roads within its urban areas.

b. Level and standards in road maintenance services.

All households have access to either gravel or surfaced roads however the quality and standards of some of our roads are in unacceptable conditions.

c. Annual performance as per key performance indicators in road maintenance services

Area	Total number of streets	Tarred	Graveled
Parys	417	51	366
Heilbron	213	92	121
Vredefort	170	40	121
Koppies	170	23	147
Edenville	97	2	93

d. Major challenges in road maintenance services

- The surfacing/ paving of all streets in the urban developed areas;
- Due to our low revenue base, the Municipality is unable to address the backlog;

6. HOUSING AND TOWN PLANNING

The municipality and Department of Human Settlements work together in the provision of houses. The main role-players are the National Provincial Departments of Human Settlements and the Municipality. The municipal housing backlog based on the number of informal houses for entire municipality was at 13239 and broken down per towns as follows:

- Parys 5637
- Heilbron 3036
- Koppies 1918
- Vredefort 1633
- Edenville 1003

The levels of houses are categorised into RDP houses; private property developments and other related building applications. The standards are enforced and controlled through the National Building Regulations; Provincial Ordinance of 1985; Housing Act; Municipal Systems Act, Development Facilitation Act.

Completion of incomplete houses

The total of 359 PHP (People Housing Project) houses that were left incomplete and 50 approved but not built from 2006, 276 were completed in Parys during the year under review. The Provincial Department of Human Settlement has finalised completion of the remaining houses in the coming financial year.

Purchase of land

Site 1014 Kopjes Settlements in Koppies was purchased during the year under review; with a grant of R1, 5 million which was acquired from the Department of Human Settlements. The said piece of land is earmarked for a new township establishment.

Challenges	Intervention	Impact of support
High urban migration – Incapacity of sewer plants systems	Acquired funding from DWA for upgrading of the plants	Phase 1 completed and entire Koppies operate on sewer borne system
Unavailability of housing development	Purchase land for new establishment	Informal settlement was reduced
Absence of land invasion by-law	Draft by-laws (standard from COGTA) developed but challenge was public participation	

Township establishments

The following are township establishments that were initiated as multi- year projects and were still in progress with the following milestones reached during the period under review.

Area	Town	Progress	Challenges
Extension 9 (680 sites)	Phiritona(Airport)	GP approved and awaiting opening of the township register	None and registration was finalised
Extension 6 (720 sites)	Tumahole (Winnie and Zuma)	GP approved and awaiting opening of the township register	Parys waste water purification plant capacity questioned and this may delay the process.
Extension 4 (200 sites)	Ngwathe	General Plan submitted for approval	None
Extension 4 (500 sites)	Mokwallo	GP approved awaiting opening of the township register.	None.
Extension 10 (922 sites)	Phiritona (2 nd phase Airport)	EIA conducted and record of decision (RoD) awaiting MEC's signature.	None

Library Services

a. Library services delivery strategy and main role-players

The municipality continued to manage and operated the following libraries during the reporting period:-

- Parys
- Thusong
- Schonkenville
- Vredefort
- Vredeshoop
- Heilbron
- Phiritona
- Sandersville
- Edenville
- Koppies and;
- Kwakwatsi.

Edenville library was initially housed in an old municipal building. Construction of a new library building has since been completed and the new building occupied. The said project is funded by Department of Sports, Art and Culture to the value of R8 678 660.58.

b. Level and standards in library services

To promote the usage of libraries and information services through marketing and ensure promotion of the culture of reading and lifelong learning

c. Annual performance as per key performance indicators in housing and town planning services.

The number of library users increased from 8020 to 10 000+ during the period under review.

7. Parks and Resorts

a. Parks and resorts services delivery strategy and main role-players

The municipality was operating two resorts namely Mimosa and Unifees dam in both Parys and Heilbron respectively including a number of neighbourhood parks during the year under review.

- Number of community involved cleaning campaigns
- Number of newly developed neighbourhood parks
- Number of maintained parks
- Number of greening projects per town
- Increased number of visitors in our parks and resorts.
- **b. Level and standards in parks and resorts services**

Major Challenges on parks

- Inadequate equipment for maintenance of neighbourhood parks.
- Inadequate maintenance of municipal resorts
- Inadequate marketing of resorts
- Poor management of municipal resorts
- Dysfunctional facilities such as the super tube, swimming pool at Mimosa
- Low revenue generation capacity of the municipal resorts.

There are a total of twenty (21) cemeteries throughout the municipality of which 13 were fully operational during the year under review. The remaining 8 were used mainly for reopening or reserved graves.

8. CEMETERIES

a. Cemeteries delivery strategy and main role-players

To ensure availability of adequate burial sites at all times & upgrade and maintain municipal cemeteries, to be aesthetically attractive, some of the role players are undertakers, home affairs and health services

b. Level and standards in cemeteries

There are a total of twenty (21) cemeteries throughout the municipality of which 13 were operational during the year under review. The remaining 8 were used mainly for reopening or reserved graves.

Town	Area	Number of cemeteries
Parys	Parys town	2
	Tumahole	2
	Schonkenville	1
Heilbron	Heilbron town	1
	Phiritona	3
	Sandersville	1
Koppies	Koppies town	1
	Kwakwatsi	3
Vredefort	Vredefort town	1
	Mokwallo	3
Edenville	Edenville town	1
	Ngwathe	3

c. Annual performance as per key performance indicators in cemeteries

As indicated here above, the municipality was operating 13 cemeteries full time during the year under review. These cemeteries are evenly distributed as follows to ensure accessibility and adequacy:-

Area	Total number of cemeteries	Total graves dug	Cemeteries cleaned
Parys	<u>5</u>	<u>417</u>	<u>5</u>
Heilbron	<u>5</u>	<u>205</u>	<u>5</u>
Vredefort	<u>4</u>	<u>59</u>	<u>4</u>
Koppies	<u>4</u>	<u>29</u>	<u>4</u>
Edenville	<u>5</u>	<u>75</u>	<u>5</u>

Despite the high mortality rate in our communities, the municipality was able to provide graves upon demand at all times during the period under review.

Major Challenges in cemeteries

- Unavailability of ablution facilities in our cemeteries
- Non availability of graves numbers plates
- Inadequate space for future cemeteries
- Broken heavy equipment's and bring in reliance on private service providers for grave digging
- Unsuitable soil conditions at the new Phiritona Cemetery.

Public Safety and Transport

Public Safety and Transport sub-directorate is made up of two departments namely Fire and Rescue and Traffic.

8.1. Fire and Rescue

a. Fire and Rescue services delivery strategy and main role-players

The total staff complement of this department was twenty one(21) during the reporting period.

b. Level and standards in Fire and Rescue

Endeavour to deliver timeous fire brigade services where needed and maintain a state of preparedness for disasters at all times. Strict adherence to Disaster Management plan and other law enforcing legislation.

c. Annual performance as per key performance indicators in Fire & Rescue

During the period under review, the department attended to the following incidents.

d. Major Challenges in fire & rescue

- Critical vacant positions to be filled; 2x Station officers and 4 fire fighters.
- The impact of not filling these positions was on high overtime rate.
- Increasing number of informal settlements and informal housing that are prone to fire incidents.

- Inadequate personnel and firefighting equipment.
- Absence of fire fighting equipment in municipal smaller towns like Edenville, Vredefort and Koppies.
- Absence of Disaster Management Plans

8.2. Traffic

a. Traffic service delivery strategy and main role players

Our main responsibilities under traffic control are road traffic enforcement, road traffic safety campaigns, working with provincial and National departments of Transport.

b. Level and standards in Traffic

Ngwathe Local Municipality is operating a traffic department with two traffic stations in Parys and Heilbron. Vredefort traffic was monitored from Parys, while Koppies and Edenville traffic were monitored in Heilbron.

c. Annual performance as per key performance indicators in Traffic

d. Major Challenges in traffic

- Non-existence of municipal revenue collections unit with the result that summonses are not served on time.
- Number of cases that are being withdrawn by the courts.
- Lack of adequate transport for traffic officers.
- Non-existence of municipal traffic engineering team
- Lack of adequate funds to fund departmental programmes

Free Basic Services

Ngwathe Local municipality is offering the following free basic services to the communities:

	Indigents	Non Indigents
Threshold	Category A: 0 – R1110 = 0 payment Category B: R1111 – R1900= R160 rebate)	
Electricity	50kw/h	
Water	First 6 kl	First 6 kl

Indigents

The current number registered indigents 15 000 and the municipality has embarked on data verification exercise that will result in the accurate data being captured and utilised.

Area	Total Households	Indigents Households
Parys	15500	
Heilbron	7357	2144
Vredefort	5391	4429
Koppies	4416	
Edenville	1812	581

9. MIG projects

The following MIG projects were implemented during the year under review as a remedy to the challenges mentioned:

MIG Reference Nr	Project Description	Project Value	MIG Value	Total Planned Expenditure for 2010/2011	Remarks

MIG/15/4/1/3/1/1	PROJECT MANAGEMENT UNIT	R 1 728 649.96	R 1 728 649.96	R 1 382 938.33	On going
MIG/FS0569/RST/06/09	PROVISION OF ACCESS ROADS PARYS	R 8 482 740.00	R 8 482 740.00	R 8 482 740.00	Completed
MIG/FS0567/RST/07/09	PROVISION OF ACCESS ROADS VREDEFORT	R 8 482 740.00	R 8 482 740.00	R 8 482 740.00	Completed
MIG/FS0568/RST/07/09	PROVISION OF ACCESS ROADS HEILBRON	R 8 482 740.00	R 8 482 740.00	R 8 482 740.00	Completed
MIG/FS0571/RST/07/09	PROVISION OF ACCESS ROADS KOPPIES	R 8 482 740.00	R 8 482 740.00	R 8 482 740.00	Completed
MIG/FS0572/RST/06/07	PROV. ACCESS ROADS EDENVILLE	R 8 482 740.00	R 8 482 740.00	R 8 482 740.00	Completed
MIG/FS/0305/S/06/07	VREDEFORT REPLACE OLD PIPELINE	R 855 000.00	R 855 000.00	R 100 000.00	Completed
MIG/FS/0616/S/08/09	KOPPIES UPGRADING OF SEWER TW	R 4 650 000.00	R 4 650 000.00	R 658 000.00	Completed
MIG/FS0714/W/09/09	PARYS WATER PURIFICATION PH.3	R 31 895 731.00	R 28 895 732.00	R 0.00	
MIG/FS0624/S/08/10	PARYS SEWER PURIFICATION	85,500,000,00	R 75 000 000.00	R 2 452 268 , 79	On going
MIG/FS0123/S/06/07	HEILBRON SANITATION	R 18 698 192.00	R 18 698 192.00	R 7 000 000.00	On going

	PROJECT				
MIG/FS0623/S/08/10	HEILBRON SEWER PLANT	R 56 430 000.00	R 49 500 000.00	R 9 000 000.00	On going
MIG/FS0711/W/09/09	PARYS UPGRADING PUMPS, PIPELINE	R 24 750 000.00	R 24 750 000.00	R 2 790 519.84	On going (first Phase completed)
	Total	R 181 421 272.96	R 246 491 273.96	R 34 573 458.17	

DORA ALLOCATION

34 573 458.17	
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9.1. Major Challenges with MIG

- A larger allocation is needed to address all the identified community needs such as bulk water and sanitation services; roads and storm water and to attend to other MIG components such as community development facilities.
- MIG reconciliation to tally with those of the District and province.

7.2. KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Ward Committees

In this reporting period, the municipality had nineteen (19) well established ward committees consisted by ten (10) members each (except ward 13).

The ward committee continuously discharged their responsibilities of ensuring that the opinions of the public in their respective wards were taken into account in the decisionmaking processes of the council and that there was healthier interaction between the municipality and the community

3. Governance Structures

Municipal Council of Ngwathe Local Municipality

Composition of Council

Ngwathe Local Municipality has an executive type system of governance. This is a system where the decisionmaking powers are vested in the municipal council. The Council can in turn delegate some of the powers to the Mayor working together with the Executive Committee decided by Council.

The Council consist of thirty eight (38) elected councillors, representing different political parties as follows:

Political Party	Number of Councillors
African National Congress (ANC)	29
Democratic Alliance	5
Pan African Congress (PAC)	1
African Peoples Convention (APC)	1
Rate Payers Association	1

The African National Congress has the majority in the council, which makes up 76%,3% of the total composition of council and is followed by the Democratic Alliance (DA) with 13,2% and the other four parties share the remaining 10,5% of the seats equally.

4.1 Municipal Council during the period under review

The council consisted of 15 female Councillors who make up a proportion of 39% of total council seats and 23 male Councillors and their respective names and designated capacities are presented here under

Mayor	Speaker	EXCO Members	Part-time councillors
Mr MP Moshodi	Mr ME Magashule	Mr G Nketu Mr D Vandisi Mr DD Hansa Me AM Olifant Me M Serathi Mr NMN Khumalo Mr G Mandelstam	Mr J Hlatswayo Mr DS Lehman Me SM Vermaak Me MN Phathi Mr DB Nel Me PL Moeketsi Mr A Schoonwinkel Me L Mvulane Me NP Mopedi Me MEDireko

			Mr M Mbele Me MA Sephiri Mr AC Nteo Mr S Choni Me NJ Hlungu Mr EC Sothoane Me EM Sefako Mr J de Jager Me BE Sothoane Mr SLS Sekete Mr N Makhobotloane Me NA Ndlovu Mr AF Kgotlagomang Mr PP van der Merwe Mr AJ Rantsieng Mr P Ndayi Me RA Majoe Mr LD Jaers Mr SH Marumo
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The following portfolio section 80 committees of the council, established in terms of Municipal Structures Act, were in place and fully functional during the period under review and performed such duties and functions as were delegated to it by council.

Portfolio Committees of The Council

Committee	Chairperson	No of Members	Meetings held
Executive Committee	Cllr MP Moshodi	8	4
Finance and Budget	Cllr. G. Nketu	6	2
Corporate Services	Cllr. A. Oliphant	6	4
Infrastructure and Local Economic Development	Cllr. D. Hansa	6	2
Social and Community Services	Cllr. K. Serathi	6	2

Urban, Rural Planning and Housing	Cllr. D. Vandisi	6	1
Public Safety and Transport	Cllr. N. Khumalo	6	1

These committees considered and approved the certain reports and policies. These reports and policies were forwarded to the Executive Committee for consideration and finally were referred to Council for approval.

The Mayor

The Mayor is the Chairperson of the Executive Committee.

For the period under review, as part of his duties he was responsible for strategic and political leadership of the Council

The Speaker

The Speaker who chairs the Council meetings, was also responsible for capacitation of councillors and ward committees.

List of Councillors, Ward Committees ,CDW's and PPO's

Ward	Name & Surname	Political Party	Ward Committee	Community Development Worker's	Public Participation Officer
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42003002	Daniel Jaers	ANC	No	Sylvia Motsoeneng	MonkiMasedi
42003002	Anton Rantsieng	ANC	Yes	LefuMoletsane	SochivaLeponesa
42003003	PhellimonNdayi	ANC	Yes	MawendyMolebatsi	MonkiMasedi
42003004	MosuwaMofokeng	ANC	Yes	ZandileMngomezulu	MonkiMasedi
42003005	PulengMoeketsi	ANC	Yes	PulaneMotsiri	MonkiMasedi
42003006	ShadrackMarumu	ANC	Yes	Thabo Mabitle	Stan Maloisane
42003007	Maria Serathi	ANC	Yes	Mondi Nthakga	MonkiMasedi
42003008	EnjelinaDireko	ANC	Yes	MaleboMagashule	Stan Maloisane
42003009	MhlophekiMbele	ANC	Yes	LalaNdwendwa	Stan Maloisane
42003010	EzekialMagashule	ANC	Yes	Portia Mbele	Stan Maloisane
42003011	Jabulani Andrew Hlatshwayo	PAC	Yes	KediboneKobue	Stan Maloisane

42003012	Anna Oliphant	ANC	Yes	SeanokengSetho	Stan Maloisane
42003013	Daniel Lehman	DA	Yes	LiefdeWassenaar	Stan Maloisane
42003014	LebogangSekete	ANC	Yes	OmpieKgang	Stan Maloisane
42003015	Nontheto Jane Hlungu	ANC	Yes	KulaseMokgethi	MothetsiMorabe
42003016	NtshidiMnyamezile Nicholas Khumalo	ANC	Yes	MananaPheto	MananaPheto
42003017	Panku Samson Choni	ANC	Yes	LefuMoletsane	SochivaLeponesa
42003018	Shirley Merlin Vermaak	DA	Yes	JowieRadebe	Stan Maloisane
42003019	Lucky Kgotlagomang	ANC	Yes	Vacant	SkovaKhumbule
	Proportional Representation				
Name		Political Party			
MoeketsiPaulosMoshodi(Mr)		ANC			
Rebecca Majoe (Me)		ANC			
DawoodHansa (Mr)		ANC			
NtswakiNdlovu(Me)		ANC			

NnehengMopedi(Me)	ANC
KgisaneNketu (Mr)	ANC
NtsoakiMarthPhathi(Mr)	ANC
Tumelo Lazarus Vandisi(Mr)	ANC
LiesbetMvulane (Me)	ANC
Aron Johann de Jager (Me)	ANC
MantholeSefako(Me)	ANC
TlalaneBelinaSothoane (Me)	ANC
MampeSephiri(Me)	ANC
David Benjamin N(Mr)	RATE PAYERS ASSOCIATION
Arnold Schoonwinkel (Mr)	DA
Gideon Phillip Mandelstam (Mr)	DA
Norman Makhobotloane(Mr)	DA
Elias Sothoane (Mr)	APC
Phillip Petrus Van Der Merwe	FF+

3.2 Remuneration of Councillors

YEAR	2010	2011
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Mayor	R417,651	R1 065 184
Speaker	R280,095	R299 742
Executive Committee Members	R1 016,172	R1 121 262
Councillors	R6 049,943	R5 827 521
TOTAL	R7 763,861	R 8 313 709

Council Meeting

For the period under review, the council held total of twelve (11) meetings. Four (3) of these twelve meetings were ordinary council and the eight (8) were special held as follows:

Period	Date	Nature of Meeting
First Quarter	15 JULY 2010	Special
	31 August 2010	Ordinary
	09 September 201	Special
Second Quarter	03 October 2010	Ordinary
	28 October 2010	Ordinary
Third Quarter	04 January 2011	Special
	22 February 2011	Special
	24 February 2011	Special
Fourth Quarter	31 March 2011	Special
	04 May 2011	Special
	01 June 2011	Special

Council after the local Government Elections in May 2011

The council consisted of 15 female Councillors who make up a proportion of 39% of total council seats and 23 male Councillors and their respective names and designated capacities are presented here under

Mayor	Speaker	EXCO Members	Part-time councilors
Cllr JERT Ramokhoase (former) Cllr J Mochela (current)	Cllr Makgashule (former) Cllr P Ndayi (current)	Cllr J Mochela Cllr D Vandisi Cllr AM Olifant Cllr M Serathi Cllr G Mandelstam Cllr N Mopedi Cllr ASchoonwinkel Cllr S Kruger Cllr D Hansa (deceased)	Cllr SM Vermaak Cllr G Mandelstam Cllr M Radebe Cllr M Mofokeng Cllr PJ La Cock Cllr EC Sothoane Cllr NA Ndlovu Cllr P Swart Cllr KM Serati Cllr L Tladi Cllr I Hlapane Cllr PP van der Merwe Cllr M Makufe Cllr L Mareletse Cllr C Serfontein Cllr S Mvulane Cllr D Vandisi Cllr M Ramabitsa Cllr K Khumalo Cllr P Choni Cllr C Bocibo Cllr M Mofokeng Cllr V De Beer Cllr S Ranthako Cllr S Mbele

Summary

Party	Gender		Total
	Females	Males	
ANC	13	16	29
DA	03	05	08
VF		01	1
Cope		01	1
Total	16	23	39

Portfolio Committees

The following portfolio committees of the council were then established after the elections.

Portfolio Committee	Chairperson	No of Members
EXCO	Cllr J Mochela	
Finance and Budget	Cllr G Mandelstam	
Corporate Services	Cllr KM Serathi	
Infrastructure and Local Economic Development	Cllr D Vandisi	
Social and Community Services	Cllr A Olifant	
Urban, Rural Planning and Housing	Cllr N Mopedi	
Public Safety and Transport	Cllr A Schoonwinkel	

LIST OF WARD COUNCILLORS, WARD COMMITTEES CDW'S AND PPO'S

NAME & SURNAME	PARTY	WARD	WARD COMMITTEES	CDW	PPO
PARYS					
I.A. NtswakiNdlovu (Me)	ANC Re	06 42003006	Y	Thabo Mabitle	Stan Maloisane

	Elected			
2. Dolly Vandisi (Mr)	ANC Re Elected	08 42003008	Y	MaleboMagashule
3.A. MohlophekiMbele (Mr)	ANC Re Elected	9 42003019	Y	LalaNdwendwa
4. Mannese Lenah Mofokeng (Me)	NEW ANC	10 42003010	Y	Portia Mbele
5. Rantreki Jacob Molotsane (Mr)	NEW ANC	11 42003011	Y	KediboneKobue
6. Ditjhaba Victor Modiko (Mr)	NEW ANC	12 42003012	Y	SeanokengSetho
7. David Lain Spence (Mr)	DA New	13 42003013		LiefdeWassenaar
8. Victoria Elisa De	NEW	14	Y	OmpieKgang

Beers (Me)	ANC	420030014			
	NEW	18		JowieRadebe	
	DA	420030018			
HEILBRON					
19. Cecilia Bocibo (Me)	NEW ANC	1 42003001	Y	Sylvia Motsoeneng	MonkiMasedi
20. Philemon Reuben Ndayi (Mr)	ANC Re Elected	3 42003003	Y	MawendyMolebatsi	
21. Mosiuwa David Mofokeng (Mr)	ANC Re Elected	4 42003004	Y	ZandileMngomezulu	
22. MotlalepuleRadebe (Mr)	NEW ANC	5 42003005	Y	PulaneMotsiri	
23. SontiLisbetMvulane (Me)	ANC Re Elected	7 42003007	Y	Mondi Nthakha	
VREDEFORT					
27. Lebohang Rebecca Mehlo (Me)	NEW ANC	15 42003015	Y	KulaseMokgethi	MothetsiMorabe

28. Kau Jacob Khumalo (Mr)	ANC Re Elected	16 42003016	Y	MananaPhetho	
	NEW ANC	20 42003020	Y		
KOPPIES					
33. Motlalepule Johannes Massoa (Mr)	ANC New	2 42003017	Y	LefuMoletsane	SochivaLeponesa
34. Panku Samson Choni (Mr)	ANC Re Elected	17 Rural	Y	Tina Skhosana	
EDENVILLE					
39. Isaac MafatsheRamabitsa (Mr)	NEW ANC	19 42003019	Y	Vacant	SkhovaKhambule

PUBLIC PARTICIPATION

The following public meetings were held:

Town	Ward	Date
Koppies	17	19 April 2011

	02	20 April 2011
Vredefort	15	12 April 2011
	16	27 April 2011
Edenville	19	14 April 2011
Heilbron	1	13 April 2011
	3, 4, 5 & 7	14 April 2011
Parys	14	12 7 13 April 2011
	8	18 April 2011
	9 & 12	26 April 2011
	10, 11, 13 & 18	28 April 2011

7.3. KPA 3: Municipal Transformation and Institutional Development

Current Municipal Manager and other Section 56 and other managers:

Post	Approved	Filled F/T	Incumbent
Acting Municipal Manager	Yes	T	Advocate Thabo Mokoena
Director: Technical Services	Yes	P	Mr Tebogo Malebane
Director: Community Services	Yes	P	MrPhirisiMoreoe
Director: Corporate Services	Yes	P	Mr Martins
Director: Financial Services (CFO)	Yes	T	MrTshedisoKometsi

Staff Establishment

Directorate	Total no. of	No of filled	No of vacancies
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	posts approved	post	
Office of the Mayor	9	6	3
Office of the Speaker	8	7	1
Office of the Municipal Manager	28	9	19
Office of CFO	122	45	77
Director Community Services	104	48	56
Director Corporate Services	34	26	8
Director Technical Services	18	14	4

Performance Management System

Reviewed Performance Management Framework was adopted by Council and performance agreements and employment contracts for the Municipal Manager and the three Section 57 Managers have been submitted to the Department COGTA.

SKILLS DEVELOPMENT PROGRAMS

SHORT COURSES:

Date	Course (Skills priority)	No. delegates
26-27 July 2010	Disciplinary Proceedings Training	22
Aug- Sept 2010	IDP	13
Aug- Sept 2010	LED	16
Aug- Sept 2010	Transformation Dynamics	10
Aug-Sept 2010	Water Demand Management	10
19 August 2010	Training for Training Committee	06
Set 2010	Contract Management	03
Oct 2010	Supply Chain Management	01
15-16 September	Advance Computer Training for Councilors	15
16 September 2010	LGSETA Women Certificate	02
12-13 May 2011	RPL Process Controllers	06
June 2011	Communication Workshop	02

June 2011	GIS Training	01
29 June-01 July 2011	Labour Law	01

LONG TERM COURSES

Designation	Department	Course Registered	Institution	Duration	Progress
Administrator	Technical Services	Business Management	Damelin	6 months	In Progress
HR Clerk	Corporate	BTech	UNISA		
Secretary	Finance	Management Skills Course	NW University	12 Months	Completed
Administrator	Corporate	Management Skills Course	NW University	12 Months	Completed
Secretary	MM's Office	Public Management Course	NW University	12 Months	In Progress
Billing Officer	Finance	Practical Finance Accounting	NW University		
Ass. Manager Revenue	Finance	LG Accounting Certificate	Altimax	12 Months	Completed
Finance Clerk	Finance	LG Accounting Certificate	Altimax	12 Months	Completed
Customer Care Officer x 7	Finance	LG Accounting Certificate	Altimax	12 Months	Completed

Regional Manager	MM's Office	IDP Certificate	CUT	12 Months	Completed
Acting HR Manager	Corporate Services	ELMDP	University of Pretoria	12 Months	Completed
Councilor x 3	Political Office	ELMDP	University of Pretoria	12 Months	Completed

TRAINING FOR THE UNEMPLOYED

Unemployed	Youth	100 Unemployed youth	EUC Learner ship	Flavius Mareka	12 Months	94 Completed
Unemployed	Youth	250	EUC Learner ship	Flavius Mareka	12 Months	In progress
Unemployed	Youth	76 unemployed youth	Plastering Paving Bricklaying	Rekgonne Company	18 Months	In progress
Operation Hlaselaemployee	26	General Workers	Plumbing	Junta Company	18 Months	In progress
Operation Hlaselaemployee	46	General Workers	Paving, Plastering ,Bricklaying	Rekgonne Company	18 Months	In progress

MEDICAL AID	TOTAL
Bonitas	89
Hosmed	28
Key Health	16
LA Health	45
SAMWUMED	152

PENSION\PROVIDENT FUND	TOTAL
Free State Pension	42
Free State Provident Fund	43
NMF	97
SALA	173
SAMWU	324
Sanlam	4

7.4. KPA 4: Local Economic Development (LED)

a. LED strategic objectives

To create an enabling environment that stimulates economic growth and to maximise the tourism potential of the municipality.

Development of LED strategy and its plans and implementation

The LED Strategy aligned with ASGISA, Provincial Growth and Development Strategy, FezileDabi District Municipality Integrated development Plan and Ngwathe Integrated Development Plan and approved by council.

Capacity to develop LED

The LED unit was dysfunctional and LED manager was appointed and one officer as Acting LED officer. The under listed projects were completed.

Project	Location	Project Description and Details	Budget	Jobs Created
3 x Car Washes	Parys, Koppies, Vredefort	For each town one (1) car wash was built by both the municipality and the provincial department of Social Development	R400 000	36
2 x Printing Plants (B3 and Bokamoso printers)	Parys and Edenville	The Edenville plant was internally funded while the Parys plant was funded by Sasol Mining to the value of R1 1000 000	R7 000 000	26
Juice Factory	Parys	Project Funded by Provincial Department Social Development	R1 000 000	8
Community Works Program	Koppies and Edenville and Heilbron	Project Funded by Public Works	R	2000

Interventions by internal & external stakeholders

- **SEDA**
- **SASOL MINING**
- **CHEMCITY**
- **FEZILE DABI DISTRICT MUNICIPALITY**
- **PROVINCIAL DEPARTMENT OF SOCIAL DEVELOPMENT**
- **PROVINCIAL DEPARTMENT OF PUBLIC WORKS**

Challenges	Interventions	Impact of support
High unemployment rate	Job were created	Indigents households were reduced
SMME's support	Engaged SEDA and CHEMCITY to run workshops on the following : <ul style="list-style-type: none"> • Basic Business Management • Tour guide 	(212) Members have been trained for Basic Business (10) Youth members were trained for tourism activities
Absence of investment retention and attraction scheme	Engaged FezileDabi District Municipality to assist in advertising the Vredefort Dome	
Lack of funding	Secured funds for identified projects	Created more Jobs

7.5. KPA 5: Financial Viability and Management

Introduction

Ngwathe Local Municipality have done everything possible to ensure the financial administration of the municipality is in line with the Municipal Financial Management Act and that all Regulations and Legislations governing the Local Government.

In the month of April the Auditor General, Mr. Terrence Nombembe visited the municipality as part of his road-shows. The visit became a history. The purpose for the visit was to identify challenges that the municipality is faced with in regards to issues relating to Finance, Service Delivery (Performance information) and Compliance to Regulations.

Five (5) Key controls were also presented by Auditor General. They consist of daily and monthly monitoring. The daily controls reports must be sent to the office of the Municipal Manager and the office of the Mayor on daily basis.

- ❖ Control checklists were designed and implemented ensures compliance. First quarter follow-up was done by the AG in October 2010. Regular follow-ups will be conducted to review implementation.

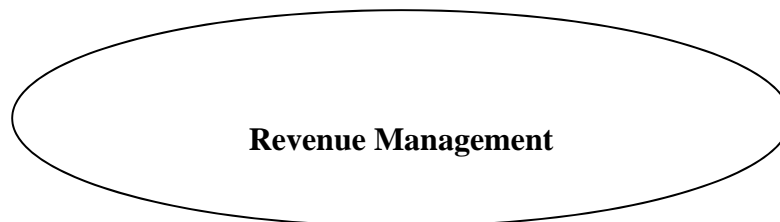
- ❖ The Provincial Treasury has issued a circular on control matrix that can be utilised to perform daily / monthly tasks such as bank reconciliation or templates for grants reconciliations.

Financial Viability

The Municipality's financial viability focuses on the following key areas.

- ❖ Revenue Management
- ❖ Risk Management
- ❖ Financial Management and Compliance
- ❖ Supply Chain Management &
- ❖ Asset Management

FINANCE FOCUS AREAS



Asset Management

Risk Management

Supply Chain Management

Financial Management and Compliance

1. REVENUE MANAGEMENT AND DEBT COLLECTION

Focus Area	Base line information 1 April 2010	Challenges	Intervention Strategy	Achievements
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<p>Billing & Pre-paid Systems (Meters & Accounts)</p>	<p>Billing still done on old information</p> <p>Fragmented and unconsolidated pre-paid systems not compatible to Venus</p> <p>Faulty electrical meters</p>	<p>Data purification not done for the past 5 years.</p> <p>Pre-paid that was not working in Koppies</p> <p>Inaccuracy of readings and no capacity to replace meters Billing Officers not appointed</p>	<p>Service Provider is appointed and has started to collect Housing Data, awaiting hand over report to amend Venus system.</p> <p>Consolidate pre-paid systems</p> <p>Arrange a meeting with other department in improving coordination of transactions</p> <p>Request for critical post submitted to the Office of MM</p> <p>Replacement of Meters be prioritised for business, Schools, government</p>	<p>Service Provider was appointed and has started to collect Households Data, awaiting hand over report from Community Service Department to amend Venus system.</p> <p>FezileDabi District has advertised to appoint a service provider to do data purification on business and government</p> <p>Pre-paid system was restored</p> <p>None</p>
<p>Receipting (Reconciliation of accounts and allocation of direct deposits)</p>	<p>Reconciliation not done on a monthly basis</p>	<p>Lack of capacity. Reconciliation of individual debtors accounts. +/- 37 000 accounts</p>	<p>Training to be done</p> <p>Request for critical posts submitted to Office of MM</p>	<p>Internal Training was done to Me Mazamelela with the assistance of BCX consultant</p> <p>Reconciliation for 2009/2010 is complete on debtors. Still improving on other controls.</p> <p>Allocation of daily receipts performed daily, report submitted to the Expenditure manager</p>
<p>Debt collection (Outstanding debt, collections and Cut-off lists)</p>	<p>Debt collection implemented only in Parys</p> <p>Credit control</p>	<p>Debt collection unit not in place. Credit control and debt collection by-laws not in place</p>	<p>Proclamation of Credit Control by-law</p> <p>Appointment of staff to improve</p>	<p>Credit Control was implemented in all towns and revenue has improved since February 2010</p> <p>Have Prioritise Councillors, employees, business,</p>

	policy not approved by council for the 2010-11 financial year.	Debtors book not analysed	reporting information Prioritise Councillors, employees, business, schools and government institutions Appoint Debt Collectors Increase debt collection methods	schools and government institutions None Officials trained on the debit order system. Implement debit order on all arrangement made
Revenue collection Campaigns	The Campaigns strategy was developed	Non implementation of the strategy	Cost the campaigns and implement in phases	None
Valuation and Implementation of Property Rates	Comparison of valuation roll to the one loaded on Venus Pensioners rebates not implemented on time Supplementary valuation 2010-11	Lack of capacity Appointment of verifiers Number of stands that are not included in the valuation roll and Implementing the rebates or reduction	MPRA training required Create a new post as a valuation Officer on level 7 Verifiers to complete the process by end of April 2010 and Start planning for the supplementary roll	Implemented government and started the one on business Pensioners rebate were verified and implemented on Venus Supplementary roll submitted to the CFO's office Advertisement and Notices issuance were done with regard to supplementary Roll
Monthly Reconciliation of control accounts	Reconciliation not done on a monthly basis	Lack of capacity	Training on reconciliation to be done and Implement recons as soon as possible	Me Mazamelelawas trained on debtor's reconciliations. July 2010 and August 2010 are completed
Report on Council Resolutions	Resolution are implemented and reports are done and submitted to	Report on Council Resolution not continuously disseminated to Finance as it used to be	Disseminate Council resolutions and follow up on all outstanding items / matters	None

	Corp Dept		Improve communication with other directorates	
PROPAC Resolutions	Plan was developed	Lack of capacity Implementing the plan fully Vacant post of a Risk Officer	Have a team that coordinate the resolutions, until the Officer is appointed	Responses were provided for the 2008-09 financial year
Internal Audit Reports	Plan is developed and implemented	Technical issues that cannot be implemented on time Poor reporting system	Continuously implement audit queries, with the current staff we have	None
External Audit Report	Plan was developed	Lack of capacity Implementing the plan fully Vacant post of a Risk Officer	Have a team that coordinate the resolutions, until the Officer is appointed. Currently responses are co-ordinated by the CFO	None
Resources & Staff (Individual work-plans)	The municipality has upgraded the financial system No work plans available for staff	Key staff has resigned and those positions were not filled Audit Skills revealed that 70% of Finance staff do not have basic knowledge of accounting or experience on financial accounting	Legitimise the current Credit Control by-law Appointment of staff to improve reporting information Improve communication with other Departments Ensure that Regional Manager/Delegated approve applications on time Involve Speaker's Office to finalise the indigent process To finalise the whole process by April 2010 Start planning for the supplementary to be implemented in 2010/11	Customer Care Posts advertised
Policies and	The following	Staff is not trained on the	Continuous enforcement of	Policies were adopted / approved by council for

Internal Controls	policies are in place and are approved by council: Credit control and Debt collection Policy Tariff Policy Indigent Policy Property Rates Policy Bad Debts	internal policies	policies Finalise internal control procedures and workshop staff on the internal control procedures and policies	implementation
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2. RISK MANAGEMENT

IT is one of the risky sections due to the fact that it has no formal control over the system to ensure the reliability of the systems, the availability, accuracy and protection of information.

The AG has also raised a concern regarding the fact the municipality has not undertaken a risk assessment to assess any risks of fraud and has consequently not developed a fraud prevention plan, as required by the Public Sector Risk Management Framework, this would mainly refer to the loss of documentation and could be indicative of fraudulent activities.,

EMERGING RISKS

Accounting and compliance matters

AG also expressed that in their capacity as regulatory auditors they were not aware of any new emerging risks relating to accounting and compliance m

3. FINANCIAL MANAGEMENT AND COMPLIANCE

Focus Area	Base line information	Challenges	Intervention Strategy	Achievements
Reconciliation of Creditors	Creditors reconciliations are currently not being performed	Creditor's reconciliation post is vacant. The officer responsible resigned in April 2011.	Advertise & Appoint.	Creditor's reconciliation was performed until March 2011 especially on big accounts.
Processing of Payments	- Unable to process all payments that have been identified for payment as agreed / confirmed with suppliers.	Network challenges Cash flow challenge Loss of documentation(Recording keeping) SCM policy not fully implemented	Upgrading of the server. Improved Cash flow management Performance of audit of payment vouchers	We are able to process all payments intended for the day except where there's cash flow problems. Document checklist has implemented, if document is not complete no payment is made.
Outstanding Creditors	Raise sundry creditors on the system	Orders not generated for sundry creditors	Orders to be generated for sundry creditors	Orders are now partially generated for sundry creditors.
Bulk purchases account analysis (Eskom & Rand Water)	Report is prepared on request	Lack of monitoring and review of the invoices	Ensure invoices are analysed and report is prepared on monthly basis.	Eskom and Rand Water are analysed on a monthly basis and reconciled as such.

Overtime queries	Late submission of overtime and miscalculation	Late submissions to the office of the Acting municipal manager's office by Directors / Regional managers Increased overtime worked, results in cash flow problems,	Enforcement of the overtime cut-off deadline Appoint temporary employees on permanent basis.	Queries in terms of mis-calculation of overtime have decreased to a certain level and cut-off time still needs to be enforced.
Capturing of employee information (Earning / deductions)	Incorrect amounts captured and paid over to medical aid companies	Reconciliation of premium increases not performed.	Performance of a complete reconciliation to ensure monies deducted are correct	An audit on medical aid payments was conducted by payroll and the Senior Financial Manager, verified by the Internal Auditor which resulted in a number of findings.
Statutory Returns	The submission of reports has improved, but there are still a few challenges that exist.	Month-end procedures not done on time	Capacity building Enforcement of checklists	BCX assisted with skills transfer, month end and other reports are now performed with an understanding and correctness, and submitted on time.
Payment of Salaries and queries	High reliance on Equitable Sharte for salary payments	Cash flow challenge	Proper planning. Implementation of credit control policy	Monthly successful transfer of employee's salaries. Keeping payroll queries minimal as compared to the previous periods.
Banking services	1 Primary account 1 Secondary account Overdraft facility in place	Over-commitment of the municipality and low revenue collection.	Open separate bank accounts for different types of grants / income	Favourable bank balance

		Inability to identify grants timeously and allocate them appropriately. Inaccurate recording on grants received and reporting thereof		Ring-fencing accounts for the following opened: <ul style="list-style-type: none"> • Municipal Infrastructure Grant • Equitable Share • Municipal System Infrastructure Grant • Electricity income
Annual Financial Statements	Disclaimer Audit Report	Lack of capacity and Limited GRAP knowledge Submit Financial Statements that are prepared in all material respects in accordance with the requirements of s122 MFMA.	Service provider appointed to assist in preparation of the AFS, BCX to assist with the reconciliation of accounts and clearing of suspense accounts.	Annual Financial Statements submitted to the office of the Auditor General PT & NT.
Policies and Internal Controls	The following policy is in place and is approved by council: Banking and Investments Policy Borrowing Policy Credit card Policy Subsistence and Travelling Allowance	Staff is not trained on the internal policies	Continuous enforcement of policies Finalise internal control procedures and workshop staff on the internal control procedures and policies	Policies were adopted / approved by council for implementation

	<p>Fruitless and Wasteful Expenditure Policy</p> <p>Funding & Reserves Policy</p> <p>Risk management Policy</p>			
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BUDGET, COMPLIANCE AND RISK MANAGEMENT

Focus Area	Base line information 1 April 2010	Challenges	Intervention Strategy	Achievements
2010-11 Annual Budget	<p>Management inputs obtained and captured</p> <p>Busy with the new budget formats</p>	<p>Obtaining departmental information on time, Summarised info instead of detailed information also causes delay.</p>	<p>Co-operation from other depts.,</p> <p>Assistance of BCX.</p>	<p>Planning, drafting and approval of 2010-11 Budget together with the implementation of new formats were performed/implemented successfully.</p>
Budget consultations	<p>Budget sessions were held with management</p>	<p>In the previous financial years, requisitions were</p>	<p>Involved the management team in drafting the</p>	<p>A comprehensive budget that constituted inputs from all the departments was drafted</p>

		submitted and council funds were spent on things that were not budgeted for.	annual budget by obtaining their departmental needs.	
Submission of statutory reports (Provincial Treasury, Statistics SA, DLGH)	Reports to Prov. & Nat. Treasury are now sent on time, except for few months where there are challenges.	Billing Integration & the corrections thereof takes long Month-end(closing) done few days after the reporting date		Majority of reports are now submitted on time as compared to the previous periods. Performing the duties of the Expenditure and Payroll manager without proper training.
Departmental budget monitoring reports	Monitoring of budget not effectively done.	Insufficient budget & other items not budgeted but spent on.	Involve management by issuing dept budget on a monthly basis as a tool to prevent overspending & stick to the budget.	None
VAT Returns	Returns are being submitted on time, but are incorrect due to the output vat declared. Manual submission of returns	Linking of the output vat structure on debtors	Request BCX to assist with the VAT votes	None Registered on e-filing

EMP 201 Return	Returns are being submitted on time Manual submission of returns	Returns are submitted without payments, which results to penalties and interest	Improve cash flow. Increase revenue collection	Registered on e-filing
GRAP Implementation Plan	A consultant was appointed by the district municipality to assess our readiness. A report is to be presented by 31 March 2010	Lack of knowledge	Appointment of knowledgeable service providers to assist the staff and transfer the skill.	GRAP compliant Annual Financial Statement prepared
Compilation of Annual Financial Statements	GRAP assessment is currently being performed	Lack of knowledgeable staff	Appointment of a service provider	Financial Statement submitted on time
Co-ordination of the annual audit	The audit is currently co-ordinated from the office of CFO	CFO has a number of responsibilities, which may result in a number of responses not attended on time. Information requests not addressed timeously	Appointment of the Risk officer	Successful co-ordination of the audit

Policies and Internal Controls	The following policy is in place and is approved by council: Budget policy Transfers and Virements	Staff is not trained on the internal policies	Continuous enforcement of policies Finalise internal control procedures and workshop staff on the internal control procedures and policies	Policies were adopted / approved by council for implementation
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Supply Chain Management

Focus Area	Base line information	Challenges	Intervention Strategy	Achievements
Purchase requisitions	Received and processed by SCM unit.	Incomplete documentation: not approved/without votes(motivation not attached)	Notice sent to user depts. For compliance procedures departments, introduce semester training for user departments.	No order is generated without proper supporting documentation.
Orders placed and outstanding	Orders are generated and some placed with suppliers	Not all orders are placed with suppliers.	Daily meetings after work to monitor all generated orders.	
Supplier payments	Invoices are received by SCM Unit and sent to expenditure.	Supplier payments delay due to incomplete documents, e.g. GRN's	Include this matter as part of semester training and enforce compliance by taking necessary corrective steps against un-cooperative user departments	Improvement on documentation submission

Contract Management / Projects	Different contracts are managed by different departments. Only leases (where municipality is a lessee) are managed in SCM. No one is dedicated to this function in SCM. Infrastructure projects managed by PMU after awards are made.	Cannot monitor supplier performance High risk of acquiring the services which are in an existing contract(s).	Include SCM unit in all PSC's of infrastructure projects. -Acquire electronic management system for all contracts. -employ a competent official to deal with contracts and demand management. -Implement quarterly consultants monitoring meetings	
Performance Management and Reporting	Performance management is conducted once a year during reporting to council	Other areas need attention immediately and deferring then till year end may worsen situation.	Engage national and provincial Treasury for training on best practices regarding performance management	None
Asset Management	Adequate but efficiency cannot be ascertained	No control over assets and high risk of loss	Employ dedicated person(s) for assets management. -receive training on the current assets system	3 Interns and the ACFO trained on the asset management system (BAUD)

Fleet Management	Old fleet with high maintenance costs	Interrupted service delivery. Loss due to inadequate controls	-Make use of e-fuel system. -Long term plan on fleet replacement cycles. -Employ dedicated person(s) for fleet. Acquire new fleet	Appointment of the Acting Fleet manager. Acquisition of new fleet (6 Sedans and 10 LDVs)
Inventory	Only stationery and cleaning material is effectively managed on stock system	Small purchases waste time and causes us to forfeit benefits of economies of scale	Make use of long term contracts on inventory items	None
Deviations	Deviations are filed each time they occur	Not always reported due to misfiling	Assigned the task of all deviations to Ass: Mngr Demand and Acquisition	All deviations are approved by the Municipal manager
Monthly SCM reports - Submission to P.T	Only awards above R 100 000 are reportable	Late submission	Train and dedicate SCM clerk to capture as and when award is made	None
Monthly reconciliation of control accounts (assets and inventory)	No reconciliation is done	Cannot monitor movement of inventory. (redundant & slow moving)	Acquire a necessary on job training on how to perform the reconciliation	None

PROPAC Resolutions	Action plan is developed for every query	Lack of monitoring	Monthly review meeting to assess progress. Dedicate one Saturday for this process.	
Internal Audit Reports	Action plan is developed for every query	Lack of monitoring	Monthly review meeting to assess progress. Dedicate one Saturday for this process.	
External Audit Report	Action plan is developed for every query	Lack of monitoring	Monthly review meeting to assess progress. Dedicate one Saturday for this process.	
Policies and Internal Controls	<p><i>The following policies are in place and are approved by council:</i></p> <p>Supply chain management</p> <p>Fixed Management and Maintenance policy</p> <p>Asset Replacement and Maintenance</p> <p>Cell phone Policy</p>	Staff is not trained on the internal policies	<p>Continuous enforcement of policies</p> <p>Finalise internal control procedures and workshop staff on the internal control procedures and policies</p>	Policies were adopted / approved by council for implementation

Resources & Staff (Individual work-plans)	Generally a lack of basic and necessary skills for daily tasks.RFQ.	More time is consumed in awarding a competitive bids	Training of staff	SCM and Learning & Development manager
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CASH FLOW

Cash Flow Statement as at 30 June 2011

FS203	2010/11					
	Budget	Total YTD	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Opening Balance	45 562 62	3 954 062	4 126 166	25 419 038	12 010 181	10 273 333
Add: Receipts	359 130 00	434 737 619	110 663 724	154 080 134	110 635 271	59 358 490
Grants and Subsidies	127 766 00	169 718 456	57 982 267	77 609 888	33 396 301	730 000
Statutory Receipts	-	-	-	-	-	-
Other Receipts	231 364 00	265 019 163	52 681 457	76 470 246	77 238 970	58 628 490
Less: Payments	354 038 95	429 059 368	114 340 364	120 834 710	121 789 075	72 095 219
Salaries, Wages and Allowances	117 740 00	108 697 058	30 302 202	27 843 459	26 183 557	24 367 840
Cash and Creditor payments	91 319 00	144 294 220	56 102 277	39 551 284	33 530 797	15 109 862

Capital Payments	5 500 00	38 970 725	7 282 456	11 742 203	16 565 573	3 380 493
External Loans Redeemed	8 500 00	3 539 301	880 142	879 771	893 095	886 293
Statutory Payments		6 982 677	1 991 829	963 628	2 527 220	1 500 000
Other Payment	130 979 95	126 575 387	17 781 458	39 854 365	42 088 833	26 850 731
	50 653 67	9 632 313	277 422	33 522 846	22 369 042	9 632 313

MUNICIPAL BUDGETS, EXPENDITURE & REVENUE SOURCES

REVENUE BY SOURCE

Total Operating expenditure budget for 2010 – 11 was estimated at R354 million, and a Revenue budget estimated at R 359 resulting to a R 5 million surplus which will be utilized to finance capital projects.

2010-11 Adjustment Budget was performed and submitted to council as per the guidelines of sec 28(2) below.

Section 28(2) of the MFMA further stipulates that the municipality may revise an approved annual budget through an adjustment budget,

An adjustment budget must adjust the revenue and expenditure estimates downwards if there is material under-collection of revenue during the current year;

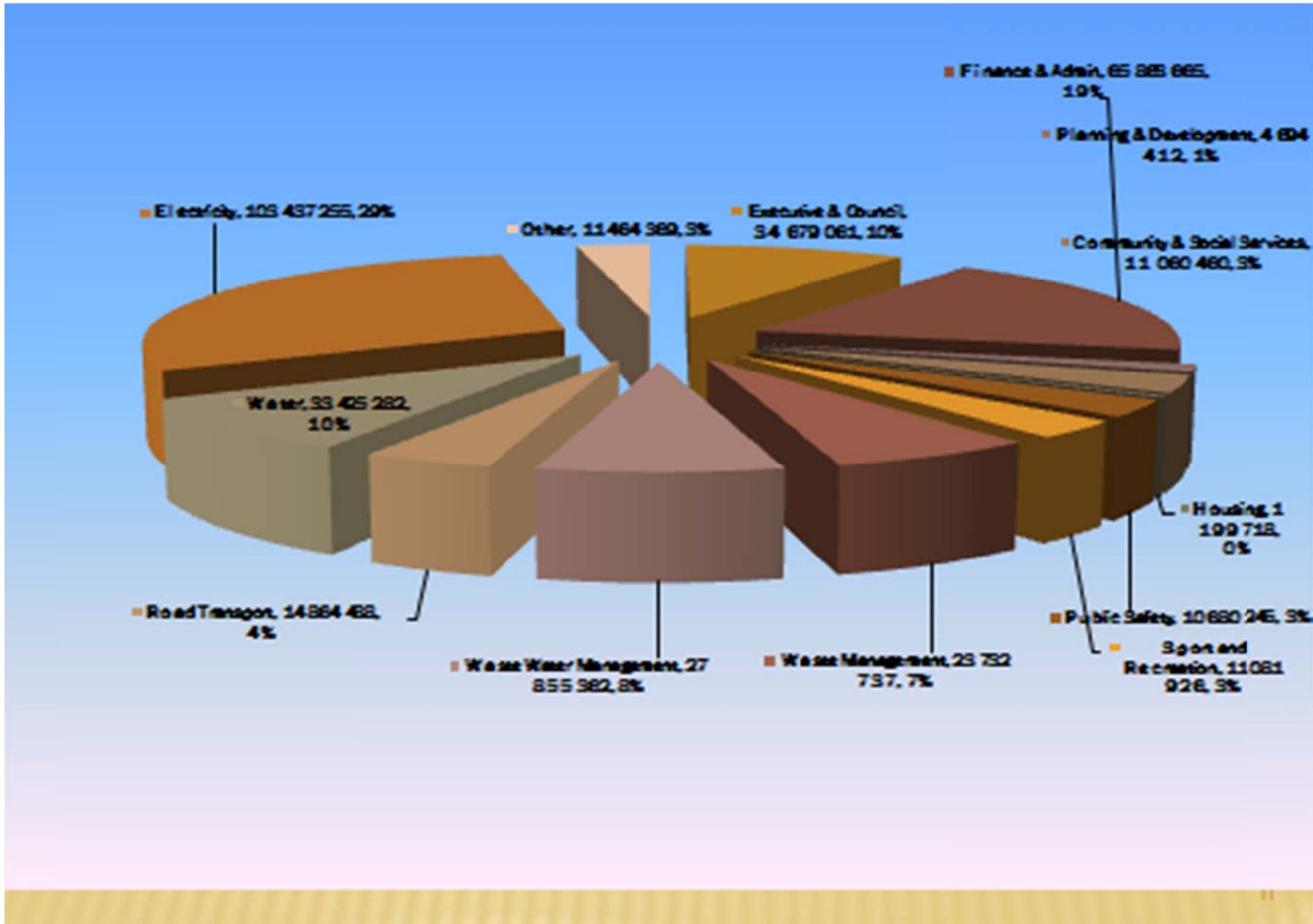
May appropriate additional revenue that has become available over and above those anticipated in the annual budget.

SCHEDULE 1 REVENUE BY SOURCE	Current Year				
	2010/11			Adjustment	Revised
	Approved Budget	Movement	Balance		
R'000 B	R'000 C	R'000 D	E	F	
<u>Operating Revenue by Source</u>					
Property rates	(36 010 415)	32 139 746	(3 870 669)	-	(36 010 415)
Property rates - penalties imposed and collection charges			-		0
Service charges - electricity revenue from tariff billings	(103 265 399)	40 197 733	(63 067 666)	-	(103 265 399)
Service charges - water revenue from tariff billings	(29 967 561)	1 390 352	(28 577 209)	-	(29 967 561)
Service charges - sanitation revenue from tariff billings	(25 213 284)	12 137 559	(13 075 725)	-	(25 213 284)
Service charges - refuse removal from tariff billings	(23 129 485)	10 790 591	(12 338 894)	-	(23 129 485)
Service charges - other	(4 198 180)	10 476 296	6 278 116	-	(4 198 180)
Rental of facilities and equipment	(4 086 895)	157 865.03	(3 929 030)	-	(4086 895)
Interest earned - external investments	(21 353)	-	(21 353)	-	(21 353)
Interest earned - outstanding debtors	(797 890)	7 005 846	6 207 956	-	(797 890)
Fines	(1 183 833)	563 229	(620 604)	-	(1 183 833)
Government grants & subsidies	(128 764 634)	95 075 056	(33 689578)	-	(128 764 634)
Gain on disposal of property plant and equipment	(74 000)	7 989	(66 011)		(74 000)
Mimosa Resort	(2 416 848)	7 492	(2 409 356)		(2 416 848)
					0
Total Revenue By Source	(359 129 777)	188 997 162	(170 132 615)	(0)	(359 129 777)



EXPENDITURE BY TYPE

- ❖ Salaries and allowances: R 109 million (increased to R 110 million) salaries were budgeted @ 7.7%, SALGA approved 8.48% and a Councilor's Remunerations increased by R 226 817 (upper limits)
- ❖ Water purchases : R 7 million (an increase of R 3 million) total of R 4million to sustain the remaining 6 months.
- ❖ Chemicals : R 3,9 million (a decrease of R 495 thousand shifted to the rental of vehicles
- ❖ Repairs and Maintenance: R31, 8 million (Reduced to R 31, 4 million the difference is shifted to rental of vehicle.
- ❖ Rental of heavy equipment and vehicles: R1, 6 million was adjusted by R 690 218 to maintain the rental of refuse vehicles.
- ❖ Meter reading requirements. : an increased 900 000 has been allocated for the project of house audit and other billing requirements.
- ❖ Service contractors : R 175 000 has been allocated for monthly contractors(the gunners)
- ❖ e/Fuel contract fee : R 60 000
- ❖ Data Purification : R 0. Provincial Treasury is currently assisting the municipality with revenue enhancement and any additional costs will be incurred by Provincial Treasury.
- ❖ Commission Expense : R 5.2 million p.a.



SCM

The following bid committees are in operation and they are responsible for deciding the fate of tenders;

- a. Specifications Committee
- b. Evaluations Committee and
- c. Adjudications Committee.

LIST OF TENDERS IN NGWATHE LOCAL MUNICIPALITY FOR THE PERIOD INDER REVIEW

CONSULTANTS	CONTRACTOR NAME	DISCRIPTION	PROJECT AMOUNT (R)	Progress on site
MOEDI PARYS Consulting Engineering and project Managers	MOEDI PARYS Consulting Engineering and project Managers	Sewer network, water reticulation and toilet structure for 780 Erven	15 154 037.44	
Proper consultants	N/A	Upgrade of Parys sewer treatment plant	85 000 000.00	0%
Phumaf Consultants	N/A	Upgrade of Parys water treatment plant	31 895 731.00	23%
Proper consultants	Ultimate Dynamics	Heilbron Sewer line	10 000 000.00	80%
JamelaConsultants	Jampe (pipelines) Reikhuditse (Top structure)	Heilbron bucket eradication	8 000 000.00	70%
Phumaf Consultants	Sizanani & Brian j/v	Parys pipeline and reservoir	24 750 000.00	8%

Phenomenal Archi.Tacts	Anquat/ fridshelf	FezileDabi Stadium	85 000 000.00	85%
Proper consultants	Wamesa	Heilbron sewer treatment	56 430 000.00	20%

BILLING SYSTEM				
AREA	Accounts distributed monthly	Total households billed monthly	Total business billed monthly	Other
Edenville	2 514	1 519	55	940
Heilbron	11 069	9 604	251	1 214
Vredefort	4 512	4 166	140	206
Parys	18 381	16 023	591	1 767
Koppies	6 275	3 821	174	2 280

Revenue Collection Town & Mimosa

DATE	PARYS	HEILBRON	VREDEFORT	KOPPIES	EDENVILLE	MIMOSA	TOTAL
Jul 2010	3 757 485.36	945 520.06	685 351.10	774 170.51	228 340.91	27 462.00	6 418 329.94
Aug 2010	3 431 194.12	956 635.74	612 302.69	144 183.27	227 182.71	49 257.00	5 420 755.53
Sep 2010	6 973 360.13	2 708 029.08	795 179.96	514 529.55	385 350.02	100 535.59	11 476 984.33
Oct 2010	7 445 101.99	3 283 168.76	807 453.07	596 122.12	429 577.05	121 011.00	12 682 433.99
Nov 2010	8 571 904.85	2 541 285.05	859 781.01	534 013.91	343 153.88	120 298.00	12 970 436.70
Dec 2010	7 091 951.40	2 979 007.66	881 384.43	629 947.28	373 679.73	196 125.00	12 152 095.50
Jan 2011	7 245 378.57	3 830 622.88	654 505.89	334 770.46	243 459.21	52 182.00	12 360 919.01
Feb 2011	5 395 495.00	2 362 878.91	669 161.10	796 348.57	825 696.03	50 248.00	10 099 827.61
Mar 2011	7 234 257.94	3 967 381.84	680 272.39	605 854.77	333 299.47	59 805.00	12 880 871.41
Apr 2011	7 455 879.32	2 832 423.83	599 985.22	580 948.00	284 665.68	68 536.00	11 822 438.05
May 2011	7 573 716.62	2 862 341.75	592 490.76	579 611.80	565 668.62	34 803.00	12 208 632.55
Jun 2011	7 690 834.94	4 041 171.89	714 885.71	388 433.84	294 694.86	32 613.00	13 162 634.24
TOTAL INCOME	79 866 560.24	33 310 467.45	8 552 753.33	6 478 934.08	4 534 768.17	912 875.59	145 105 619.01

Debt Collection

REVENUE	Jul 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Jan 11	Feb 11	Mar 11	Apr 11	May 11	Jun 11	TOTAL
Income : Service Charges and Rates and Taxes	9 247 310	7 273 426	8 093 079	9 361 655	9 481 684	8 353 831	9 040 240	7 921 743	10 369 003	8 854 920	8 888 484	8 656 744	105 542 120
													-
GRANT TOTAL FOR INCOME	9 247 310	7 273 426	8 093 079	9 361 655	9 481 684	8 353 831	9 040 240	7 921 743	10 369 003	8 854 920	8 888 484	8 656 744	105 542 120
Levies Raised	13 987 747	12 663 780	14 244 290	16 231 476	13 109 938	14061 606	12 556 380	12 924 693	12 627 934	14 368 677	14 407 695	10 877 981	162 062 185
% Collected	66%	57%	57%	58%	72%	59%	72%	61%	82%	62%	62%	80%	65%

PREPAID RECEIPTS

DATE	PARYS	HEILBRON	VREDEFORT	KOPPIES	EDENVILLE	TOTAL	BIT	TOTAL
Jul 10	522 909.67	150 823.56	376 506.00	2 000.00	145 401.35	1 197 640.58	2 232 116.00	3 429 756.58
Aug 10	518 607.25	177 270.00	267 142.00	16 850.00	163 059.21	1 142 928.46	2 194 925.00	3 337 853.46
Sep 10	551 988.33	153 223.50	124 263.00	26 920.00	151 353.90	1 007 748.73	2 376 156.70	3 383 905.43
Oct 10	459 465.48	188 811.40	72 496.00	65 405.00	177 383.25	963 561.13	2 357 218.23	3 320 779.36
Nov 10	533 640.00	211 693.20	101 216.00	99 751.50	169 732.00	1 116 032.70	2 372 719.80	3 488 752.50
Dec 10	584 877.15	193 924.60	145 371.50	129 951.06	191 172.50	1 245 296.81	2 552 967.65	3 798 264.46
Jan 11	470 631.60	168 543.55	114 828.50	134 633.93	149 275.00	1 037 912.58	2 282 766.20	3 320 678.78
Feb 11	398 367.80	158 353.20	87 476.00	124 840.00	120 346.30	889 383.30	1 288 701.30	2 178 084.60
Mar 11	352 215.05	233 788.77	136 920.50	159 129.00	193 897.85	1 075 951.17	1 435 917.00	2 511 868.17
Apr 11	468 163.22	170 693.30	78 197.00	135 914.52	152 731.70	1 005 699.74	1 961 817.90	2 967 517.64
May 11	576 530.50	209 659.50	80 341.10	107 657.50	151 898.00	1 126 086.60	2 194 061.50	3 320 148.10
Jun 11	682 417.70	289 989.20	98 248.50	113 221.50	197 378.95	13 81255,85	3 124 633.91	4 505 889.76
TOTAL	6 119 813.75	2 306 773.78	1 683 006.10	1 116 274.01	1 963 630.01	13 189 497.65	26 374 001.19	39 563 498.84

CHAPTER TWO; FINANCIAL STATEMENTS