



# Matzikama Municipality

## Annual Report

# 2010/11



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## EXECUTIVE MAYOR'S FOREWORD

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When I was elected as Executive Mayor after the local government elections on 18 May 2011 there was only one month left of the financial year that we are reporting on in this annual report. However I was a councillor in the previous term and is fully aware of the challenges that are prevalent in the local government sphere, currently.

It is a fact that municipalities across the country are struggling to deliver their constitutional mandate due to various factors, some within their control and others not. Communities are also becoming more and more frustrated and demand the services that they are entitled to. The recent spate of service delivery demonstrations, some of them quite violent, is testament to this. However, communities are in my view uninformed about the amount of work that municipalities undertake in their areas. They do not see the millions of rand that is spend on services that are buried underground as well as on sewerage and water treatment plants. They do not become involved in the IDP and budget processes of the municipalities and are therefore ignorant of what the size of the budgets are and how it will be spent.

I am of the view that in order to counteract this general discontent of the community, municipalities need to communicate more effectively with the communities within their jurisdiction. For this reason, amongst others, council has also conducted a community survey. The results of the survey is quite significant with regard to communication, service delivery and the level of services, and council will seek to implement measures for improvement in future.

As can be seen from the report, council is doing well in providing services to everyone within the towns and settlements. Service delivery on the farms are however still a challenge and we need to establish a means of overcoming this by fostering good relations between all the relevant stakeholders.

In conclusion, I would like to thank my fellow councillors and the administration, headed by the municipal manager for the hard work and support during this period.

**Delina Goedeman**

**Executive Mayor**

## MUNICIPAL MANAGER'S FOREWORD

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Since its establishment in December 2000, the Matzikama Municipality has been working actively to forge a common identity and has come a long way to establish an integrated approach to service delivery to ensure efficiency and good governance. Just as a state of stability was being reached, the boundaries of the municipality were re-determined, which culminated in the inclusion of the northern district management area, an area bigger than the previous size of the municipality, into the boundaries of the municipality. Fortunately it was effective only from the date of the local government elections that was held on 18 May 2011 and as such would not have an effect on the reporting period of this report.

After the revision of the Integrated Development Plan with the assistance of the communities in the municipal area, the budget was developed and approved. Once again the assistance and input from the provincial department of local government and provincial treasury must be acknowledged as the municipality sees them as valuable partners in ensuring the credibility of both the IDP and the budget.

Challenges were experienced with the completion of the annual financial statements within the legislated timeframes mainly due to the fact that the asset register of the municipality was not GRAP compliant. The AFS was eventually submitted to the Auditor General on 13 December 2011. The AFS is included in this draft report, but the report from the Auditor General is excluded as they are still busy with the audit.

In order to enhance stability and preserve the institutional memory among senior management, council has resolved to amend the then current fixed term employment contracts of the CFO and the Director Community Services. All senior managers were appointed on a permanent basis with the effect that the two vacant senior manager posts in technical and corporate services were also filled.

In conclusion I would like to thank council for their leadership and all other departments for their support and commitment.

I present to you the draft annual report for the 2010/2011 financial year, inclusive of the annual financial statements and the annual performance report.

**Dean O'Neill**

**Municipal Manager**

# CHAPTER 1

## MUNICIPAL OVERVIEW



## CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW

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### 1.1 MUNICIPAL OVERVIEW

---

This report addresses the performance of the Matzikama Municipality in the Western Cape in respect of its core legislative obligations. Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality.

The 2010/11 Annual Report reflects on the performance of the Matzikama Municipality for the period 1 July 2010 to 30 June 2011. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

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#### 1.1.1 VISION AND MISSION

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**The Matzikama Municipality committed itself to the vision and mission of:**

*Vision:*

***“A Safe, peaceful and prosperous community”***

*Mission:*

***“To provide the community with an effective, affordable and quality service by means of sustainable development”***

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#### 1.1.2 DEMOGRAPHIC INFORMATION

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##### A) MUNICIPAL GEOGRAPHICAL INFORMATION

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Matzikama – (“matzi = he gives, kamma = water”) Municipality, in Southern Namaqualand is a category B municipality proclaimed in terms of Provincial Notice No. 481/2000 of September 2000. Matzikama Municipality is the result of the amalgamation of the towns of Klawer, Vanrhynsdorp, Lutzville, Vredendal, Ebenhaeser, Papendorp, Doring Bay and Strandfontein. The region is dominated by the Maskam, Gifberg, Khobee and Bokkeveld Mountains to the East. To the West lies the mighty Atlantic Ocean, with its cold Benguela current which has an impact on the unique flora of the Knersvlakte Bioregion. Southbound, the Cerderberg and the rest of the Western Cape beckons.

Matzikama lies on the N7, Cape Namibia route, approximately 300km (3 hours) North of Cape Town and 1200 km from Windhoek. It can also be reached from the North (Gauteng, Mpumalanga, etc.) along the N14/R27 via Upington, N12/R27 via Kimberley and the N1/R63 via Bloemfontein and Victoria West.

Matzikama is characterised by an arid environment but is served by a life-giving arterial namely the Olifants River. The river with its associated canal systems supports a flourishing agricultural sector that is mainly built on viniculture. The population is therefore concentrated along the river. Only the villages of Vanrhynsdorp, Doring Bay and Strandfontein are not linked to the river. Doring Bay and Strandfontein are coastal towns.

### **Wards**

The Municipality is currently structured into the following 7 Wards:

<b>WARD</b>	<b>AREAS</b>
1	Koekenaap, Lutzville/Rural areas
2	Doring Bay, Strandfontein, Ebenhaeser/Papendorp, Lutzville Wes
3	Vredendal North
4	Vredendal North & South
5	Vredendal South/Rural areas
6	Klawer/Trawal/Rural areas
7	Vanrhynsdorp/Rural areas

***Table 1: Municipal Wards***



Below is a map of the Western Cape that indicates the location of the Municipality in the West Coast District area:



*Figure 1: Western Cape Area map*

### **KLAWER**

The town is located 22 km south of Vanrhynsdorp on the Cape/Namibia tourism route and developed from a railway crossing between Cape Town and Bitterfontein. Since the reduction in rail transport the agriculture sector and services industry continued to provide income to the population of Klaver. Klaver is surrounded by many farms and attracts a large number of tourists to the area to join in the agri-tours presented by the Kapel farm in the area.

### **VANRHYNSDORP**

Vanrhynsdorp is the most southern and oldest town in Namaqualand. It exists since 1661. The town is also the gate way to the Western Cape, Upington, Johannesburg, Namibia, Vredendal and the coastal towns. Vanrhynsdorp is located 300 km north of Cape Town on the intersection to Cape Namibia, Namakwari and West Coast Karoo tourism routes. The economic base comprises the services and agriculture industries.



## **LUTZVILLE**

Lutzville developed from a farm established in 1923 and is located 48 km west of Vanrhynsdorp on the West Coast Tourism Route. Apart from the many farming activities in the area tourism has the potential to add significantly to the economic base of the local urban economy and is linked to the wine industry, annual agriculture expo, annual wild flower season and its location on the West Coast Tourism Route. The town accommodates a large number of the workers employed by Namaqua Sands as well as farm workers and hence the low unemployment rate.

## **VREDENDAL**

Vredendal is by far the largest town in the area and is also centrally located rendering it the logical economic and administrative centre. The town is located 24 km east of Vanrhynsdorp on the West Coast Tourism Route.

## **EBENHAESER/PAPENDORP**

These two villages function as a residential settlement with very few economic activities apart from government services, farm labourers and subsistence farming activities. The villages are located on the banks of the Olifants River and play an important role in protecting the sensitive eco system of the Olifants River. These two villages developed from a mission station founded by the Rynse Church in 1831.

## **DORING BAY**

Doring Bay is located on the coast line, 80 km west of Vanrhynsdorp and 15 km north of Lamberts Bay, making it ideal for tourism and aquaculture development. Both aquaculture and tourism has huge potential and can play an important role in mitigating unemployment caused by the decline of the fishing industry.

## **STRANDFONTEIN**

Strandfontein has been a holiday resort and retirement village since its existence. The town recorded a relatively high ranking in terms of its resource and development potential. Out of the 131 towns situated in the Western Cape Province, Strandfontein was ranked 28<sup>th</sup> in terms of composite development potential and 2<sup>nd</sup> in terms of composite resource potential. The town is located on the coast line 5 km north of Doring Bay and 75 km west of Vanrhynsdorp. The town draws many tourists and holiday makers annually and has become more sought after than ever before.

B) POPULATION

The municipality is estimated to account for **16%** of the Cape West Coast District’s population of in 2010.

a) Total Population

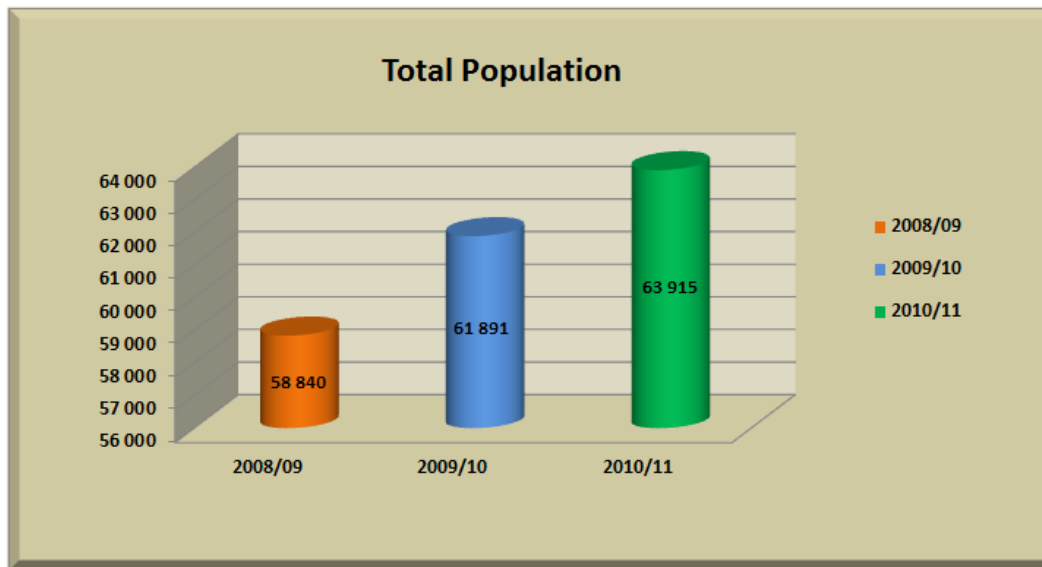
The table below indicates the total population within the municipal area:

2008/09	2009/10	2010/11
58 840	61 891	63 915

*Table 2: Demographic information of the municipal area – Total population*

The population Increased with **3%** from the 2009/10 financial year to the 2010/11 financial year.

**The graph below illustrate the yearly population growth for the municipal area.**



*Graph 1: Total Population Growth*

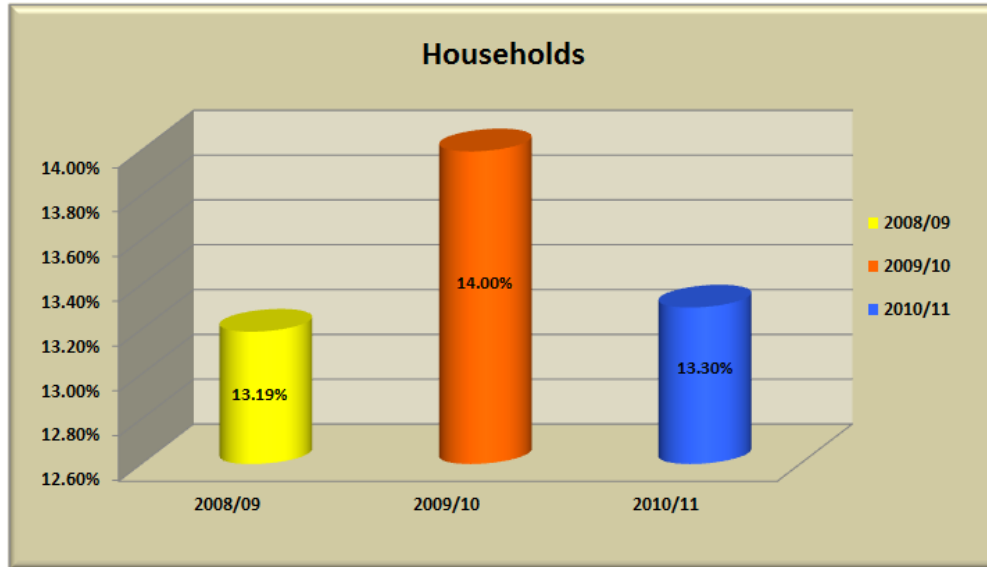
C) HOUSEHOLDS

The total number of households within the municipal area increased from 13 398 households in 2008/09 financial year to a total of 15 701 households in 2010/11 financial year. This indicates an increase of **17 %** in the total number of households within the municipal area over the two years.

Households	2008/09	2009/10	2010/11
Number of households in municipal area	13 396	14 705	15 701
Number of indigent households in municipal area	1 767	2 058	2 088

*Table 3: Total number of households*

The graph below shows that the total number of indigent households increased from **13.19%** in 2008/09 to **13.3%** in the 2010/11 financial year. The indigent households show an annual **increase** of **1.5%** growth over the two years.



**Graph 2: Total % indigent households within the municipal area**

D) KEY ECONOMIC ACTIVITIES

The local economy is highly dependent upon agriculture with viniculture being the kingpin. The Municipality is dependent upon the following economic activities:

Key Economic Activities	Description
<b>Agriculture</b>	Grapevines, vegetables, livestock, processing of agricultural product – viniculture
<b>Fishing</b>	Limited to recreational and small fishing rights
<b>Tourism</b>	Seasonal, especially during the flower season
<b>Mining</b>	Exxaro Namakwa Sands heavy minerals

**Table 4: Key Economic activities**

1.1.3 SOCIO ECONOMIC INFORMATION

A) SOCIO ECONOMIC GROWTH

The socio-economic information for the municipal area is as follows:

Housing Backlog	Unemployment Rate (%)	Households with No Income (%)	People older than 14 years illiterate (%)	Urban/rural household split
5 425	29	23	31	2.6

Table 5: Socio Economic information

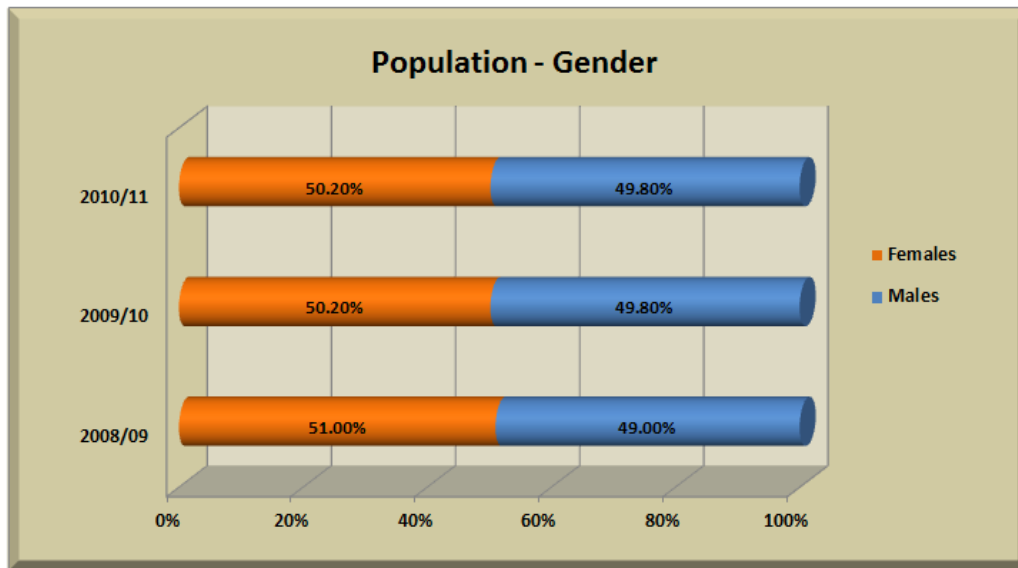
B) POPULATION BY GENDER

Matzikama Local Municipality population is closely balanced with **50.19%** (32 083) representation of females and **49.81%** (31 832) of males in 2010/11 as shown below.

Population - Gender	2008/09	2009/10	2010/11
Females	30 008	31 067	32 083
Males	28 832	30 824	31 832
<b>Total</b>	<b>58 840</b>	<b>61 891</b>	<b>63 915</b>

Table 6: Demographic information of the municipal area – Gender

The following graph displays the female to male ratio.



Graph 3: Gender Population

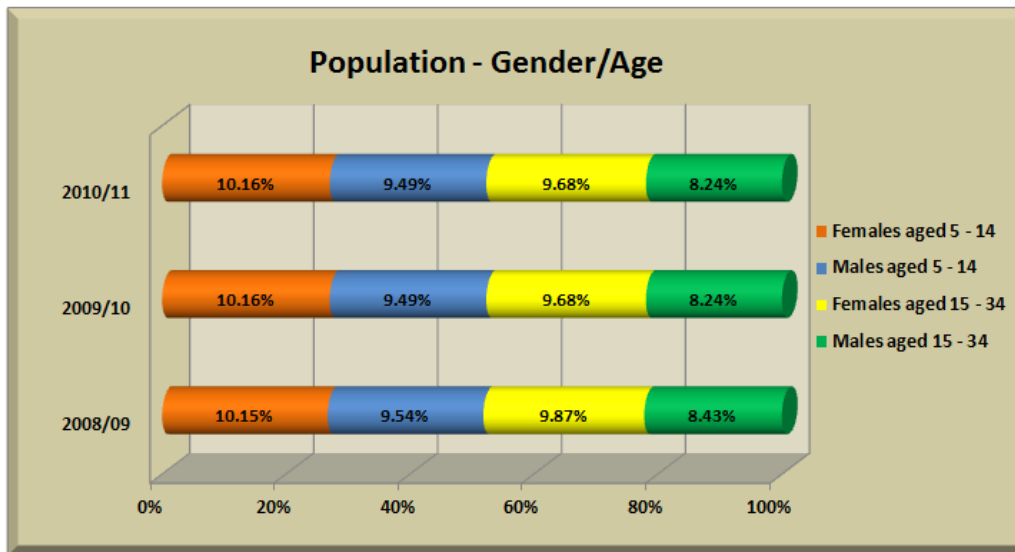
C) POPULATION BY GENDER/AGE

The following table display the female to male ratio of 50.2:49.8.

Population - Gender/Age	2008/09	2009/10	2010/11
Females aged 5 - 14	5 972	6 289	6 495
Males aged 5 - 14	5 612	5 876	6 068
Females aged 15 - 34	5 806	5 992	6 188
Males aged 15 - 34	4 963	5 102	5 269

*Table 7: Demographic information of the municipal area – Gender/Age*

The graph below indicates the population categories by gender/age



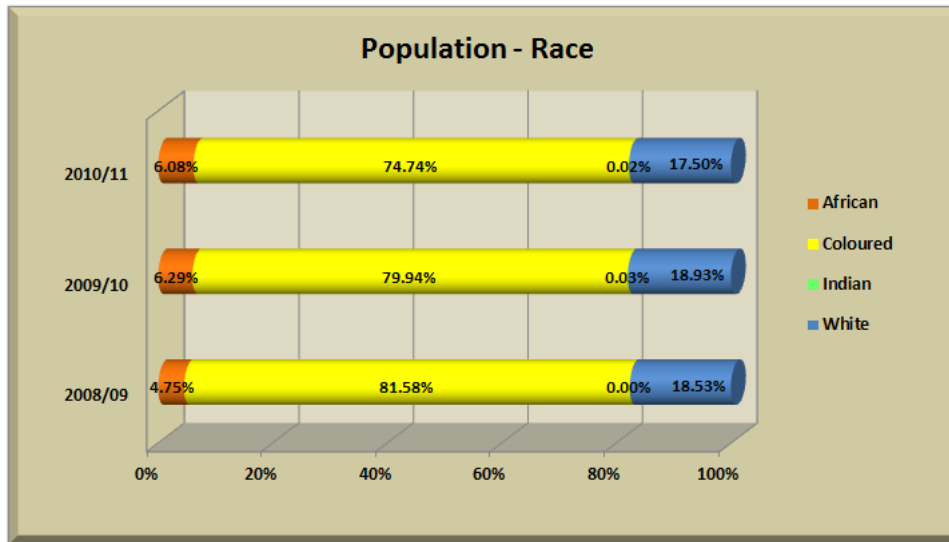
*Graph 4: Population Categories by gender/age*

D) POPULATION BY RACE CATEGORIES

Population - Racial	2008/09	2009/10	2010/11
African	2 665	3 699	3 951
Coloured	45 761	47 037	48 575
Indian	0	15	13
White	10 393	11 140	11 376
<b>TOTAL</b>	<b>58 819</b>	<b>61 891</b>	<b>63 915</b>

*Table 8: Demographic information of the municipal area – Race categories*

The graph below shows the population by race.



Graph 5: Population by race

#### 1.1.4 MUNICIPAL CHALLENGES

The following general challenges are experienced by the municipality:

CHALLENGES	ACTIONS TO ADDRESS
Transportation	<ul style="list-style-type: none"> <li>• Activation of train services, will contribute to more money for spending by public because of fees between major town to Vredendal CBD</li> <li>• Establishing of a scheduled integrated passenger transport services which link to towns in Matzikama area and Vredenburg, Lamberts bay, Clanwilliam etc.</li> <li>• Establishing of passenger taxi- terminus</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Establishing of waste site to prevent contamination of underground water</li> </ul>
Social and Community development	<ul style="list-style-type: none"> <li>• Communication / visits to residents/ public, especially the elder to explain what they can expect from the municipality</li> </ul>
Employment and job creation	<ul style="list-style-type: none"> <li>• Rolling out of EPWP projects</li> </ul>
Lack of Traffic services in DMA	<ul style="list-style-type: none"> <li>• Extent traffic services to the DMA like Bitterfontein, Nuwerus etc.</li> <li>• Establishing of Motor registration and learners licences service to the DMA</li> </ul>
Community Participation	<ul style="list-style-type: none"> <li>• Establishment and training of ward committees</li> <li>• Adoption of Ward Committee Policy</li> <li>• Regular ward community meetings</li> </ul>
Lack if SMME development and support	<ul style="list-style-type: none"> <li>• Solicit the assistance of the West Coast Business Service Centre and the relevant provincial department</li> </ul>
High unemployment rate	<ul style="list-style-type: none"> <li>• Economic development projects includes objectives to make use of local labour</li> <li>• Agriculture sector is encouraged to add value to products locally to increase</li> </ul>

CHALLENGES	ACTIONS TO ADDRESS
	employment opportunities
Capacity gaps of staff	<ul style="list-style-type: none"> <li>Recruitment of competent and dedicated staff to comply with the legislative requirements in terms of NEMA</li> </ul>
Lack of permitted waste landfill sites	<ul style="list-style-type: none"> <li>Establishment of a permitted regional landfill site</li> </ul>
Informal settlement management	<ul style="list-style-type: none"> <li>Control illegal squatting and informal settlements</li> </ul>
Infrastructure provision and bulk services	<ul style="list-style-type: none"> <li>Compile formal maintenance plans and programmes for all infrastructure</li> <li>Upgrading of oxidation ponds in Doringbay and Strandfontein</li> <li>Upgrading of the raw water storage capacity in Klaver</li> <li>Maintenance of all tarred roads in the Matzikama area</li> <li>Apply and register MIG projects for funding on the MIS</li> </ul>
Large housing backlog	<ul style="list-style-type: none"> <li>Consider housing alternatives</li> </ul>
Law enforcement	<ul style="list-style-type: none"> <li>Increase law enforcement by appointing more law enforcement officers</li> <li>Training provided at schools on road safety</li> <li>Assistance given to scholar patrols</li> <li>Support given to Community Policing Forum</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Implementation of revised communication strategy</li> <li>Utilise all communication channels effectively</li> <li>Use ward committees to enhance communicating with the community</li> </ul>
Interaction between municipalities and provincial departments	<ul style="list-style-type: none"> <li>Attend and contribute to all IGR meetings</li> <li>Actively build relations with relevant provincial departments</li> </ul>
LED	<ul style="list-style-type: none"> <li>Engage private business and funders to enhance and support LED projects as identified in LED plan</li> <li>Revise LED Strategy to address changing needs</li> </ul>

**Table 9: Municipal Challenges**

# CHAPTER 2

## GOVERNANCE





## CHAPTER 2: GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

Before the local government elections that took place on the 18<sup>th</sup> of May 2011 the municipality was governed by coalition between the Independent Democrats (ID) and the Democratic Alliance (DA). After the municipal elections in May 2011 no political party won the outright majority of seats in the council. A coalition between the Democratic Alliance and the New Generation Party currently has 8 seats, the ANC 6 and TPICO 1.

### 2.1 NATIONAL KEY PERFORMANCE INDICATORS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations 7146 2001 and section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2008/09	2009/10	2010/11
The percentage of a municipality's <b>capital budget</b> actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	70	69	67

*Table 10: National KPIs - Good Governance and Public Participation Performance*

### 2.2 PERFORMANCE HIGHLIGHTS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Highlight	Description
Approval of policy on the establishment and remuneration of ward committees	Policy was approved by council on 30 November 2010
Customer Satisfaction Survey	Customer Satisfaction Survey started in April 2011
Regular Municipal Newsletters	Newsletters were distributed quarterly
IDP and budget timeline compliance	The IDP and budget was developed and approved within the statutory timeframes

*Table 11: Good Governance and Public Participation Performance Highlights*

2.3 CHALLENGES - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Description	Actions to address
Establishment of ward committees after the elections	Ward committees to be established in July 2011
Effective public participation	<ul style="list-style-type: none"> <li>• Sitting fees for ward committees have been finalized</li> <li>• Two more CDW's will be appointed in the new financial year</li> <li>• Local radio will be utilized more effectively</li> <li>• Ward councilors to have regular ward community meetings</li> </ul>

*Table 12: Good Governance and Public Participation Challenges*

2.4 GOVERNANCE STRUCTURE

2.4.1 POLITICAL GOVERNANCE STRUCTURE

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councilors are also actively involved in community work and the various social programmes in the municipal area.

A) COUNCIL

Below is a table that categorised the councilors within their specific political parties and wards before 18 May 2011:

Name of councilor	Capacity	Political Party	Ward representing or proportional
Patric Bok	Executive Mayor	ID	Ward 4
Robert Jonck	Executive Deputy Mayor	DA	Proportional Representative
Julia Kriel	Executive Councillor	ID	Proportional Representative
David Jenner	Speaker	ID	Ward 7
Willem Loff	Ordinary Councillor	ID	Proportional Representative
Delina Goedeman	Ordinary Councillor	ID	Ward 2
Gert van Wyk	Ordinary Councillor	SAFPA	Proportional Representative
Isaac Julies	Ordinary Councillor	DA	Proportional Representative
Malie Cornelius	Ordinary Councillor	ANC	Ward 5
Denis Scholtz	Ordinary Councillor	ANC	Ward 6
Belly Mantame	Ordinary Councillor	ANC	Proportional Representative

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<b>Name of councilor</b>	<b>Capacity</b>	<b>Political Party</b>	<b>Ward representing or proportional</b>
Sarina Beukes	Ordinary Councillor	ANC	Ward 3
Maria Witbooi	Ordinary Councillor	ANC	Ward 1

**Table 13: Council until 18 May 2011**

Below is a table that categorised the councillors within their specific political parties and wards after 18 May 2011:

<b>Name of councilor</b>	<b>Capacity</b>	<b>Political Party</b>	<b>Ward representing or proportional</b>
Delina Goedeman	Executive Mayor	DA	Ward 2
John Bok	Executive Deputy Mayor	NGP	Proportional Representative
Patric Bok	Executive Councilor	DA	Ward 4
Andreas Sindyamba	Executive Councilor	DA	Ward 7
Rhenda Stephan	Speaker	DA	Ward 5
Isaac Julies	Ordinary Councilor	DA	Ward 6
David Jenner	Ordinary Councilor	ANC	Proportional Representative
Julia Kriel	Ordinary Councilor	DA	Proportional Representative
Maria Witbooi	Ordinary Councilor	ANC	Proportional Representative
Johan Smith	Ordinary Councilor	DA	Proportional Representative
Frans Bam	Ordinary Councilor	ANC	Ward 1
Christoffel van der Westruis	Ordinary Councilor	ANC	Ward 8
Eiias Mqingqi	Ordinary Councilor	ANC	Ward 3
Hennie Nell	Ordinary Councilor	ANC	Proportional Representative
Jacky Gorden	Ordinary Councilor	TPICO	Proportional Representative

**Table 14: Council after 18 May 2011**

Below is a table which indicates the Council meetings attendance for the 2010/11 financial year:

<b>Meeting dates</b>	<b>Number of minutes submitted</b>	<b>Percentage Council Meetings Attendance</b>	<b>Percentage Apologies for non-attendance</b>
01 July 2010	0	92	8
30 July 2010	3	100	0
31 August 2010	1	62	15
12 October 2010	2	100	0
30 November 2010	2	92	8
14 December 2010	0	54	38
31 January 2011	2	92	8
7 March 2011	1	100	0
28 March 2011	1	100	0

Meeting dates	Number of minutes submitted	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
28 April 2011	1	100	0
16 May 2011	1	67	0
30 May 2011	0	100	0

**Table 15: Council meetings**

**B) EXECUTIVE MAYORAL COMMITTEE**

The Executive Mayor of the Municipality, Councillor Patrick Bok, assisted by the Mayoral Committee, heads the executive arm of the Municipality until 18 May 2011. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.

The name and portfolio of each Member of the Mayoral Committee is listed in the table below for the period 1 July to 18 May:

Name of member	Capacity
Patric Bok	Executive Mayor
Robert Jonck	Deputy Mayor
Julia Kriel	Fulltime Councillor
David Jenner	Fulltime Councillor

**Table 16: Executive Mayoral Committee until 18 May 2011**

The name and portfolio of each Member of the Mayoral Committee is listed in the table below for the period 18 May to 30 June 2011:

Name of member	Capacity
Delina Goedeman	Executive Mayor
John Bock	Executive Deputy Mayor
Patric Bok	Executive Councilor
Andreas Sindyamba	Executive Councilor

**Table 17: Executive Mayoral Committee after 18 May 2011**

The table below indicates the dates of the Committee meetings and the number of reports submitted to Council for the 2010/11 financial year:

Meeting date	Number of reports submitted to council
20 July 2010	16
3 August 2010	0
17 August 2010	13
27 September 2010	15
8 October 2010	3
9 November 2010	27
15 February 2011	15
28 March 2011	14

**Table 18: Committee Meetings**

*(Please note that the name and functions of the committees have on numerous occasions been altered due to the change of council.)*

**c) PORTFOLIO COMMITTEES**

Section 80 committees are permanent committees that specialise in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council. Section 79 committees are temporary and appointed by the executive committee as needed. They are usually set up to investigate a particular issue and do not have any decision making powers. Just like Section 80 committees they can also make recommendations to Council. Once their *ad hoc* task had been completed, Section 79 committees are usually disbanded. External experts, as well as Councillors can be included on Section 79 committees.

The portfolio committees for the 2006/11 Mayoral term and their Chairpersons are as follow:

Committee	Chairperson	Section 79 or 80 Committee	Number of minutes submitted to council	Meeting Date
Technical Services	Julia Kriel	80	0	None
Administrative Services	Isaac Julies	80	0	None
Financial Services	Isaac Julies	80	3	5 August 2010
			4	3 February 2011
			1	23 February 2011
Appointments (Sec 57)	Delina Goedeman	79	0	None

**Table 19: Portfolio Committees**

*(Please note that the name and functions of the committees have on numerous occasions due to the change of council)*

#### 2.4.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team, whose structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		(Yes/No)
Dean O'Neill	Municipal Manager	Yes
Hannes Coetzee	Corporate Services	Yes
Kobus Bruwer	Financial Services	Yes
Jevon Pekeur	Technical Services	Yes
Jan Swartz	Community Services	Yes

**Table 20: Administrative Governance Structure**

#### 2.5 PUBLIC ACCOUNTABILITY

Section 16 of the Municipal Systems Act (MSA) refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- the preparation, implementation and review of the IDP;
- establishment, implementation and review of the performance management system;
- monitoring and review of the performance, including the outcomes and impact of such performance; and
- preparation of the municipal budget.

2.5.1 WARD COMMITTEES

The ward committees support the Ward Councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the municipality constantly strives to ensure that all ward committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.

**Ward 1: Koekenaap and Lutzville**

Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Frans Bam	Arcadian Shepherds FC Soccer	13 September 2010
Cherileen Mauers	Lutzville Community Police forum	
Jacob Claase	Small Scale Farmers	
Niklaas Koopman	Community	
Katie Owies	Lutzville Community Police forum	
Ruben Saul	Health Committee	
Gary Klaase	Taxi Association	
Ragel Beukes	Community	

*Table 21: Ward 1 Committee Meetings*

**Ward 2: Doring Bay, Strandfontein, Ebenhaeser/Papendorp and Lutzville Wes**

Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Peter Horne	Sport	13 September 2011
Donald Cloete	Sport	
Graig Muller	Youth	
Johannes Louis	Sport	
Elvin Arendse	Youth	
Piet Klaase	Churches	
Anna Cardinal	Sport	
Johan Alexander	Youth	
Petrus Boois	Christian Alcholist Association	

*Table 22: Ward 2 Committee Meetings*

**Ward 3: Vredendal**

Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Zonwa Bisile Ntantis	Community	14 September 2010
Phumla Bede	Community	
Jan Fortuin	Churches	
Beulah Hugo	Creches	
Willem Boks	Community	
Edith Cloete	Education	
Lodgey Sidinele	Community	
Quinton Manies	West Coast Business Development	
Siswe Madlingozi	Community	
Chule Kalimashe	Social Security	

*Table 23: Ward 3 Committee Meetings*

**Ward 4: Vredendal**

Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Cornelius Swarts	Small Scale Farmers	15 September 2010
Kapt. Looek	SAPS	
Johny Brand	Christian Alcholist Association	
Cathy Nell	Department Social Services	
David J Isaacs	Community / Individual	
Isak Saal	Community	
Elizabeth Agmatt	Community	
Valerie Mentoor	Community	

*Table 24: Ward 4 Committee Meetings*

**Ward 5: Vredendal**

Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Gerald Swarts	Education	None
Tiaan Engelbrecht	Commercial Farmers	
Me A Laubscher	Community	
Carl Stehpan	Community	
EP de Jongh	Individual	



Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Petronella Julies	Department Social Services	
Atman Engelbrecht	Tourism	
Therese Kotze	Business Chamber	

*Table 25: Ward 5 Committee Meetings*

**Ward 6: Klawer and Traval**

Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Claus Cloete	Education	20 September 2010
Mnr PJ Appolis	Church	
Sarel Syster	Infrastructure Development & Planning	
John Jantjies	Sport	
Petrus September	Community	
Mathilda Bains	Security	
Sara Mohapa	Black Economic Empowerment	
Ragel Smit	Community	
Alida Beukes	Community	
Gert Beukes	Community	

*Table 26: Ward 6 Committee Meetings*

**Ward 7: Vanrhynsdorp**

Name of representative	Capacity representing	Dates of quarterly public ward meetings held during the year
Brink v/d Merwe	Tourism	29 November 2010
JJD Niewoudt	Business Sector	
Andreas Sindyamba	Business Sector	
Franciena Hahn	School	
E Mckenzie	Women Representative	
J Klaase	Security	
JJ Kotze	Education	
WJ vd Westhuizen	Rate Payers Association	
K Tieties	Security	
AG Witbooi	Churches	

*Table 27: Ward 7 Committee Meetings*

2.5.2 FUNCTIONALITY OF WARD COMMITTEE

The purpose of a ward committee is:

- to get better participation from the community to inform council decisions;
- to make sure that there is more effective communication between the Council and the community; and
- to assist the ward councilor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councilor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councilor who makes specific submissions directly to the council. These committees play a very important role in the development and annual revision of the integrated development plan of the area.

The table below provides information on the establishment of Ward Committees and their functionality:

Ward Number	Committee established (Yes / No)	Number of reports submitted to the Speakers Office	Number meetings held during the year	Committee functioning effectively (Yes / No)	Actions to address
1	Yes	One	One	No	<ul style="list-style-type: none"> <li>• Sitting fees for ward committees have been finalized</li> <li>• Two more CDW's will be appointed in the new financial year to support ward committees</li> <li>• Local radio will be utilized more effectively</li> </ul>
2	Yes	One	One	No	
3	Yes	One	One	No	
4	Yes	One	One	No	
5	Yes	One	One	No	
6	Yes	One	One	No	
7	Yes	One	One	No	

**Table 28: Functioning of Ward Committees**

2.5.3 REPRESENTATIVE FORUMS

A) LABOUR FORUM

The table below specifies the members of the Labour forum for the 2010/11 financial year:

Name of representative	Capacity	Meeting dates
Clr PG Bok	Council (Employer)	6 August 2010
Clr IF Julies	Council (Employer)	29 September 2010
Clr DD Jenner	Council (Employer)	28 January 2011

Name of representative	Capacity	Meeting dates
Clr J Kriel	Council (Employer)	
Mnr DGI O'Neill	Municipal Manager	
Mnr W Conradie	Director Corporate Services	
Mr L Henderson	Chairman SAMWU	
Mr E Arendse	SAMWU	
Mrs A Links	SAMWU	
Mnr J Baardman	SAMWU	
Mrs A Dippenaar	Chairman IMATU	
Mnr J Dreyer	IMATU	

**Table 29: Labour Forum**

**B) IDP FORUM**

Name of representative	Capacity	Meeting dates
E Filand	Women in Construction	11 February 2011 12 February 2011
HJW Filton	Department of Education	
DS P Viviers	Churches and Old Age Home	
M Ruiters	Youth	
W Nell	ORBEEFF	
M de Villiers	Taxi Association	
K Coetzee	GPF (Police Forum)	
T Kotze	Local Economic Forum	
G Rooi	Sport Forum	
L Claassen	Department of Health	
J le Roux	LORWUA	

**Table 30: IDP Forum**

**2.6 CORPORATE GOVERNANCE**

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

**2.6.1 ANTI-CORRUPTION AND ANTI-FRAUD**

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1) (m)(i) identify supply

chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

A) DEVELOPED STRATEGIES

Name of strategy	Developed Yes/No	Date Adopted
Anti-corruption strategy	Yes	30 May 2009
Fraud prevention strategy	No	n/a

**Table 31: Strategies**

B) IMPLEMENTATION OF STRATEGIES

Strategies to implement	Key Risk Areas	Key measures to curb corruption and fraud
Anti-Fraud and Corruption Policy	Roll out of Anti-Fraud and Corruption policy to the internal stake holders through presentations	Anti-Fraud and Corruption Policy
Ethics Awareness Programme	Roll out of Anti-Fraud and Corruption policy to the external stake holders through outreach programmes	Ethics Awareness Programme
Outreach Programme on Fighting Fraud and Corruption	Investigation of fraud and corruption cases	Outreach Programme on Fighting Fraud and Corruption
Draft Whistle-Blowing Policy	Monitoring the recommendations with regards to disciplinary, criminal and recovery actions	Draft Whistle-Blowing Policy

**Table 32: Implementation of the Strategies**

*Note: These strategies will only be implemented in the 2010/11 financial year*

2.6.2 AUDIT COMMITTEE/S

Section 166(2) of the MFMA states that 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, on matters relating to -

- internal financial control;
- risk management;
- performance Management; and
- effective Governance.

A) FUNCTIONS OF THE AUDIT COMMITTEE

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The Audit Committee have the following main functions as prescribed in section 166 (2) (a-e) of the Municipal Finance Management Act, 2003 and the Local Government Municipal and Performance Management Regulation:

- To advise the Council on all matters related to compliance and effective governance.
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- Respond to the council on any issues raised by the Auditor-General in the audit report.
- To review the quarterly reports submitted to it by the internal audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- The compilation of reports to Council, at least twice during a financial year.
- To review the performance management system and make recommendations in this regard to Council.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- To review the annual report of the municipality.
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.
- Provide Council with comments and recommendations with regard to the proposed budget for the following year.

B) MEMBERS OF THE AUDIT COMMITTEE

Name of representative	Capacity	Meeting dates
F Fourie	Chairperson	8 July 2010
L Claassen	Member	29 September 2010
A Titus	Member	14 December 2010
L Basson	Member	2 March 2011
		23 June 2011

*Table 33: Members of the Audit Committee*

2.6.3 PERFORMANCE AUDIT COMMITTEE

The Regulations require that the performance audit committee is comprised of a minimum of three members, the majority of whom are external (neither a councillor nor an employee) of the municipality. Section 14(2) (b) of the Regulations further stipulates that the performance audit committee must include at least one person who has expertise in performance management. It is also a requirement of the Regulations in Section 14(2)(d) that the Council of a municipality designate neither a member of the performance audit committee who is neither a councillor nor an employee of the municipality as the chairperson of the committee.

Both the Regulations and the MFMA, indicate that three is the minimum number of members needed to comprise a performance audit committee. While the regulations preclude the appointment of a councillor as chairperson of the performance audit committee, the MFMA excludes the involvement of a councillor in the composition of a performance audit committee entirely.

Section 14(3) (a) of the Regulations requires that the performance audit committee of a municipality must meet at least twice during each financial year. However, additional special meetings of the performance audit committee may be called for by any member of the committee, where sufficient justification exists in terms of Section 14(3) (b) of the Regulations.

A) FUNCTIONS OF THE PERFORMANCE AUDIT COMMITTEE

In terms of Section 14(4) (a) of the Regulations the performance audit committee has the responsibility to -

- (i) review the quarterly reports produced and submitted by the internal audit process;
- (ii) review the municipality's performance management system and make recommendations in this regard to the council of the municipality; and

(iii) at least twice during each financial year submit a performance audit report to the council of the municipality.

B) MEMBERS OF THE PERFORMANCE AUDIT COMMITTEE

Name of representative	Capacity		Meeting dates
F Fourie	Chairperson	Senior Certificate	8 July 2010 29 September 2010 2 March 2011 23 June 2011
L Claassen	Member	Charter Accountant (5-years' experience)	
A Titus	Member	Law Enforcement in Sheriffing NQF 5 (6-years' experience)	
L Basson	Member	Charter Accountant (6-years' experience)	

Table 34: Members of the Performance Audit Committee

2.6.4 INTERNAL AUDITING

Section 165 (2) (a), (b)(iv) of the MFMA requires that:

The internal audit unit of a municipality must –

- (a) prepare a risk based audit plan and an internal audit program for each financial year; and
- (b) advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:
- (c) risk and risk management.

The Municipality has an In-house Internal Audit function consisting of 1 auditor and 2 interns.

**Annual Audit Plan**

The Risk Based Audit Plan for 2010/11 was implemented **82.25%** with available resources. The table below provides detail on audits completed:

2009/10		
Description	No of Hours	Date completed
<b>Phase 1</b>		
Revisiting current risk profile and priorities	160	15 December 2009
<b>Phase 2</b>		
Compiling Risk Based Audit Plan	20	8 July 2010

2009/10				
Description			No of Hours	Date completed
Phase 3				
Audit Engagement	Departmental System	Detail	No of Hours	Date completed
<b>Finance</b>	Financial Services	Revenue- Water & Electricity	180	Continuous
		Annual Stock Take	80	Continuous
		Contract Requirements	80	Continuous
		Policies and Procedures	160	Continuous
<b>Technical Services</b>	Roads & Stormwater	Procedures	180	Continuous
<b>Community Services</b>	Community Services	Procedures	200	Continuous
<b>Performance Information</b>	Governance	Performance Information	80	Continuous
<b>Management</b>	Meetings	Audit Committee & other	464	n/a
Continuous Auditing/Consulting			380	n/a
Junior Internal Audit Assistance			140	n/a
Follow up Audits			160	n/a
Training CPD			200	n/a
<b>Total Hours/ No of days</b>			<b>2 484</b>	

**Table 35: Internal Audit Coverage Plan**

Below are the functions of the Internal Audit Unit that was performed during the financial year under review:

Function	Date/Number
Risk analysis completed/reviewed	15 December 2009
Risk based audit plan approved for 2010/11 financial year	8 July 2010
Internal audit programme drafted and approved	8 July 2010
Number of audits conducted and reported on	23
<b>Audit reports included the following key focus areas:</b>	
<i>Internal controls</i>	
<i>Risk and risk management</i>	
<i>Performance management</i>	
<i>Loss control</i>	
<i>Compliance with the MFMA and other legislation</i>	

**Table 36: Internal Audit Functions**



2.6.5 AUDITOR GENERAL

Matzikama Local Municipality was audited by the Auditor-General of South Africa in terms of section 188 of the Constitution and section 4 of the Public Audit Act and section 126 of the MFMA and the audit report for the financial year under review is in Annexure B of this report.

2.6.6 BY-LAWS AND POLICIES

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies.

Below is a list of all the by-laws developed and reviewed during the financial year:

By-laws developed/revised	Date adopted	Public Participation Conducted Prior to adoption of By-Laws (Yes/No)	Date of Publication
Traffic Bylaw	31 January 2011	Yes	15 April 2011

Table 37: By-laws

Below is a list of all the policies developed and reviewed during the financial year:

Policies developed/revised	Date adopted	Public Participation Conducted Prior to adoption of policy (Yes/No)	Date of Publication for public participation
Essential User Scheme	1 July 2010 (revised)	No: Internal policy	n/a
Establishment and functioning of Ward Committees	30 November 2010	Yes	3 December 2010
Travel and Subsistence Policy	30 November 2010	Yes	3 December 2010
Induction Policy	31 January 2011	No: Internal policy	n/a
Allocation of residential plots in informal settlements	28 March 2011	Yes	5 May 2011
Appointment of Acting Municipal Manager	28 March 2011	No: Internal policy	n/a
Expanded Public Works Programme	28 April 2011	No: Internal policy	n/a

Table 38: Policies

2.6.7 COMMUNICATION

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

The communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making and ample provision is made in the abovementioned legislation for them to exercise their right in this respect. Our democratic government is committed to the principle of *Batho Pele* and this, in simple terms, means that those we elect to represent us (councillors at the municipal level) and those who are employed to serve us (the municipal officials at municipal level) must always put people first in what they do.

Good customer care is clearly of fundamental importance to any organisation, and analysis here shows that local residents view the municipality’s people relations in a negative light. A successful communication strategy therefore links the people to the municipality’s programme for the year.

Below is a communication checklist of the compliance to the communication requirements:

Communication activities	Yes/No
Communication unit	No
Communication strategy	Yes, but needs revision
Communication Policy	No
Customer satisfaction surveys	Yes
Functional complaint management systems	No
Newsletters distributed at least quarterly	Yes

**Table 39: Communication Activities**

2.6.8 WEBSITES

A municipal website should be an integral part of a municipality’s communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

<b>Documents published on the Municipal website</b>	<b>Date Published or yes/no</b>
Annual main budget and all budget-related documents for 2010/11	Yes
Adjustment budget for 2010/11	Yes
Budget implementation policy: Tariff policy	Yes
Budget implementation policy: Credit control policy	Yes
Budget implementation policy: Valuation policy	Yes
Budget implementation policy: Rates policy	Yes
Budget implementation policy: SCM policy	Yes
Annual report for 2009/10	Yes
Performance agreements required in terms of section 57 (1) (b) of the Municipal Systems Act for 2010/2011	Yes
All service delivery agreements for 2010/11	No
All long-term borrowing contracts for 2010/11	No
All supply chain management contracts above the prescribed value for 2010/11	No
Information statement containing a list of assets over a prescribed that have been disposed of in terms of section 14 (2) or (4) of the MFMA during 2010/11	No
Contracts agreed in 2010/11 to which subsection (1) of section 33 of the MFMA apply, subject to subsection (3) of that section	No
Public-private partnership agreements referred to in section 120 of the MFMA made in 2010/11	No
All quarterly reports tabled in the council in terms of section 52 (d) of the MFMA during 2010/11	No

**Table 40: Website Checklist**

## CHAPTER 3

# ORGANISATIONAL DEVELOPMENT PERFORMANCE



CHAPTER 3: ORGANISATIONAL DEVELOPMENT PERFORMANCE

3.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the municipality’s performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2008/09	2009/10	2010/11
The number of people from <b>employment equity</b> target groups employed in the three highest levels of management in compliance with a municipality’s approved employment equity plan	6	6	2
The percentage of a municipality’s budget actually spent on implementing its workplace skills plan	0.29	0.50	0.36

**Table 41: National KPIs– Municipal Transformation and Organisational Development**

3.2 PERFORMANCE HIGHLIGHTS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Highlight	Description
Recruitment of personnel	The successful appointment of 47 permanent employees and the promotion of 7 employees
Training	The 95% pass rate of the Local Government Accountancy Certificate
Compliance to competency framework	Enrolment of all relevant personnel in the MFMP training
Implementation of scarce skills policy	Better applications were received after the implementation of the policy.
Approval of induction policy	Council approved the induction policy on 31 January 2011
Revision of subsistence and travel policy	Policy was adopted by council on 30 November 2010

**Table 42: Performance Highlights– Municipal Transformation and Organisational Development**

3.3 CHALLENGES – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Challenge	Actions to address
Organogram of the municipality	The development and approval of a new updated organogram for the municipality according to the policy framework determined by the municipal council
Approval of revised organogram	Will be addressed by the new council
Finalisation of the TASK	Follow up on appeal against municipal grading
Training of new councillors	Training needs discussed and agreed upon with SALGA
Delegations and roles and responsibilities Sec 53&59 MSA	Draft document finalised council approval outstanding

**Table 43 Challenges – Municipal Transformation and Organisational Development**

3.4 INTRODUCTION TO THE MUNICIPAL WORKFORCE

The Matzikama Municipality currently employs **367** (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of Municipality’s objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

3.4.1 EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: “Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality’s approved employment equity plan”

A) EMPLOYMENT EQUITY TARGETS/ACTUAL

African			Coloured			Indian			White		
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
23	27	117%	272	271	111 %	0	0	0	71	69	50.70%

**Table 44: 2010/11 EE targets/Actual by racial classification**

Male			Female			Disability		
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
221	252	113%	145	115	75%	18	11	61%

*Table 45: 2010/11 EE targets/actual by gender classification*

B) EMPLOYMENT EQUITY VS. POPULATION

Description	African	Coloured	Indian	White	Total
<b>Population numbers</b>	3 951	48 575	13	11 376	<b>63 915</b>
<b>% Population</b>	<b>6</b>	<b>76</b>	<b>0.02</b>	<b>17.98</b>	<b>100</b>
<b>Number for positions filled</b>	27	271	0	69	367
<b>% for Positions filled</b>	<b>13</b>	<b>74</b>	<b>0</b>	<b>19</b>	<b>100</b>

*Table 46 EE population 2010/11*

C) OCCUPATIONAL CATEGORIES - RACE

Below is a table that indicate the number of employees by race within the specific occupational categories:

Occupational categories	Posts filled								Total
	Male				Female				
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	0	5	0	5	0	0	0	1	<b>11</b>
Professionals	0	1	0	1	0	2	0	3	<b>7</b>
Technicians and associate professionals	0	7	0	3	0	1	0	5	<b>16</b>
Clerks	0	16	0	1	1	45	0	11	<b>74</b>
Service and sales workers	0	9	0	1	0	1	0	0	<b>11</b>
Craft and related trades workers	2	17	0	2	0	0	0	0	<b>21</b>
Plant and machine operators and assemblers	3	0	0	34	0	0	0	0	<b>37</b>
Elementary occupations	19	125	0	1	2	42	0	1	<b>190</b>
<b>Total permanent</b>	<b>24</b>	<b>180</b>	<b>0</b>	<b>48</b>	<b>3</b>	<b>91</b>	<b>0</b>	<b>21</b>	<b>367</b>
Non- permanent	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>24</b>	<b>180</b>	<b>0</b>	<b>48</b>	<b>3</b>	<b>91</b>	<b>0</b>	<b>21</b>	<b>367</b>

*Table 47: Occupational Categories*

D) OCCUPATIONAL LEVELS - RACE

The table below categories the number of employees by race within the occupational levels:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	1	0	0	0	0	0	0	1
Senior management	0	2	0	2	0	0	0	0	4
Professionally qualified and experienced specialists and mid- management	0	4	0	6	0	2	0	3	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	39	0	5	1	45	0	17	107
Semi-skilled and discretionary decision making	6	50	0	0	0	3	0	1	60
Unskilled and defined decision making	18	120	0	1	2	39	0	0	180
<b>Total permanent</b>	<b>24</b>	<b>216</b>	<b>0</b>	<b>14</b>	<b>3</b>	<b>89</b>	<b>0</b>	<b>21</b>	<b>367</b>
Non- permanent employees	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>24</b>	<b>216</b>	<b>0</b>	<b>14</b>	<b>3</b>	<b>89</b>	<b>0</b>	<b>21</b>	<b>367</b>

Table 48: Occupational Levels

E) DEPARTMENTS - RACE

The following table categories the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Municipal Manager	0	2	0	1	0	1	0	1	5
Corporate Services	0	11	0	1	0	26	0	9	47
Financial Services	1	12	0	4	1	28	0	11	57
Community Services	1	32	0	0	2	11	0	0	46
Technical Services	22	157	0	7	0	25	0	1	212
<b>Total permanent</b>	<b>24</b>	<b>214</b>	<b>0</b>	<b>13</b>	<b>3</b>	<b>91</b>	<b>0</b>	<b>22</b>	<b>367</b>
Non- permanent	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>24</b>	<b>214</b>	<b>0</b>	<b>13</b>	<b>3</b>	<b>91</b>	<b>0</b>	<b>22</b>	<b>367</b>

Table 49: Department – Race



3.4.2 VACANCY RATE

The approved organogram for the municipality had **407** posts for the 2010/11 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. **40** Posts were vacant at the end of 2010/11, resulting in a vacancy rate of **10%**.

Below is a table that indicates the vacancies within the municipality:

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57 & 56	5	0
Middle management	15	7
Admin Officers	107	23
General Workers	240	10
<b>Total</b>	<b>367</b>	<b>40</b>
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Municipal Manager	5	3
Corporate Services	47	8
Financial Services	57	9
Community Services	46	6
Technical Services	212	14
<b>Total</b>	<b>367</b>	<b>40</b>

*Table 50: Vacancy rate per post and functional level*

The table below indicates the number of staff per level expressed as total positions and current vacancies express as full time staff equivalents:

Salary Level	Number of current critical vacancies	Number total posts as per organogram	Vacancy job title	Vacancies as a proportion of total posts per category
Municipal Manager	0	1	n/a	<b>0%</b>
Chief Financial Officer	0	1	n/a	<b>0%</b>
Other Section 57 Managers	0	3	n/a	<b>0%</b>
Senior management	2	7	<ul style="list-style-type: none"> <li>• Manager: Support Services and Human Resources</li> <li>• Manager Infrastructure</li> </ul>	<b>30%</b>
Highly skilled supervision	2	8	<ul style="list-style-type: none"> <li>• Building Control Officer</li> <li>• Superintendent Water and</li> </ul>	<b>25%</b>

Salary Level	Number of current critical vacancies	Number total posts as per organogram	Vacancy job title	Vacancies as a proportion of total posts per category
			Waste Water Control	
<b>Total</b>	<b>4</b>	<b>20</b>	-	<b>20%</b>

*Table 51: Vacancy rate per salary level*

### 3.4.3 TURNOVER RATE

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that shows the turnover rate within the municipality. The turnover rate shows a **decrease** from **6.36%** in 2009/10 to **4.9%** in 2010/11.

The table below indicates the turn-over rate over the last three years:

Financial year	Total no appointments at the end of each Financial Year	New appointments	No Terminations during the year	Turn-over Rate
<b>2008/09</b>	309	28	29	9.39%
<b>2009/10</b>	346	56	22	6.36%
<b>2010/11</b>	367	47	18	4.90%

*Table 52: Turnover Rate*

## 3.5 MANAGING THE MUNICIPAL WORKFORCE

Managing the municipal workforce refers to analyzing and coordinating employee behavior.

### 3.5.1 INJURIES

The injury rate shows a slight **decrease** from **24** employees injured in the 2010/11 financial year against **32** employees in the 2009/10 financial year.

The table below indicates the total number of injuries within the different directorates:

Directorates	2008/09	2009/10	2010/11
Municipal Manager	0	0	0
Corporate Services	3	0	1
Financial Services	0	0	0
Community Services	0	5	8
Technical Services	37	27	15

Directorates	2008/09	2009/10	2010/11
<b>Total</b>	<b>40</b>	<b>32</b>	<b>24</b>

*Table 53: Injuries*

### 3.5.2 SICK LEAVE

The total number of employees that have taken sick leave during the 2010/11 financial year shows an **increase** when comparing it with the 2009/10 financial year.

The table below indicates the total number sick leave days taken within the different directorates:

Department	2008/09	2009/10	2010/11
Municipal Manager	76.00	16.00	17.84
Corporate Services	199.11	278.63	263.66
Financial Services	186.04	164.14	293.09
Community Services	974.30	645.67	646.6
Technical Services	47.00	483.91	731.27
<b>Total</b>	<b>1 482.45</b>	<b>1 588.35</b>	<b>1952.46</b>

*Table 54: Sick Leave*

### 3.5.3 HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The table below shows the HR policies and plans that are approved and that still needs to be developed:

Approved policies	
Name of policy	Date approved/ revised
Payment of furniture removal costs regarding new appointments	31 July 2001
Consent regarding private work to employees	26 November 2002
Smoking in the workplace	30 June 2003
Misuse of intoxicated substances	30 June 2003
HIV / AIDS in the workplace	30 June 2003
Sexual harassment in the workplace	30 June 2003
Wearing of clothes in the workplace	25 November 2003
Overtime work by employees	22 February 2005
Transport allowance scheme for essential users	6 May 2005
Vehicle scheme for senior officials	31 October 2005
Procedure for the appointment of personnel	1 August 2009

Recruitment of "scarce skills"	13 April 2010
Induction policy	31 January 2011
Subsistence and travel policy	31 November 2010
<b>Policies still to be developed</b>	
<b>Name of policy</b>	<b>Proposed date of approval</b>
Employment of internships / students	June 2012
Use of telephones, cell phones, internet and e-mails at the workplace	June 2012
"Whistle blowing" at the workplace	June 2012

*Table 55: HR policies and plans*

### 3.5.4 EMPLOYEE PERFORMANCE REWARDS

In accordance with regulation 32, a performance bonus, based on affordability, may be paid to an employee, after -

- (1) the annual report for the financial year under review has been tabled and adopted by the municipal council;
- (2) an evaluation of performance in accordance with the provisions of regulation 23; and
- (3) approval of such evaluation by the municipal council as a reward for outstanding performance.

The evaluation of the performance of Section 57 managers forms the basis for rewarding outstanding performance.

The table below shows the total number of S57 that received performance rewards:

Race	Gender	Number of beneficiaries	Total number of employees received performance rewards	% Employees received performance rewards
African	Female	0	0	0
	Male	0	0	0
Asian	Female	0	0	0
	Male	0	0	0
Coloured	Female	0	0	0
	Male	3	3	100
White	Female	0	0	0
	Male	2	2	100
Disability	Female	0	0	0
	Male	0	0	0
Total		<b>5</b>	<b>5</b>	<b>100</b>

*Table 56: Performance Rewards*

3.6 CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the MSA states that municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

3.6.1 SKILLS MATRIX

The table below indicates the number of employees that received training in the year under review:

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
MM and S57	Female	0	0
	Male	3	7
Legislators, senior officials and managers	Female	3	0
	Male	3	5
Associate professionals and Technicians	Female	0	0
	Male	16	13
Professionals	Female	4	3
	Male	1	3
Clerks	Female	21	55
	Male	7	7
Service and sales workers	Female	0	6
	Male	3	4
Craft and related trade workers	Female	0	0
	Male	0	8
Plant and machine operators and assemblers	Female	0	0
	Male	31	5
Elementary occupations	Female	16	15
	Male	68	41
<b>Sub total</b>	<b>Female</b>	<b>43</b>	<b>79</b>
	<b>Male</b>	<b>136</b>	<b>93</b>
<b>Total</b>		<b>179</b>	<b>172</b>

Table 57 Skills Matrix

3.6.2 SKILLS DEVELOPMENT – TRAINING PROVIDED

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Occupational categories	Gender	Training provided within the reporting period						
		Learnerships		Skills programmes & other short courses		Total		
		Actual	Target	Actual	Target	Actual	Target	% Variance
MM and S57	Female	0	0	0	0	0	0	0
	Male	7	7	0	0	7	7	0
Legislators, senior officials and managers	Female	0	0	0	0	0	0	0
	Male	5	7	0	0	5	7	(28.57)
Professionals	Female	3	6	0	0	3	6	(50)
	Male	0	0	3	5	3	5	(40)
Technicians and associate professionals	Female	0	0	0	0	0	0	0
	Male	0	0	13	16	13	16	(18.75)
Clerks	Female	0	0	55	75	55	75	(26.60)
	Male	1	0	6	10	7	10	(30)
Service and sales workers	Female	0	0	6	15	6	15	(60)
	Male	0	0	4	10	4	10	(60)
Craft and related trade workers	Female	0	0	0	0	0	0	0
	Male	0	0	8	23	8	23	(65.21)
Plant and machine operators and assemblers	Female	0	0	0	0	0	0	0
	Male	0	0	5	15	5	15	(66)
Elementary occupations	Female	0	20	15	30	15	50	(70)
	Male	0	30	41	70	41	100	(59)
Sub total	Female	3	26	76	120	79	146	(45.89)
	Male	13	44	80	149	93	193	(51.81)
<b>Total</b>		<b>16</b>	<b>70</b>	<b>156</b>	<b>269</b>	<b>172</b>	<b>339</b>	<b>(49.26)</b>

Table 58: Skills Development

3.6.3 SKILLS DEVELOPMENT - BUDGET ALLOCATION

The table below indicates that a total amount of **R 700 000** was allocated to the workplace skills plan and that 108.65% of the total amount was spent in the 2010/11 financial year:

Total personnel budget	Total Allocated	Total Spend	% Spend
R 58 000 000	R 700 000	R 760 531	108.65%

*Table 59: Budget allocated and spent for skills development*

3.7 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

3.7.1 PERSONNEL EXPENDITURE

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past three financial years and that the municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure salary and allowances (R'000)	Total Operating Expenditure (R'000)	Percentage (%)
2008/09	36 004	124 993	28.80
2009/10	42 774	134 129	31.89
2010/11	52 586	157 809	33.32

*Table 60: Personnel Expenditure*

Below is a summary of Councilor and staff benefits for the year under review:

Financial year	2007/08	2008/09	2009/10	2010/11		
Description	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
<b>Councillors (Political Office Bearers plus Other)</b>						
Salary	2 795	3 038	3 065	3 643	2 584	2 662
Pension Contributions	0	0	0	0	0	171

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Financial year	2007/08	2008/09	2009/10	2010/11		
Description	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
Medical Aid Contributions	0	0	0	0	0	33
Motor vehicle allowance	0	0	0	0	882	633
Cell phone allowance	137	149	163	178	393	169
Housing allowance	0	0	0	0	60	0
Other benefits or allowances	0	0	0	0	0	0
In-kind benefits	0	0	0	0	0	0
<b>Sub Total</b>	<b>2 932</b>	<b>3 186</b>	<b>3 228</b>	<b>3 821</b>	<b>3 918</b>	<b>3 668</b>
<b>% increase/ (decrease)</b>	<b>7.5</b>	<b>8.7</b>	<b>1.3</b>	<b>5.5</b>	<b>2.5</b>	<b>(6.3)</b>
<b>Senior Managers of the Municipality</b>						
Pension Contributions	1 915	2 081	2 365	2 651	2 651	2 379
Pension Contributions	164	179	203	304	304	260
Medical Aid Contributions	107	116	132	144	144	141
Motor vehicle allowance	556	605	687	693	693	428
Cell phone allowance	0	0	0	0	0	0
Housing allowance	90	98	111	86	86	74
Performance Bonus	362	393	447	507	507	422
Other benefits or allowances	0	0	0	0	0	0
In-kind benefits	114	124	141	140	140	0
<b>Sub Total</b>	<b>3 308</b>	<b>3 596</b>	<b>4 086</b>	<b>4 525</b>	<b>4 525</b>	<b>3 704</b>
<b>% increase/ (decrease)</b>	<b>7.5</b>	<b>8.7</b>	<b>13.6</b>	<b>10.7</b>	<b>-</b>	<b>(9.35)</b>
<b>Other Municipal Staff</b>						
Basic Salaries and Wages	22 447	24 399	23 450	33 518	35 098	32 839
Pension Contributions	3 827	4 160	5 191	5 945	5 052	4 187
Medical Aid Contributions	1 222	1 329	1 293	2 162	1 722	1 389
Motor vehicle allowance	1 530	1 663	1 821	3 203	3 116	2 322
Cell phone allowance	0	0	0	0	0	15
Housing allowance	164	178	93	361	498	125
Overtime	1 065	1 158	1 531	1 483	1 561	1 959
Other benefits or allowances	0	0	0	0	0	0
In-kind benefits	0	0	5 309	6 139	6 877	6 045
<b>Sub Total</b>	<b>33 984</b>	<b>36 939</b>	<b>38 688</b>	<b>52 811</b>	<b>53 925</b>	<b>48 881</b>
<b>% increase/ (decrease)</b>	<b>7.5</b>	<b>8.7</b>	<b>4.7</b>	<b>36.5</b>	<b>2.1</b>	<b>(26.35)</b>
<b>Total Municipality</b>	<b>40 223</b>	<b>43 721</b>	<b>46 002</b>	<b>61 157</b>	<b>62 369</b>	<b>52 585</b>



<b>Financial year</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>		
<b>Description</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>	<b>Actual</b>
<b>% increase/ (decrease)</b>	<b>7.5</b>	<b>8.7</b>	<b>5.2</b>	<b>32.9</b>	<b>2.0</b>	<b>(15.69)</b>

*Table 61: Personnel Expenditure*

# CHAPTER 4

## STRATEGIC PERFORMANCE



## CHAPTER 4: STRATEGIC PERFORMANCE

This chapter will provide information on the strategic performance of the municipality and will indicate how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This chapter speaks to the strategic performance highlights in terms of the Municipality's IDP, performance on basic service delivery and backlogs addressed the MIG projects as well as the spending priorities for the following year. It addresses the communication and public participation processes of the Municipality to give a holistic view of how the Municipality communicates performance to its stakeholders.

The Municipal Systems Act, 2000 (Act 32 of 2000) and the Local Government: Municipal Planning and the Performance Management Regulations 2001 require municipalities to adopt a performance management system. Once the IDP and budget have been prepared and approved, the Municipality prepared their Service Delivery and Budget Implementation Plan (SDBIP) in accordance with the MFMA and MFMA Circular 13. The SDBIP indicates monthly performance targets, financial performance targets and assigns responsibility to execute the respective performance targets. The Municipality assessed its performance on a monthly basis and reported progress on performance against targets set to Council quarterly and ultimately presents the annual performance results in this annual report.

### 4.1 NATIONAL KEY PERFORMANCE INDICATORS – BASIC SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the following two National Key Performance Areas: Basic Service Delivery and Local Economic Development.

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2008/09	2009/10	2010/11
<b>Basic Service Delivery</b>			
The percentage of households earning less than R 1 100 per month with access to free basic services	97	100	100
The percentage of households with access to basic level of water	100	100	100
The percentage of households with access to basic level of sanitation	100	100	100

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2008/09	2009/10	2010/11
The percentage of households with access to basic level of electricity	95	97	99
The percentage of households with access to basic level of solid waste removal	98	99	100
<b>Local economic development</b>			
The number of <b>jobs created</b> through municipality's local economic development initiatives including capital projects	105	255	335

**Table 62: National KPIs – Basic Service Delivery and Local Economic Development**

## 4.2 GENERAL PRIORITY AREAS

The following table indicates the specific areas in which challenges are experienced by the municipality. They are categorised in general priority areas that are aligned with the National Key Performance areas.

National Key Performance Area	Priority Area	Challenges	Actions to address
<b>Municipal Transformation and Institutional Development</b>	Integration of ex DMA into municipal boundaries	Integration of staff , assets and rates	<ul style="list-style-type: none"> <li>• Staff to be included on staff establishment</li> <li>• Asset register amended to include assets</li> <li>• Equalisation of rates and taxes</li> </ul>
	Training of all relevant staff in MFMP	To train all relevant staff before January 2013	Identify staff and service providers
<b>Municipal Financial Viability and Management</b>	Revenue enhancement	To explore the enhancement of revenue in order to ensure financial viability	Support provincial initiative for revenue enhancement – municipality is a pilot
	Effective capital budget planning	To spend the capital budget fully at each year end	Effective capital budget planning and spending
<b>Good Governance and Public Participation</b>	Effective Communication	Communication is still poor	Explore all methods of communications as identified in customer survey and appoint liaison officer
	Efficiency of Committees of council	Committees of council are not very efficient	Delegate powers and functions to committees

**Table 63: General priority areas**

**4.3 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER)**

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section should provide an overview on the strategic achievement of a municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The top layer (strategic) SDBIP is the municipality’s strategic plan and shows the strategic alignment between the different documents. (IDP, Budget and Performance Agreements). The municipality compiled a top layer SDBIP for the first time in the 2010/11 financial year.

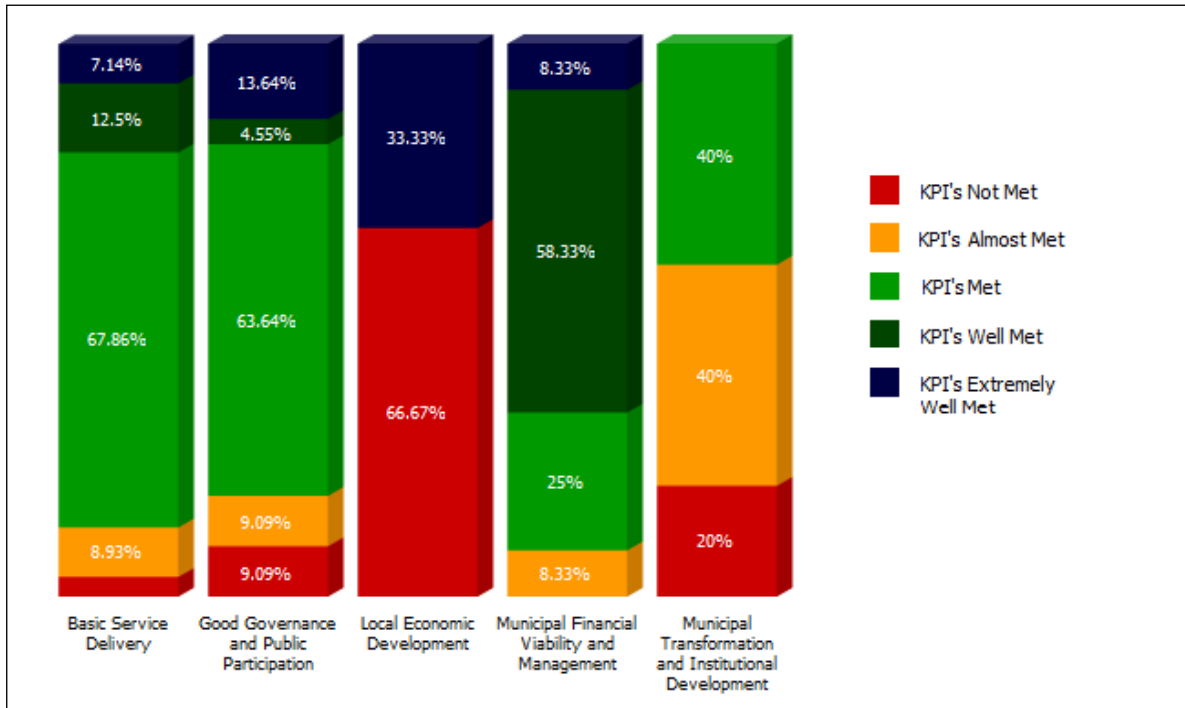
In the paragraphs below the performance achieved is illustrated against the top layer SDBIP according to the 5 National Key Performance Areas linked to the Municipal Key Performance Areas and IDP (strategic) Objectives.

**The following figure illustrates the method in which the strategic service delivery budget implementation plan is measured:**

Category	Color	Explanation
KPI's Not Yet Measured	Grey	KPIs with no targets or actuals in the selected period.
KPI's Not Met	Red	0% $\geq$ Actual/Target < 75%
KPI's Almost Met	Orange	75% $\geq$ Actual/Target < 100%
KPI's Met	Green	Actual/Target = 100%
KPI's Well Met	Dark Green	100% > Actual/Target < 150%
KPI's Extremely Well Met	Dark Blue	Actual/Target $\geq$ 150%

**Figure 2: SDBIP Measurement Categories**

The graph below displays the performance per National Key Performance Areas:



Graph 6: Performance per National Key Performance Area

Below is the top level SDBIP according to the 5 National Key Performance Areas linked to the Municipal Key Performance Areas and IDP (strategic) Objectives:

#### 4.3.1 TOP LEVEL SDBIP - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The National Key Performance Area Good Governance and Public Participation are linked to the Municipal Key Performance Area namely "Good Governance" and "Community Services".

Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/ 10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
Communication strategy with public	Effective communication with communities	Review and implementation of communication strategy	All	A communication strategy exist	New KPI	100%	80%	A draft policy was developed with the assistance of the public participation unit of the Dept of Local Government Western Cape. The policy must be	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/ 10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
								workshopped with the new council before it can be implemented	
Develop basic services in rural areas by implementing the WCDM rural subsidy through liason with the relevant land owners	Strengthen role of communities	No of settlement based development plans completed	All	0	New KPI	9	9	n/a	n/a
Good Governance	Annual performance reporting	Annual report and oversight report of council submitted before legislative deadline	All	1	New KPI	100%	100%	n/a	n/a
Good Governance	Approval of adjustments budget	Approval of adjustments budget before legislative deadline	All	1	New KPI	100%	100%	n/a	n/a
Good Governance	Approval of Main budget	Approval of Main budget before legislative deadline	All	1	New KPI	100%	100%	Budget was approved at meeting held on 28 April 2011	n/a
Good Governance	Approval of SDBIP	Approval of SDBIP before legislative deadline	All	1	New KPI	100%	100%	SDBIP was approved by Mayor before the elections on 18 May 2011	n/a
Good Governance	Effective functioning of committee system	No of sec 79 committee meetings per committee per annum	All	0	New KPI	4	5	Portfolio Committees for the new council were not established yet	n/a
Good Governance	Effective functioning of council	No of council meetings	All	10	New KPI	4	10	No meeting was held in June 2011 due to the meeting being held on 30 May 2011	n/a
Good Governance	Functional Internal Audit unit	Approved Risk based audit plan by November	All	1	New KPI	100%	100%	Strategic risk based audit plan still operative till 2013 operational plan to be finished in new financial year	n/a
Good	Functional	Formal	All	The AC	New KPI	100%	100%	n/a	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/ 10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
Governance	performance audit committee	establishment of the performance audit committee		currently act as the performance audit committee					
Good Governance	Improved good governance	% Implementation of anti-corruption policy	All	1	New KPI	100%	100%	n/a	n/a
Good Governance	Institutional Performance management system in place	No of performance agreements signed on time	All	5	New KPI	5	5	n/a	n/a
Improve performance of ward committees	Effective functioning of ward committees	No of ward committee meetings per ward per annum	All	3	New KPI	4	10	Meetings were held in April 2011 see notice of meetings that was advertised in the paper.	n/a
Make incentives for industrial and new business development available to developers and operators	IDP and sectoral plans aligned with Spatial development plan	% alignment	All	Alignment assessed by the Western Cape Department of Environmental Affairs and Planning	New KPI	100%	100%	n/a	n/a
Make incentives for industrial and new business development available to developers and operators	IDP endorsed by community organisations and stakeholders as local social compacts	No of public meetings held to ensure public participation	All	14	New KPI	14	24	n/a	n/a
Make incentives for industrial and new business development available to developers and operators	IDP to include all required sectoral plans	No of required sectoral plans included	All	8	New KPI	8	8	n/a	n/a
Make incentives for industrial and new business development available to developers and operators	Reviewed IDP	IDP reviewed by 31 March	All	1	New KPI	100%	100%	Reviewed IDP document was accepted by council on 28 April 2011	n/a
Promote	Citizen	Citizen	All	No survey	New KPI	100%	70%	New completed	Final effort



Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/ 10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
channels for public feedback	satisfaction	satisfaction survey conducted		has been conducted yet				forms captured.	will be put into effect in July 2011 and report on survey is planned for November 2011
Make incentives for industrial and new business development available to developers and operators	Spatial development plan aligned with PSDF and PGDS	% alignment	All	Alignment assessed by the Western Cape Department of Environmental Affairs and Planning	New KPI	100%	100%	n/a	n/a
Good Governance	Institutional Performance management system in place	Individual performance management system implemented up to middle management	All	Currently up to Section 57	New KPI	100%	95%	n/a	n/a
Vacant positions to be filled by suitable candidates	Creation of effective capacity	% Vacancy level as % of budgeted posts of the approved organogram	All	New KPI	New KPI	13%	13%	n/a	n/a
Vacant positions to be filled by suitable candidates	Reaching of employment equity targets	No of vacant posts filled with persons from employment equity target groups	All	New KPI	New KPI	2	1	Less posts filled than anticipated	n/a

Table 64: Top Level SDBIP – Good Governance and Public Participation

#### 4.3.2 TOP LEVEL SDBIP - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The National Key Performance Area Municipal Transformation and Institutional Development are linked to the Municipal Key Performance Area namely “Municipal Transformation and Institutional Development”.

Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/ 10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
Good Governance	Effective and up to date By-laws	No of by-laws developed and/or revised annually	All	New KPI	New KPI	4	1	Province in process to review all By-laws.	To continue in 2011/12
Development and adjustment of	Effective and up to date HR policies	Revision and/or development of all identified HR	All	1	New KPI	2	2	3 reviewed and 1 new	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
policies according to legal requirements		policies annually by 30 June							
Effective communication within all levels of municipal structure	Effective labour relations	No of meetings of the LLF	All	10	New KPI	6	5	Due to elections, new councillors not nominated yet for LLF.	n/a
Implementation of the skills development plan	Targeted skills development	Number of training interventions of the skills development plan completed	All	New KPI	New KPI	80%	80%	n/a	n/a
Implementation of the skills development plan	Targeted skills development	The percentage of budget spent on implementing its workplace skills plan	All	New KPI	New KPI	1.00%	0.80%	Budget constraints	n/a

**Table 65: Top Level SDBIP – Municipal Transformation and Institutional Development**

**4.3.3 TOP LEVEL SDBIP - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

The National Key Performance Area Municipal Financial Viability and Management are linked to the Municipal Key Performance Area namely "Financial Sustainability and Financial Management Practices".

Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
Debit control system	Financial Viability	Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	All	90%	New KPI	14.45	14.65	n/a	n/a
Debit control system	Financial Viability	Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	All	37%	New KPI	1.3	0.33	n/a	n/a
More effective utilisation of all resources	Effective SCM system	No of successful appeals	All	0	New KPI	0%	0%	n/a	n/a
More effective utilisation of all resources	Financial Viability	Cost coverage ((Available cash+ investments)/ Monthly fixed	All	25%	New KPI	0.18	0.88	n/a	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
		operating expenditure							
More effective utilisation of all resources	Improved revenue collection	% Debt recovery rate	All	90%	New KPI	92.00%	<b>95.77%</b>	n/a	n/a
More effective utilisation of all resources	Percentage of property valuations disputed	% disputed	All	0	New KPI	5%	<b>0%</b>	n/a	n/a
More effective utilisation of all resources	Updated indigent register for the provision of free basic services	Updated indigent register by July Annually	All	1	New KPI	100%	<b>100%</b>	n/a	n/a
Regular audits and financial feedback	Asset management	Compliance with GRAP 16, 17 and 102	All	Existing asset register	New KPI	100%	<b>85%</b>	Still in process with implementation	n/a
Regular audits and financial feedback	Clean audit	% of Root causes of issues raised by AG in AG report addressed	All	1	New KPI	85%	<b>100%</b>	n/a	n/a
Regular audits and financial feedback	Preparation of financial statements	Financial statements submitted on time	All	1	New KPI	100%	<b>100%</b>	n/a	n/a
To maximise external funding	Improvement in conditional grant spending - capital	% of total conditional capital grants spent	All	1	New KPI	90%	<b>100%</b>	n/a	n/a
To maximise external funding	Improvement in conditional grant spending - operational	% of total conditional operational grants spent	All	1	New KPI	95%	<b>100%</b>	n/a	n/a

**Table 66: Top Level SDBIP – Municipal Financial Viability and Management**

**4.3.4 TOP LEVEL SDBIP - LOCAL ECONOMIC DEVELOPMENT**

The National Key Performance Area Local Economic Development is linked to the Municipal Key Performance Area namely "Local Economic Development".

Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
Develop business skills through formal management skills	Employment through job creation schemes	No of temporary jobs created	All	EPWP	New KPI	144	<b>1,552</b>	n/a	n/a
Encourage the development of	Enhancement of economic	Value of contracts	All	R 400 000	New KPI	R 500,000	<b>R 0</b>	Actual achieved was not	n/a

Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
small business with the support of mining companies and others	development	assigned to emerging contractors						completed on the system, The actual amount was should be R583 899.36	
Local Economic Development	Reviewed and aligned LED strategy	LED strategy reviewed by 30 June	All	1	New KPI	100%	<b>50%</b>	The strategy was updated but the new council wanted to have input into it after the elections on 18 May 2011.	This will be done at a strategic planning session with council in September 2011

Table 67 Top Level SDBIP – Local Economic Development

#### 4.3.5 TOP LEVEL SDBIP - BASIC SERVICE DELIVERY

The National Key Performance Area Basic Service Delivery is linked to the Municipal Key Performance Area namely "Development of Infrastructure and Basic Service Delivery

Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
Address the housing backlogs	Implementation of Integrated Human Settlement Strategy	No of projects adhering to the Integrated Human Settlement Strategy	All	Strategy have been formulated	New KPI	2	<b>2</b>	n/a	n/a
Address the housing backlogs	No of HH that meet agreed stds (all existing informal settlements to be formalised with land use plans for econ and social facilities and with the provision of permanent basic services)	No of HH that meet standards	6	New KPI	New KPI	150	<b>166</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new	Review of the Spatial Development Plan	Review and submitted to PGWC annually by 30 June	All	New KPI	New KPI	100%	<b>100%</b>	Approved by council on 28 April 2011	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
developments									
Build new or upgrade existing infrastructure to accommodate new developments	No of HH receiving free basic electricity	No of HH	All	1520	New KPI	1,560.00	<b>1,900.25</b>	Was incorrectly updated on the system, actual must be 2 088	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Quantum of free basic electricity received	Kwh per month per household	All	50Kwh per indigent household	New KPI	50	<b>50</b>	n/a	n/a
Develop and maintain community facilities from where social development can take place	Effective functioning of sport forums	No of meetings per type of forum per annum	All	New KPI	New KPI	3	<b>3</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	No of HH receiving free basic refuse removal	No of HH	All	1767	New KPI	1,883.50	<b>1,900.25</b>	Was incorrectly updated on the system, actual must be 2 088	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Quantum of free basic refuse removal received	R value per month per household	All	51.88	New KPI	R 77.00	<b>R 71.75</b>	Was incorrectly updated on the system, actual must be R70.00	n/a
Build new or upgrade existing infrastructure to accommodate new developments	No of HH receiving free basic sanitation	No of HH	All	1767	New KPI	1,883.50	<b>1,900.25</b>	Was incorrectly updated on the system, actual must be 2 088	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Quantum of free basic sanitation received	R value per month per household	All	82.53	New KPI	R 119.00	<b>R 112.20</b>	Annual average	n/a
Build new or upgrade existing	No of HH receiving free basic	No of HH	All	1767	New KPI	1,883.50	<b>1,900.25</b>	Was incorrectly updated on the system, actual	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
infrastructure to accommodate new developments	water							must be 2 088	
Build new or upgrade existing infrastructure to accommodate new developments	Quantum of free basic water received	Kl per month per household	All	6kl	New KPI	6	<b>6</b>	n/a	n/a
Develop and maintain community facilities from where social development can take place	Maintenance of grave yards	% of maintenance budget of grave yards spent	All	95%	New KPI	98%	<b>75%</b>	Was incorrectly updated on the system, actual must be 85%	n/a
Develop and maintain community facilities from where social development can take place	Maintenance of grave yards	Compile a work plan for the maintenance of grave yards	All	No formal work plan currently exist	New KPI	1	<b>2</b>	n/a	n/a
Develop and maintain community facilities from where social development can take place	Maintenance of parks and sporting facilities	% of maintenance budget of parks and sporting facilities spent	All	95%	New KPI	98%	<b>75%</b>	Was incorrectly updated on the system, actual must be 88%	n/a
Develop and maintain community facilities from where social development can take place	Maintenance of parks and sporting facilities	Compile a work plan for the maintenance of parks and sporting facilities	All	No formal work plan currently exist	New KPI	1	<b>4</b>	n/a	n/a
Develop and maintain community facilities from where social development can take place	Reviewed Disaster Management Plan	Disaster Management Plan reviewed annually	All	Existing DMP	New KPI	100%	<b>100%</b>	n/a	n/a
Effective Traffic , disaster management and fire rescue services	Compliance with the National Traffic Strategic Plan	Compile a work plan to ensure compliance with the National Traffic Strategic Plan	All	New KPI	New KPI	100%	<b>100%</b>	n/a	n/a
Build new or upgrade existing infrastructure to	Maintenance of refuse removal assets	% of maintenance budget of refuse removal spent	All	95%	New KPI	98%	<b>75%</b>	Was incorrectly updated on the system, actual must be 112%	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
accommodate new developments									
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of refuse removal assets	Development of a maintenance schedule by the end of September	All	No formal maintenance plan currently exist for refuse removal assets	New KPI	1	2	n/a	n/a
Develop and maintain community facilities from where social development can take place	Maintenance of halls and facilities	% of maintenance budget of halls and facilities spent	All	95%	New KPI	98%	98%	Was incorrectly updated on the system, actual must be 71%	n/a
Develop and maintain community facilities from where social development can take place	Maintenance of halls and facilities	Development and implementation of maintenance schedule for halls and facilities	All	No formal plan currently exist for the maintenance of halls and facilities	New KPI	1	1	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Effective capital spending	% spent of approved stormwater capital projects	All	95%	New KPI	98%	98%	Was incorrectly updated on the system, actual must be 74%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of stormwater assets	% of maintenance budget of stormwater spent	All	95%	New KPI	98%	98%	Was incorrectly updated on the system, actual must be 94%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of stormwater assets	Development and implementation of work programme for maintenance of stormwater assets	All	No formal plan currently exist for the maintenance of stormwater assets	New KPI	1	1	n/a	n/a
Develop basic services in rural areas by implementing the WCDM rural subsidy through liason with the relevant land	No of HH with no stormwater system - Informal areas	No of HH without	All	1300	New KPI	0%	0%	n/a	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
owners									
Build new or upgrade existing infrastructure to accommodate new developments	Effective capital spending	% spent of approved electricity capital projects	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 13%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Improvement of electricity distribution capacity	% improvement	All	1	New KPI	-	N/A	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of electricity assets	% of maintenance budget of electricity spent	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 103%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of electricity assets	Development and implementation of work programme for maintenance of electricity assets	All	No formal plan currently exist for the maintenance of assets	New KPI	1	<b>1</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	No of HH that meet agreed service standards (connected to the national grid) -Formal areas	No of HH achieving agreed service standards	All	5433	New KPI	8,063	<b>8,063</b>	Was incorrectly updated on the system, actual must be 8 350	n/a
Build new or upgrade existing infrastructure to accommodate new developments	No of HH that meet agreed service standards (connected to the national grid) -Informal areas	No of HH achieving agreed service standards	All	297	New KPI	150	<b>245</b>	Was incorrectly updated on the system, actual must be 150	n/a
Build new or upgrade existing infrastructure to accommodate	Percentage electricity losses	KW billed/ KW used by municipality	All	10%	New KPI	14.00%	<b>14.50%</b>	Was incorrectly updated on the system, actual must be 18.92%	n/a



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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
new developments									
Build new or upgrade existing infrastructure to accommodate new developments	Effective capital spending	% spent of approved municipal roads capital projects	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 52%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of municipal roads	% of maintenance budget of municipal roads spent	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 110%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of municipal roads	Kms of roads patched and resealed according to approved maintenance plan and within budget restrictions	All	Pavement Management System	New KPI	4	<b>4</b>	n/a	n/a
Develop and maintain community facilities from where social development can take place	Percentage of HH with no recreational areas	% of HH without/ No of HH without	All	All towns currently have recreational facilities	New KPI	0%	<b>0%</b>	n/a	n/a
Develop and maintain community facilities from where social development can take place	Provision of sport facilities	No of wards without sport facilities	All	All towns currently have sport facilities	New KPI	0%	<b>0%</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Effective capital spending	% spent of approved waste management capital projects	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 74%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Improvement of refuse sites' capacity	% improvement	All	1	New KPI	0%	<b>0%</b>	n/a	n/a
Build new or upgrade	No of HH that meet	No of HH that meet minimum	All	5433	New KPI	6,499	<b>6,499</b>	Was incorrectly updated on the	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
existing infrastructure to accommodate new developments	agreed sanitation service standards (at least once a week) - Formal areas	standard sanitation						system, actual must be 6 974	
Build new or upgrade existing infrastructure to accommodate new developments	No of HH that meet agreed sanitation service standards (at least once a week) - Informal areas	No of HH that meet minimum standard sanitation	All	297	New KPI	150	<b>150</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Effective capital spending	% spent of approved waste water management capital projects	All	95%	New KPI	98%	<b>98%</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Improvement of sanitation system capacity	% improvement	All	1	New KPI	0%	<b>0%</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of sanitation assets	% of maintenance budget of sanitation spent	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 82%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of sanitation assets	Development and implementation of work programme for maintenance of sanitation assets	All	No formal maintenance plan currently exist for sanitation assets	New KPI	1	<b>1</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	No of HH that meet agreed sanitation service standards (at least VIP on site) -Formal areas	No of HH without minimum standard sanitation	All	5433	New KPI	4,762	<b>4,762</b>	n/a	n/a
Build new or	No of HH	No of HH that	All	297	New KPI	150	<b>150</b>	n/a	n/a

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Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
upgrade existing infrastructure to accommodate new developments	that meet agreed sanitation service standards (at least VIP on site) - Informal areas	meet minimum standard sanitation							
Build new or upgrade existing infrastructure to accommodate new developments	Quality of waste water discharge	% water quality level of waste water discharge	All	90	New KPI	90.00%	<b>97.50%</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Effective capital spending	% spent of approved water capital projects	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 79%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Excellent water quality	% water quality level as per SANS 241 standards	All	90%	New KPI	90.00%	<b>97.50%</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Improvement of water purification system capacity	% improvement	All	1	New KPI	0%	<b>0%</b>	n/a	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of water assets	% of maintenance budget of water spent	All	95%	New KPI	98%	<b>98%</b>	Was incorrectly updated on the system, actual must be 79%	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Maintenance of water assets	Development and implementation of work programme for maintenance of water assets	All	No formal plan currently exist for the maintenance of assets	New KPI	1	<b>1</b>	n/a	n/a
Build new or upgrade	No of HH that meet	No of HH achieving	All	297	New KPI	150	<b>150</b>	n/a	n/a

Strategic Objective	KPI	Unit of Measurement	Wards	Baseline	Actual 2009/10	Performance 2010/11		Performance Comment	Corrective measure
						Target	Actual		
existing infrastructure to accommodate new developments	agreed service standards (cleaned piped water 200m from household) - Informal areas	agreed service standards							
Build new or upgrade existing infrastructure to accommodate new developments	No of HH that meet agreed service standards (cleaned piped water 200m from household) - Formal areas	No of HH achieving agreed service standards	All	5433	New KPI	6,681	<b>6,681</b>	Was incorrectly updated on the system, actual must be 6 974	n/a
Build new or upgrade existing infrastructure to accommodate new developments	Percentage water losses	KL billed/ KL used by municipality	All	23%	New KPI	19.50%	<b>20.00%</b>	Was incorrectly updated on the system, actual must be 32%	n/a

Table 68: Top Level SDBIP – Basic Service Delivery

#### 4.4 DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2011/12

##### 4.4.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION PRIORITIES FOR 2011/12

IDP Objective	KPI	Unit of Measurement	Annual Target
To ensure a well-trained and satisfied workforce	Institutional Performance management system in place and implemented on an individual level up to level 6	Implemented up to level 6	6
To implement effective internal and external communications	Effective communication with communities	No of external communication initiatives implemented in terms of the approved communication strategy	2
To implement effective internal and external communications	To determine citizen satisfaction and address identified areas of concern	No of identified areas of concern addressed	2
To provide effective and affordable basic municipal services	To successfully incorporate the DMA within the municipal structures and functions to ensure sustainable service delivery	No of settlements within the DMA area successfully incorporated	8
To ensure an effective, responsive and accountable organisation	Strengthen the role of communities by facilitating ward based development plans	No of settlement based development plans completed	10

*Table 69 Good Governance Priorities for 2011/12*

4.4.2 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT PRIORITIES FOR 2011/12

IDP Objective	KPI	Unit of Measurement	Annual Target
To ensure a well-trained and satisfied workforce	Implementation of skills development plan with targeted skills development	No of personnel actually trained/ No of personnel identified for training (%)	75

*Table 70: Transformation and Institutional Capacity Priorities for 2011/12*

4.4.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT PRIORITIES FOR 2011/12

IDP Objective	KPI	Unit of Measurement	Annual Target
Introduce effective control and management of municipal assets and liabilities including revenue	Implementation of credit control policy to ensure revenue streams	% Debt recovery	90
Introduce effective control and management of municipal assets and liabilities including revenue	Implementation of revenue enhancement and revenue protection initiatives to improve revenue streams	No of revenue enhancement initiatives implemented	1
Introduce effective control and management of municipal assets and liabilities including revenue	Implementation of revenue enhancement and revenue protection initiatives to improve revenue streams	No of revenue protection initiatives implemented	1

*Table 71: Financial Viability Priorities for 2011/12*

4.4.4 BASIC SERVICE DELIVERY PRIORITIES FOR 2011/12

IDP Objective	KPI	Unit of Measurement	Annual Target
To ensure that communities live and work in a clean, safe and well protected environment	Educate the learners on traffic safety to decrease violations and increase safety	No of initiatives	4
To provide effective and affordable basic municipal services	Provision of electricity that are connected to the national grid to all formal areas	No of formal HH that meet agreed service standards	8 063
To provide effective and affordable basic municipal services	Provision of electricity that are connected to the national grid to all informal areas	No of informal HH that meet agreed service standards	250
To provide effective and affordable basic municipal services	Provision of refuse removal, refuse dumps and solid waste disposal to all formal areas	No of formal HH for which refuse is removed at least once a week	8 947
To provide effective and affordable basic municipal services	Provision of refuse removal, refuse dumps and solid waste disposal to all	No of informal HH for which refuse is removed at least once a week	250

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<b>IDP Objective</b>	<b>KPI</b>	<b>Unit of Measurement</b>	<b>Annual Target</b>
	informal areas		
To provide effective and affordable basic municipal services	Provision of sanitation systems limited to domestic waste water and sewerage disposal to formal HH	No of formal HH that have at least VIP on site	8 947
To provide effective and affordable basic municipal services	Provision of sanitation systems limited to domestic waste water and sewerage disposal to informal HH	No of informal HH that have at least VIP on site	250
To provide effective and affordable basic municipal services	Provision of cleaned piped water to all formal HH within 200m from the household	No of formal HH that meet agreed service standards for piped water	8 947
To provide effective and affordable basic municipal services	Provision of cleaned piped water to all informal HH within 200m from the household	No of informal HH that meet agreed service standards for piped water	250
To provide effective and affordable basic municipal services	Effective management of electricity provisioning systems	% of electricity unaccounted for	14
To facilitate effective and efficient housing delivery	All existing informal settlements is formalised with land use plans for economic and social facilities and with the provision of permanent basic services	No of HH that meet standards	250
To provide effective and affordable basic municipal services	Municipal roads is maintained measured by the kms of roads patched and resealed according to the Pavement Management System and maintenance plan (potholes)	Kms of roads patched and resealed	5
To provide effective and affordable basic municipal services	Completion of the sewerage treatment plant in Vredendal North by September 2011 to improve capacity	Completion of the plant by September 2011	100
To provide effective and affordable basic municipal services	Improvement of capacity of the oxidation ponds in Doring Bay by March 2012	Completion of the Doring Bay project by the end of March 2012	100
To provide effective and affordable basic municipal services	Quality of waste water discharge measured by the % water quality level in terms of SANS 242	% water quality level of waste water discharge	80
To provide effective and affordable basic municipal services	Effective management of water provisioning systems to limit unaccounted water	% of water unaccounted for	18
To provide effective and affordable basic municipal services	Excellent water quality measured by the quality of water as per SANS 241 criteria	% water quality level	95
To provide effective and affordable basic municipal services	Implementation of the Water Services Development Plan by the end of June	No of water saving awareness initiatives	1

**Table 72: Infrastructure Development Priorities for 2011/12**

4.4.5 LOCAL ECONOMIC DEVELOPMENT PRIORITIES FOR 2011/12

IDP Objective	KPI	Unit of Measurement	Annual Target
To provide a service that advance the development of the local economy in the municipal area	To effectively promote tourism in order to stimulate economic growth in the region	To establish a local tourism entity by September 2011	100
To provide a service that advance the development of the local economy in the municipal area	The number of jobs created through municipality's local economic development initiatives including capital projects	No of temporary jobs created	150
To provide a service that advance the development of the local economy in the municipal area	To enhancement of economic development with the awarding of an identified amount of contracts to SMME's	R Value of contracts annually assigned to SMME's	500000
To provide a service that advance the development of the local economy in the municipal area	To enhance economic development with the training of SMME's in the municipal area	No of training workshops per annum to SMME's	24
To provide a service that advance the development of the local economy in the municipal area	To establish one business cooperatives per ward via the West Coast Business Centre to enhance economic growth	No of business cooperatives established	8
To provide a service that advance the development of the local economy in the municipal area	To support the development of new SMME's via the West Coast Business Centre	No of new SMME's developed	2
To provide a service that advance the development of the local economy in the municipal area	Local Economic Development is driven by a strategy	LED strategy reviewed by June 2011	100
To provide a service that advance the development of the local economy in the municipal area	To facilitate the implementation of the Comprehensive Rural Development Plan to enhance economic growth	No of initiatives/projects facilitated	4

*Table 73: Local Economic Development Priorities for 2011/12*

4.5 BASIC SERVICE DELIVERY

4.5.1 BASIC SERVICES DELIVERY PERFORMANCE HIGHLIGHTS

Highlight	Description
Spending of conditional grants	100% spending of total MIG allocation by end of November 2010
Providing basic service to 155 houses in Vredendal North	All households in Vredendal-North received refuse removal on a weekly basis
Green drop award	Most improved municipality in the Western Cape

*Table 74: Basic Services Delivery Highlights*

4.5.2 BASIC SERVICES DELIVERY CHALLENGES

Service Area	Challenge	Actions to address
All areas	Shortage of funds	To look outside the Municipality for funds
Stormwater	Lack equipment to clean storm water drainage	Status Report for each town and master plan for stormwater. Budget purchase equipment
Electricity	Upgrading of Escom electrical point from a 4.5 MVA to 10 MVA	Negotiations with ESCOM
Upgrade of bulk infrastructure to address the need for future basic services	Funding	Explore funding options in the public and private sector

Table 75: Basic Services Delivery Challenges

4.5.3 ACCESS TO FREE BASIC SERVICES

The following table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than **R2 581** per month will receive the free basic services as prescribed by national policy.

The table below indicates that the total number of households that receive free basic services increased from **10.9 %** in 2009/19 to **15.2%** in the 2010/11 financial year:

Financial year	Number of households								
	Total no of HH	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No Access	%	No Access	%	No Access	%	No Access	%
2008/09	13 396	1 520	11.3	1 767	13.2	1 767	13.2	1 767	13.2
2009/10	14 705	1 599	10.9	1 872	12.7	1 981	13.5	2 054	14.0
2010/11	14 705	2 236	15.2	2 236	15.2	2 236	15.2	2 236	15.2

Table 76: Free basic services to indigent households

The access to free basic services is summarised into the different services as specified in the following table:

Financial year	Electricity								
	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value R'000	No of HH	Unit per HH (kwh)	Value R'000	No of HH	Unit per HH (kwh)	Value R'000
2008/09	1 520	50	468	5 433	0	0	247	50	76



Electricity									
Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value
			R'000			R'000			R'000
2009/10	1 599	50	739	11 261	0	0	273	50	126
2010/11	2 236	50	1 033	12 196	0	0	273	0	0

Table 77: Free basic Electricity services to indigent households

Water						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Unit per HH (kl)	Value	No of HH	Unit per HH (kl)	Value
			R'000			R'000
2008/09	1 767	6	471	5 433	6	1 500
2009/10	1 872	12	1 119	6 681	6	1 996
2010/11	2 236	12	1 212	6 862	6	1 860

Table 78: Free basic Water services to indigent households

Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No of HH	R value per HH	Value	No of HH	Unit per HH per month	Value
			R'000			R'000
2008/09	1 767	80.70	1 750	5 433	0	0
2009/10	1 981	90.35	2 148	4 762	0	0
2010/11	2 236	112.20	3 011	6 862	0	0

Table 79: Free basic Sanitation services to indigent households

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Service per HH per week	Value	No of HH	Unit per HH per month	Value
			R'000			R'000
2008/09	1 767	1	1 100	5 433	0	0
2009/10	2 054	1	1 297	6 499	0	0
2010/11	2 236	1	1 878	6 862	0	0

Table 80: Free basic Refuse Removal services to indigent households per type of service

4.5.4 ACCESS TO BASIC LEVEL OF SERVICES

The following table indicates the number of households that gained access for the first time to the different types of basic services during the 2010/11 financial year:

Type of service	2007/08	2008/09	2009/10	2010/11
Housing	250	297	0	0
Water	1 350	297	600	305
Sanitation	1 350	297	600	305
Refuse removal	1 350	297	600	305
Electricity	0	297	300	305
Streets & Storm Water	0	297	350	305

Table 81: Access to basic level of services

A) CAPITAL BUDGET SPENT ON MUNICIPAL SERVICES

The percentage (%) of the total approved capital budget spent on each municipal service respectively for the 2008/09, 2009/10 and 2010/11 financial years respectively are as follows:

Financial Year	Housing	Water	Sanitation	Refuse Removal	Electricity	Streets & Storm Water	Community facilities
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
2008/09	0.4	19.5	21.5	2.5	15.3	24.3	5
2009/10	15.18	1.29	39.32	0	12.46	11.80	2.08
2010/11	26.03	12.34	40.20	0	1.32	6.36	1.68

Table 82: Capex

The following table indicates the total amount of capital expenditure on assets by asset class for the past three financial years:

Description	2007/08	2008/09	2009/10	2010/11		
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual Expenditure
<b>Capital expenditure on new assets by Asset Class/Sub-class (R'000)</b>						
<b>Infrastructure</b>	<b>28 506</b>	<b>26 175</b>	<b>31 369</b>	<b>46 993</b>	<b>52 570</b>	<b>42 632</b>
Infrastructure - Road transport	3 409	6 483	426	3250	1259	2 711

Description	2007/08	2008/09	2009/10	2010/11		
	Actual	Actual	Actual	Original Budget	Adjustment Budget	Actual Expenditure
Infrastructure - Electricity	4 577	7 457	426	3 250	1 259	564
Infrastructure - Water	2 547	205	453	3 165	3 250	5264
Infrastructure - Sanitation	2 713	12 030	183	2 195	2 600	17 140
Infrastructure - Other	15 260	0	24 721	30 656	39 819	1 671
<b>Community</b>	<b>644</b>	<b>673</b>	<b>178</b>	<b>5 712</b>	<b>4 550</b>	<b>0</b>
<b>Heritage assets</b>	<b>0</b>	<b>0</b>	<b>173</b>	<b>15</b>	<b>115</b>	<b>0</b>
<b>Investment properties</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>1 064</b>	<b>1 364</b>	<b>0</b>
<b>Other assets</b>	<b>5 480</b>	<b>3 558</b>	<b>14 532</b>	<b>9 337</b>	<b>8 961</b>	<b>3 381</b>
General vehicles	1 829	587	0	0	0	1465
Plant & equipment	850	1 064	0	0	0	1143
Furniture and other office equipment	410	570	11 264	6 554	5 929	513
Civic Land and Buildings	901	826	1 295	990	1068	0
Other	1 490	511	1 973	1 793	1 964	260
<b>Agricultural assets</b>	<b>0</b>	<b>0</b>	<b>344</b>	<b>468</b>	<b>330</b>	<b>0</b>
<b>Biological assets</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>298</b>	<b>950</b>	<b>0</b>
<b>Intangibles</b>	<b>0</b>	<b>0</b>	<b>464</b>	<b>155</b>	<b>466</b>	<b>308</b>
<b>Total Capital Expenditure on new assets</b>	<b>34 631</b>	<b>30 406</b>	<b>47 345</b>	<b>64 002</b>	<b>69 306</b>	<b>35 744</b>

*Table 83: Total capital expenditure on assets*

B) PERCENTAGE SPENDING ON TOTAL CAPITAL BUDGET

The total percentage (%) of the capital budget for the past three years is indicated in the table below:

Financial year	% of Capital budget spent	Reasons for under spending
2008/09	70	Not all projects were capitalised and completed. Incomplete projects were carried over into the next fin year
2009/10	90	10% Carried over to next financial year
2010/11	67	Incomplete projects were carried over into the next financial year

*Table 84: Total capital expenditure*

c) SUMMARY OF BACKLOGS THAT MUST STILL BE ADDRESSED

The following backlogs exist in the municipal area that must still be addressed:

Area	Total nr of households affected	Timeframe to be addressed	Cost to address
			R'000
Housing	4 936	2010-2020	271 480
Water (on site)	600	2010-2013	7 000
Sanitation	600	2010-2013	14 000
Refuse removal (at least once a week at site)	0	0	0
Electricity (in house)	300	2010-2013	3 000
Streets and storm water	250	2010-2013	8 000

*Table 85 Backlogs*

4.5.5 WATER AND SANITATION

Water is probably the most fundamental and indispensable of natural resources – fundamental to life, the environment, food production, hygiene and power generation. Poverty reduction and improved water management are inextricably linked. Section 4B of the Constitution lists water and sanitation services limited to potable water supply systems and domestic wastewater and sewerage disposal systems as a local government function. Basic water is defined as 25 liters of potable water per day supplied within 200 meters of a household.

A) WATER SERVICE DELIVERY LEVELS

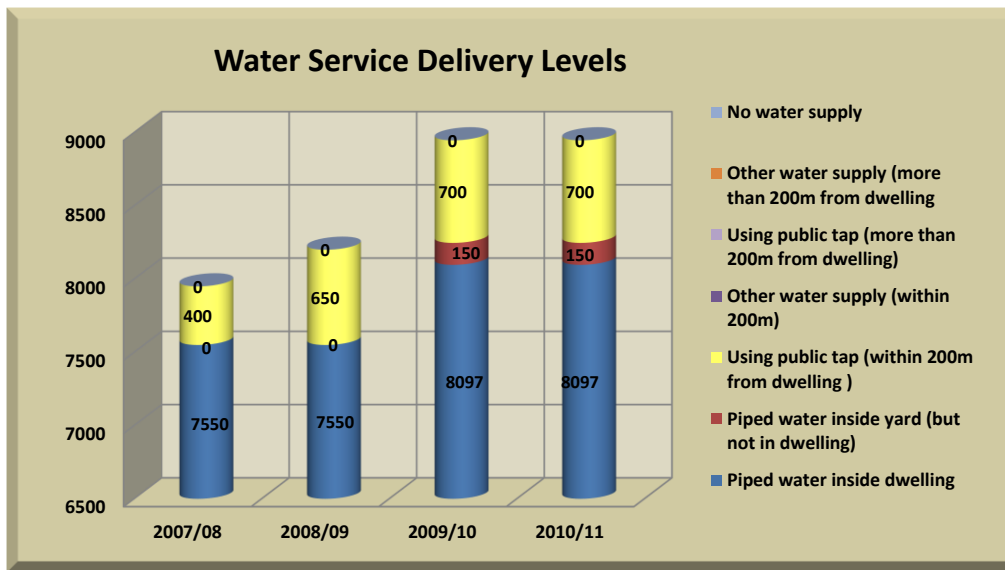
Below is a table that specifies the different water service delivery levels per households for the financial years 2007/08, 2008/09, 2009/10 and 2010/11:

Description	2007/08	2008/09	2009/10	2010/11
	Actual	Actual	Actual	Actual
<b>Household</b>				
<b><i>Water: (above minimum level)</i></b>				
Piped water inside dwelling	7 550	7 550	8 097	8 097
Piped water inside yard (but not in dwelling)	0	0	150	455
Using public tap (within 200m from dwelling )	400	650	700	0
Other water supply (within 200m)	0	0	0	0
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>7 950</b>	<b>8 200</b>	<b>8 947</b>	<b>8 947</b>
<b><i>Minimum Service Level and Above Percentage</i></b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b><i>Water: (below minimum level)</i></b>				
Using public tap (more than 200m from dwelling)	0	0	0	0

Description	2007/08	2008/09	2009/10	2010/11
	Actual	Actual	Actual	Actual
Other water supply (more than 200m from dwelling)	0	0	0	0
No water supply	0	0	0	0
<b>Below Minimum Service Level sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Below Minimum Service Level Percentage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total number of households (formal and informal)</b>	<b>7 950</b>	<b>8 200</b>	<b>8 947</b>	<b>8 947</b>

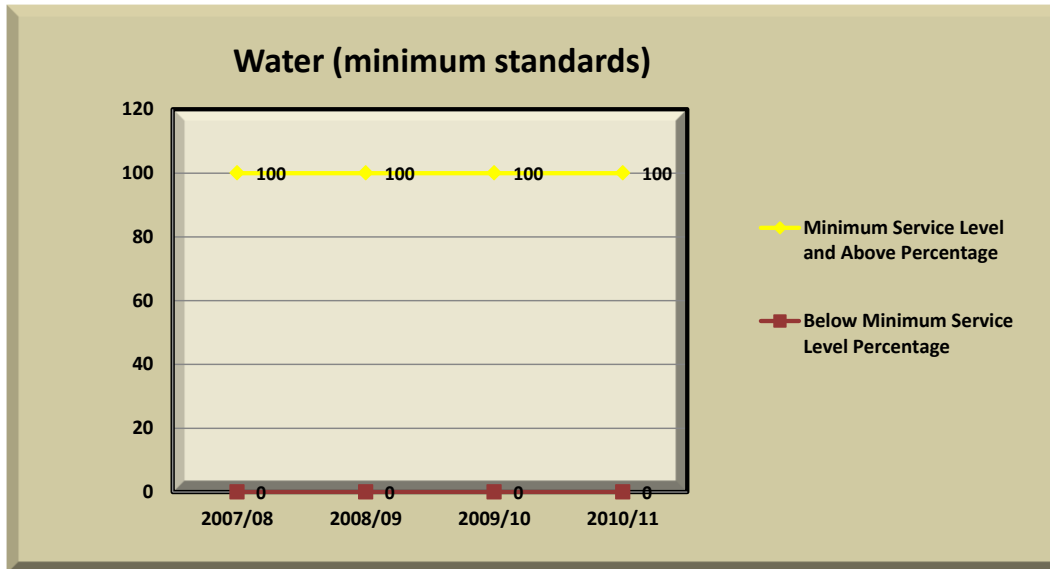
Table 86: Water service delivery levels

The graph below shows the different water service delivery levels per total households and the progress per year



Graph 7: Water service delivery levels

The graph below reflects the water service level below and above minimum standards.



Graph 8: Water with minimum service level

B) SANITATION SERVICE DELIVERY LEVELS

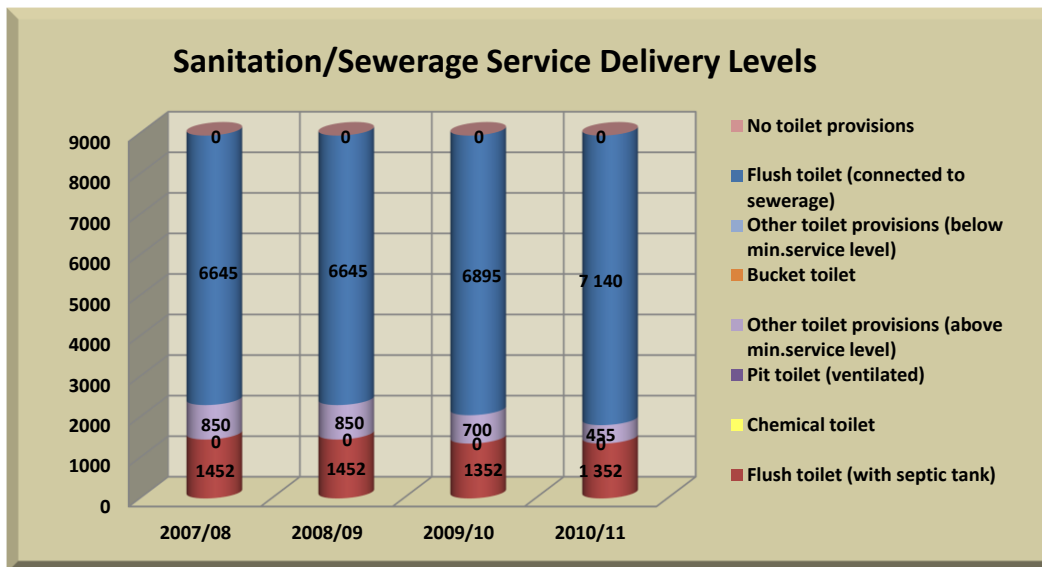
Below are a table that specifies the different sanitation service delivery levels per households for the financial years 2007/08, 2008/09, 2009/10 and 2010/11:

Description	2007/08	2008/09	2009/10	2010/11
	Actual	Actual	Actual	Actual
<b>Household</b>				
<b><i>Sanitation/sewerage: (above minimum level)</i></b>				
Flush toilet (connected to sewerage)	6 645	6 645	6 895	7 140
Flush toilet (with septic tank)	1 452	1 452	1 352	1 352
Chemical toilet	0	0	0	0
Pit toilet (ventilated)	0	0	0	0
Other toilet provisions (above minimum service level)	850	850	700	455
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>8 947</b>	<b>8 947</b>	<b>8 947</b>	<b>8 947</b>
<b><i>Minimum Service Level and Above Percentage</i></b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b><i>Sanitation/sewerage: (below minimum level)</i></b>				
Bucket toilet	0	0	0	0
Other toilet provisions (below minimum service level)	0	0	0	0

Description	2007/08	2008/09	2009/10	2010/11
	Actual	Actual	Actual	Actual
No toilet provisions	0	0	0	0
<b>Below Minimum Service Level sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Below Minimum Service Level Percentage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total number of households</b>	<b>8 947</b>	<b>8 947</b>	<b>8 947</b>	<b>8 947</b>

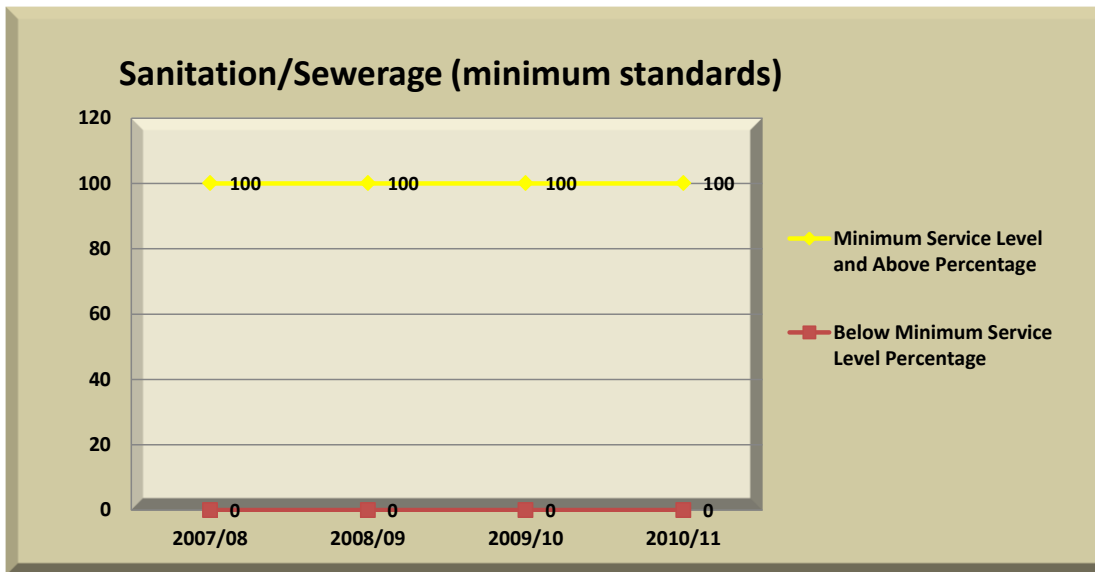
Table 87: Sanitation service delivery levels

The graph below shows the different sanitation/sewerage service delivery levels per total households and the progress per year.



Graph 9: Sanitation/Sewerage Service Delivery Levels

The graph below shows the total number of households which that are below and above minimum sanitation standards.



Graph 10: Sanitation/Sewerage minimum standards

#### 4.5.6 ELECTRICITY

Local Government plays a very important role in the provision of electricity. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services to communities in a sustainable manner for economic and social support. The table below indicates the different service delivery level standards for electricity in all formal areas within the municipality:

The table below indicates the different service delivery level standards for electricity within the municipality:

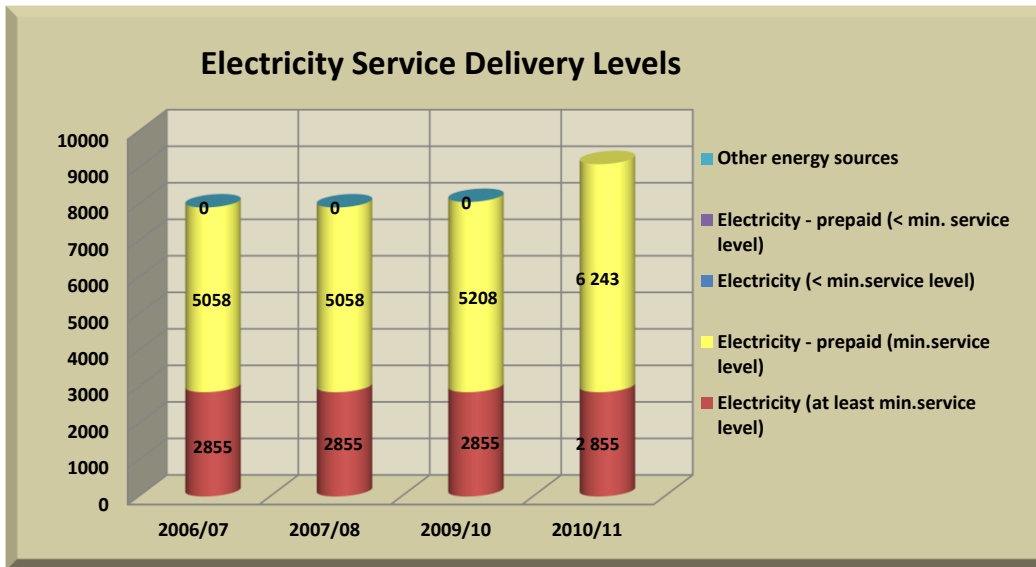
Description	2007/08	2008/09	2009/10	2010/11
	Actual	Actual	Actual	Actual
<b>Household</b>				
<b><i>Energy: (above minimum level)</i></b>				
Electricity (at least minimum service level)	2 855	2 855	2 855	2 855
Electricity - prepaid (minimum service level)	5 058	5 058	5 208	6 243
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>7 913</b>	<b>7 913</b>	<b>8 063</b>	<b>9 098</b>
<b><i>Minimum Service Level and Above Percentage</i></b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b><i>Energy: (below minimum level)</i></b>				
Electricity (< minimum service level)	0	0	0	0
Electricity - prepaid (< min. service level)	0	0	0	0



Description	2007/08	2008/09	2009/10	2010/11
	Actual	Actual	Actual	Actual
<b>Household</b>				
Other energy sources	0	0	0	0
<b><i>Below Minimum Service Level sub-total</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Below Minimum Service Level Percentage</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total number of households</b>	<b>7 913</b>	<b>7 913</b>	<b>8 063</b>	<b>9 098</b>

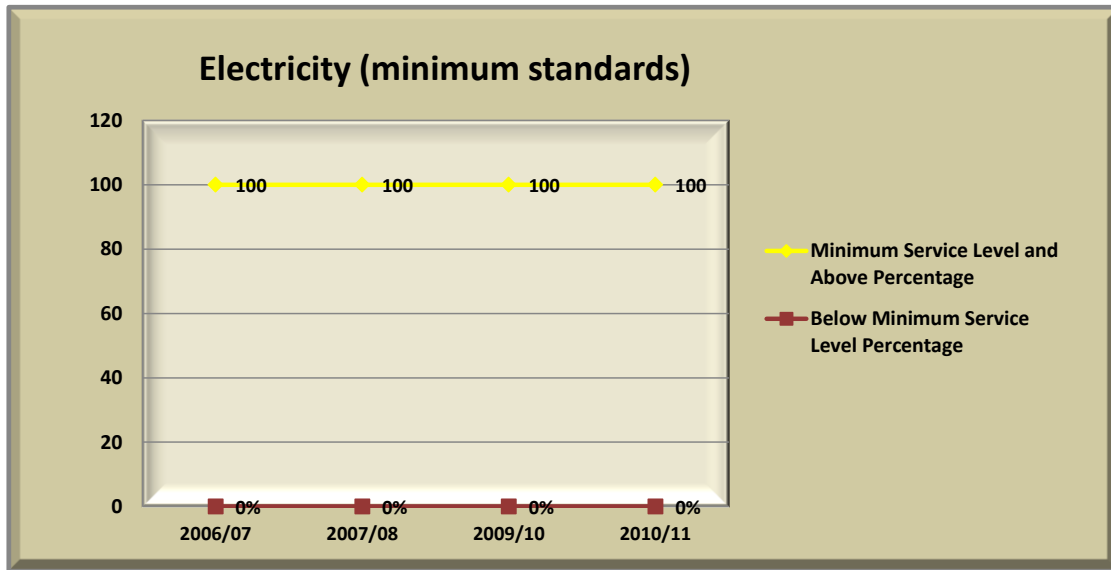
*Table 88: Electricity service delivery levels*

The graph shows the number of households categorised into the different service levels.



*Graph 11: Electricity Service Delivery Levels*

The graph below shows the amount of households that receive electricity above minimum electricity standards.



Graph 12: Electricity levels above minimum standards

#### 4.5.7 HOUSING

The following table shows the increase in the number of people on the housing waiting list. There are currently approximately 5500 housing units on the waiting list.

Housing waiting list	Nr of people on Housing waiting list	% Housing waiting list increase
2007/08	±4 000	N/A
2008/09	±4 500	12.5%
2009/10	±5 000	11.1%
2010/11	±5 500	10%

Table 89: Housing waiting list

There are currently approximately 5 425 housing units on the waiting list. A summary of houses built, includes:

Financial year	Allocation (R'000)	Amount spent (R'000)	% spent	Number of houses built	Number of sites serviced
2007/08	14 860	14 860	100	370	0
2008/09	21 000	20 635	98	540	0
2009/10	6 500	8 959	138	0	155

Financial year	Allocation (R'000)	Amount spent (R'000)	% spent	Number of houses built	Number of sites serviced
2010/11	6 756	10 672	158	0	256

Table 90: Housing

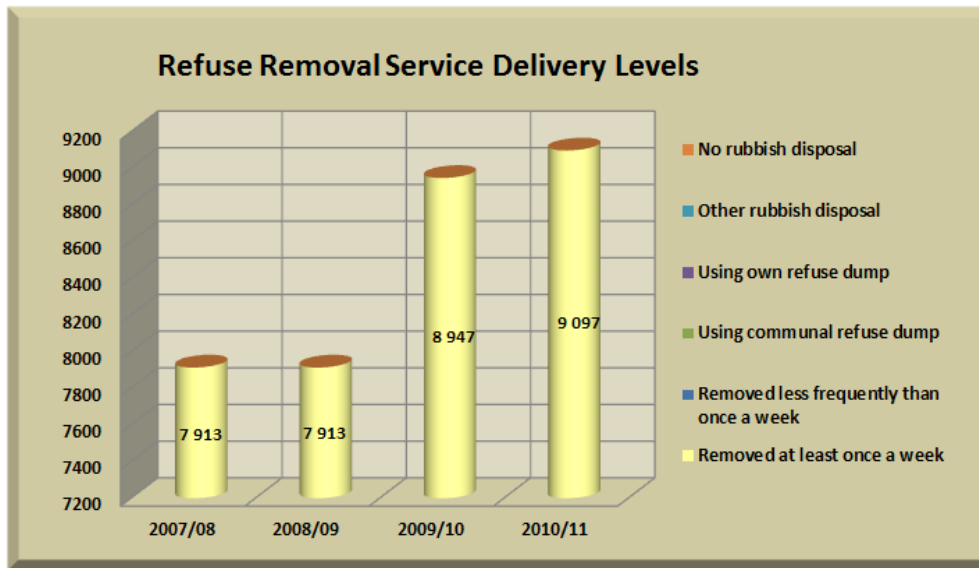
#### 4.5.8 REFUSE REMOVAL

The table below indicates the different refuse removal service delivery level standards within the municipality:

Description	2007/08	2008/09	2009/10	2010/11
	Outcome	Actual	Actual	Actual
<b>Household</b>				
<b><i>Refuse Removal: (Minimum level)</i></b>				
Removed at least once a week	7 913	7 913	8 947	9 097
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>7 913</b>	<b>7 913</b>	<b>8 947</b>	<b>9 097</b>
<b><i>Minimum Service Level and Above percentage</i></b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b><i>Refuse Removal: (Below minimum level)</i></b>				
Removed less frequently than once a week	0	0	0	0
Using communal refuse dump	0	0	0	0
Using own refuse dump	0	0	0	0
Other rubbish disposal	0	0	0	0
No rubbish disposal	0	0	0	0
<b><i>Below Minimum Service Level sub-total</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Below Minimum Service Level percentage</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total number of households</b>	<b>7 913</b>	<b>7 913</b>	<b>8 947</b>	<b>9 097</b>

Table 91: Refuse removal service delivery levels

The graph indicates the different refuse removal standards which the households are receiving



Graph 13: Refuse removal service delivery levels

#### 4.5.9 ROADS

The following tables give an overview of the total kilometers of roads maintained and new roads tarred:

##### A) TARRED ROADS

Financial year	Total km tarred roads	Km of new tar roads	Km existing tar roads re-tarred	Km of existing tar roads re-seal	Km tar roads maintained
2008/09	113.6	0	0	3.0	80.0
2009/10	113.6	0	0	4.0	90.0
2010/11	113.6	0	0	2.0	40.0

Table 92: Tarred roads

##### B) GRAVELED ROADS

Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar	Km gravel roads graded/maintained
2008/09	31.3	0	0	31.3
2009/10	31.3	0	0	31.3
2010/11	31.3	0	0	31.3

Table 93: Gravelled roads

C) COST OF CONSTRUCTION/MAINTENANCE

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	New & Replacements R'000	Resealed R'000	Maintained R'000
2007/08	0	250	100
2008/09	0	750	100
2009/10	0	250	100
2010/11	500	500	500

Table 94: Cost of construction/maintenance of roads

4.5.10 STORMWATER

A) STORM WATER INFRASTRUCTURE

The table below shows the total kilometers of stormwater maintained and upgraded as well as the kilometers of new stormwater pipes installed:

Financial year	Total km Stormwater measures	Km new stormwater measures	Km stormwater measures upgraded	Km stormwater measures maintained
2008/09	21	0	0	18
2009/10	25	0	0	20
2010/11	23	0	2	16

Table 95: Stormwater infrastructure

B) COST OF CONSTRUCTION/MAINTENANCE

The table below indicates the amount of money spend on stormwater projects:

Financial year	Storm water Measures	
	Capital R'000	Maintained R'000
2007/08	721	904
2008/09	1 626	3 796
2009/10	425	3 153
2010/11	1 811	2 349

Table 96: Cost of construction/maintenance of stormwater systems

4.6 MUNICIPAL INFRASTRUCTURE AND OTHER GRANTS

The Municipality had a total amount of **R 31,270 million** for infrastructure and other capital projects available that was received in the form of grants from the National and Provincial Governments during the 2010/11 financial year. The performance in the spending of these grants is summarised as follows:

Description	2008/09		2009/10		2010/11		% spent 2010/11
	Amount Received R'000	Amount Spent R'000	Amount Received R'000	Amount Spent R'000	Amount Received R'000	Amount Spent R'000	
<b>National Government:</b>							
Finance Management Grant	500	597	1 000	1 799	1000	2353	235.3
Department of Water Affairs (Drought & Water demand)	0	2 053	0	0	0	0	n/a
Municipal Systems Improvement Grant	735	1 415	750	1 288	750	956	127.47
Municipal Infrastructure Grant	6300	6 300	11 054	11 213	7 609	12085	158.83
Department of Land Affairs	0	0	3 032	1 513	2 000	2 933	146.65
Integrated National Electrification Program	0	0	0	0	2 000	1 415	70.75
<b>Provincial Government:</b>							
Sport facilities	300	30	0	0	1 930	157	8.13
Library subsidies (Operational)	346	346	400	178	426	426	100
Community Development Workers	192	192	192	192	200	200	100
Housing	20 635	20 635	8 959	8 959	11 045	10 645	96.38
Public Transport Facilities	0	0	91	91	500	50	10
Multi-Purpose Community Centre	0	0	153	153	0	0	n/a
Operation Clean-up	90	12	260	260	0	0	n/a
Spatial planning	329	329	0	0	0	0	n/a
<b>District Municipality:</b>							
Housing education	40	7	30	56	26	26	100

*Table 97: Spending of grants*

4.7 ADDITIONAL PERFORMANCE

The table below enclose all additional performance of the municipality:

Type of service	2008/09	2009/10	2010/11
<b>General Law enforcement</b>			
Motor vehicle licenses processed	15 462	16 224	16 766
Learner driver licenses processed	3 014	2 877	2 321
Driver licenses processed	1 784	2 427	1 719
Driver licenses issued	3 391	3 670	3 026
Fines issued for traffic offenses	4 537	2 936	2 173
R-value of fines collected	R1 991 355	R1 462 070	R1 112 640
Operational call-outs	728	800	880
Roadblocks held	48	48	48
Complaints attended to by Traffic Officers	6 (per day)	8 (per day)	8 (per day)
Special Functions – Escorts	156 (hours)	156 (hours)	156 (hours)
Awareness initiatives on public safety	390 (hours)	390 (hours)	390 (hours)
<b>Fire Services</b>			
Operational call-outs	82	119	249
<b>Town Planning and Building Control</b>			
Building plans application processed	No records	158	169
Total surface (m <sup>2</sup> )	No records	10 838	14 585
New residential dwellings	No records	27	22
Residential extensions	No records	115	134
New Business buildings	No records	7	9
Business extensions	No records	4	2
Rural applications	No records	3	4
Land use applications processed	No records	39	40
<b>Libraries</b>			
Library members	10 162	10 501	10 812
Books circulated	252 917	257 287	238 218
Exhibitions held	194	169	128
Children programmes	64	64	62

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<b>Type of service</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
Visits by school groups	160	120	188
Book group meetings for adults	14	16	12
Primary and Secondary Book Education sessions	4	4	6
<b>Social Services</b>			
Trees planted	60 in total distributed to all the towns in Matzikama	60 in total distributed to all the towns in Matzikama	60 in total distributed to all the towns in Matzikama
Veggie gardens established	4x1 hectare community gardens	4x1 hectare community gardens and 1x5 hectare community garden	<ul style="list-style-type: none"> <li>• 4x1 hectare community garden</li> <li>• 1x5 hectare community garden</li> <li>• 25x1000m<sup>2</sup> community gardens</li> </ul>
Soup kitchens established or supported	7 soup kitchens receive financial support and 9 including the 7 are housed in municipal buildings	7 soup kitchens receive financial support and 9 including the 7 are housed in municipal buildings	7 soup kitchens receive financial support and 9 including the 7 are housed in municipal buildings
Initiatives to increase awareness on child abuse	Holiday programs at Vredendal Thusong Centre	Holiday programs at Vredendal and Vanrhynsdorp Thusong Centres	Holiday programs at Vredendal and Vanrhynsdorp Thusong Centre's
Youngsters educated and empowered	90 youngster received basic business development skills Holiday programs at Vredendal Thusong Centre	50 youngsters received education in entrepreneurial related skills Holiday programs at Vredendal and Vanrhynsdorp Thusong Centre's	<ul style="list-style-type: none"> <li>• 25 youngsters received training in entrepreneurial skills.</li> <li>• 35 youngsters were registered as fishermen cooperatives</li> <li>• Holiday programs at Vredendal and Vanrhynsdorp Thusong Centre's</li> <li>• NARYSEC Learnership</li> <li>• WORKFORCE Learnership</li> </ul>
Initiatives to increase awareness on disability	Support Disability Day by collection street donations/funds for them on 5th of September each year	E-community centre empowerment program for disabled persons Support Disability Day by funds for them on 5th of September each year	Support Disability Day by funds for them on 5th of September each year
Initiatives to increase awareness on women	Supporting Dept of Health – Breast Cancer Awareness Program	Supporting Dept of Health – Breast Cancer Awareness Program	Supporting Dept of Health – Breast Cancer Awareness Program
Women empowered	Woman's Day Program and 16- Days of Activism Program	Woman's Day Program and 16- Days of Activism Program	Woman's Day Program and 16- Days of Activism Program



Type of service	2008/09	2009/10	2010/11
Initiatives to increase awareness on HIV/AIDS	World Aids Day	World Aids Day	World Aids Day
Initiatives to increase awareness on Early Childhood Development	Support programs of Early Childhood Development Centre's at Thusong Centre's	Support programs of Early Childhood Development Centre's at Thusong Centre's	<ul style="list-style-type: none"> <li>Support programs of Early Childhood Development Centre's at Thusong Centre's</li> <li>Support and help with the establishment of Feetjieland Preschool received funds from WCCT and DSD</li> </ul>
Initiatives to increase awareness on substance abuse and high drug and alcohol related crimes	Support MADA with program for International Alcohol & Drug Abuse day – 26 June each year	Support MADA with program for International Alcohol & Drug Abuse day – 26 June each year	Support MADA with program for International Alcohol & Drug Abuse day – 26 June each year
Special events hosted (World's Aids Day, World Arbour day, World Disability Day, Youth Day, 16 Days of activism against women abuse)	World Aids Day Woman's Day International Alcohol & Drug day Youth Day Disabled Day Old Aged Day Arbor Day	World Aids Day Woman's Day International Alcohol & Drug day Youth Day Disabled Day Old Aged Day Arbor Day	World Aids Day Woman's Day International Alcohol & Drug day Youth Day Disabled Day Old Aged Day Arbor Day
<b>Local economic development initiatives</b>			
Small businesses assisted	Training in business plan development to 10 existing businesses housed in municipal property	<ul style="list-style-type: none"> <li>Assist through the West coast business centre with the development of a leather products manufacturing business.</li> <li>Raised funds to support marketing strategy of leather products</li> <li>Establish 11 fishermen cooperatives</li> <li>Raised in excess of R2 million to build infrastructure for fishermen cooperatives</li> <li>Provide land and water to a small BEE farmer</li> </ul>	<ul style="list-style-type: none"> <li>Established 5 agriculture cooperatives in Ebenaeser</li> <li>Established with the help of the private sector a one hectare green house with 70% of the equity belonging to farm workers and 30% to a private farmer</li> <li>Established with the help of the private sector a tile manufacturing business in Doring Bay</li> <li>Developed with the help of the district municipality a business plan for the tile manufacturing business</li> <li>Provided training to all of the trustees of the Doring Bay Development Trust, the owner of the tile manufacturing</li> </ul>

Type of service	2008/09	2009/10	2010/11
			business <ul style="list-style-type: none"> <li>• Developed a fish farm business plan for the Doring Bay Development Trust</li> <li>• Raised R5 million for the development of a fish farm in Doring Bay</li> </ul>
SMME's trained	10 SMME's trained	8 SMME's trained	6 SMME's trained
Community members trained for tourism	No records	No records	29 community members were trained in arts and craft
Local artisans and crafters assisted	Assistance were provided through the Department of arts and culture	Assistance were provided through the Department of arts and culture	Assistance were provided through the Department of arts and culture

**Table 98: Additional Performance**

## 4.8 LED

### 48.1 HIGHLIGHTS: LED

The following performance highlights with regard to the implementation of the LED strategy are:

Highlights	Description
Development of the aquaculture industry	Aquaculture has been identified as a potential industry that is able to bring some relief to the dwindling fishing industry. Land based fish and abalone farming are the two species identified for commercial cultivation. Matzikama municipality worked closely with the Doring Bay Community to develop with industry specialists business plans and raised with the help of the Department Marine and Coastal Management R5 million to establish a 20 ton pilot fish farm to be located on the premises of the fish factory in Doring Bay.
Utilization of abandoned infrastructure for economic development	<ul style="list-style-type: none"> <li>• The Matzikama Municipality in conjunction with the Doring Bay Development Trust engaged the National Department of Public Works to lease the buildings and land previously occupied by the Oceana Fishing Company. A new lease with the option to renew has been entered into between the Doring Bay Development Trust and the Department of Public Works. Today the facility is used to manufacture tiles, used by 110 fishermen to store live crayfish, a partnership between the Doring Bay Development Trust and a commercial farmer has been entered into to use a section of the facility as a wine cellar and tourist facility and a local fishing company used some of the space as an office for its fishing operations. The land adjacent to the buildings has been allocated for the development of a 20 ton fish farm</li> <li>• Abandoned buildings that previously belonged to the District Municipality were transferred to the Matzikama Municipality on our request. These buildings that are located in Vanrhynsdorp will be used for the manufacturing of plastic products from recycled material. The project has the potential to employ a total of 60 people from the local community of Vanrhynsdorp.</li> </ul>
Exploit existing technology and knowledge to develop the local economy	The economy of the Matzikama Municipality is driven by the agriculture industry. Apart from grape farming and wine production, the Matzikama farming Community is leaders in the development of greenhouse technology and hydroponics. Hydroponics in greenhouses is the production of fruits and vegetables in a controlled environment that enable one to grow crops throughout the year in a more efficient manner. Matzikama Municipality facilitated a process

Highlights	Description
	that involved the establishment of a one hectare greenhouse at a cost of R 6-million. The project entails raising the funds, finding a suitable partner with access to a market and technology, identify land for the construction of a 1 hectare greenhouse, develop business plans and create an ownership structure of which 70% of the equity belongs to the farm workers and 30% to the technical partner. The municipality has managed to successfully facilitate such a process. The first greenhouse in the Matzikama municipal area that belongs to farm workers will soon harvest its first produce.
Encourage the usage of recycled material in the production of goods	<ul style="list-style-type: none"> <li>Matzikama Municipality is currently working on two projects that make use of waste material to manufacture tiles and plastics products included but not limited to black bags and plastic cans. Through the social and labor plans of the Department Mineral Resources the Municipality secured all wasted gravels of Transhex diamond mine at their De Punt plant. These gravels are delivered by the mining company to a site in Doring Bay where tiles made of selected pebbles are being manufactured by local people from Doring Bay.</li> <li>Vanrhynsdorp will soon be home to a plant that will manufacture plastic products including but not limited to black bags. The project entails the gathering of wasted plastic to be used as raw material in the manufacturing process. The Matzikama Municipality played a leading role in identifying the private sector partners, making land and buildings available for the project, sought the services of the Department of Labor to assist with the recruitment process and raise the funds on behalf of the Community</li> </ul>
Improved means of transport which will attract investment to the area and be a catalyst for internal growth,	A project to resuscitate the railway line between Cape Town and Bitterfontein has been approved by Council and form part of the Matzikama IDP. The project entails a feasibility study which will consider the revival of the underutilized railway line for the transport of goods. Part of the project is a proposed development of a logistics hub at the end of the line for the distribution of goods to the Northern Cape and Namibia. The Municipality secured funds to the value of R570 00.00 from the IDC and the District Municipality. Discussion between the Provincial Department of Public Works and the Matzikama Municipality has been requested to solicit support for the project.
Develop the economic value chain of the agriculture sector	The LED strategy of the Matzikama Municipality calls for interventions into the value chain of the agriculture sector with the view to expand on existing industries. Matzikama Municipality approached the Industrial Development Corporation (IDC) to solicit financial support to develop an economic scan that will focus amongst other on the existing economic value chain. Furthermore, the intervention will include exploring potential economic development opportunities. Funds have been secured with the help of the IDC and a service provider will soon be appointed.

**Table 99: LED Highlights**

#### 4.8.2 CHALLENGES: LED

The following challenges with regard to the implementation of the LED strategy are:

Description	Actions to address
Lack of capacity in the office of the IDP/LED Manager	Additional personnel has been recruited to start working in the office of the IDP/LED manager as from 01 October, 2011
Credible feasibility studies and business plans are required to attract investment. These studies are very expensive and cannot be afforded by the Municipality. As a result we continuously struggle to complete feasibility studies and business plans in time and in the process loose potential investors. Other spheres of Government should do more to assist Municipalities especially when such programs and projects form part of the Municipality's IDP	The Municipality continuously strive to engage government departments and government financial institutions to assist with the challenge. This sometimes can be a very long process that scares of investors and others to get involve. National and provincial governments should look at this challenge in a more serious light with the view to bring about relief as Municipalities will die a slow death if the economy is left behind which is what happens currently.

Description	Actions to address
National and Provincial Governments does not play the role they should in terms developing the local economics of Municipalities. Albeit support from government it is nowhere near where it should be so that it enable municipalities to be more effective in developing local economies.	Apart from continuously knock on doors of government , we have and will continue to build relationships with the private sector to assist with the challenges experienced by the Municipality

*Table 100 LED Challenges*

### 4.8.3 LED STRATEGY

The focus of the 2010/2011 IDP is "Economic Development: A prerequisite for successful service delivery". The Local Economic Development (LED) strategy along with the LED process plan is completed and is being implemented. Matzikama Municipality has an established LED forum comprising of a diverse membership emanating from various sectors of society. The LED strategy is built around commitment to develop a climate in which economic development and economic growth can prosper.

The LED strategy identifies various issues and strategic areas for intervention such as:

- Financial support from Provincial Government so as to give meaningful effect to legislation in terms creating an enabling environment for local economic development to flourish.
- The lack of human capacity in the office of the IDP/LED Manager. It prevent development from taking its course and causes communities to remain unemployed.
- The lack of skills and training facilities in our communities are contributing largely to our poor developed economies, particularly in terms of Black Economic Empowerment.
- The lack of project development aid for the local communities have a negative impact on Black Economic Empowerment and makes it increasingly difficult for Black Economic Empowerment to meaningful impact on the local economy.
- The role of the West Coast District Municipality is very limited in supporting the local municipalities with regards to local economic development.
- Community ownership in local projects.
- Aquaculture development, both marine and freshwater, can have a meaningful impact on the local economy, especially in the coastal towns due to the dwindling fish stocks.
- Government land is a major obstacle and needs earnest attention should we want to attract investment to the area for local economic development.
- Successful economic development is a function of well-established industrial bodies such as Emerging Farmers, Women in Construction, Fishing and Aquaculture, Commercial Farmers, etc. The issue of concern is, despite the fact that these organisations in some instances exist, they do not function due to lack of leadership, expertise, funding, etc.

- The economy of the Matzikama Municipality has potential for further development to support the much needed job creation and alleviating poverty.

The progress with regard to the implementation of the LED strategy can be summarized as follows:

- The first Community Trust, a front runner for the rest of the Matzikama communities has been established for the Doring Bay communities. The beneficiaries of the trust comprise of the Doring Bay communities with trustees emanating from the local community and the local municipality. The trust successfully entered into a 10 year lease agreement with the Department of Public Works for the old fish factory which was closed in 2007.
- Two projects namely, abalone farming, fin-fish farming was identified for further development. Applications for funding were submitted with the National Minister of Agriculture and Fisheries and a response is awaited. An Operator, namely Benguela Abalone Group (BAG) to develop a 100 ton abalone farm that will eventually employ in excess of a 100 people, has been engaged and a shareholders' agreement will soon be entered into.
- The tunnel farm originally earmarked for Doring Bay was relocated to Vredendal based on the outcomes of the feasibility study. Funding to the value of R2,5 million was made available by Exxaro Namakwa Sands. The project will commence 2010.
- A partnership between the Municipality and the West Coast Business Development Centre was created to assist local communities with small business development. Communities now have access to a number of business development services including but not limited to business registration, various aspects of business training, business plan development, fundraising and monitoring and mentoring are some of the services provided at no cost to local communities.
- A number of projects in support of small business development were submitted via the Social and Labour Plan of the Department of Minerals and Energy. Projects include small livestock farmer development, 20 hectare organic farm, a live-crayfish holding facility, community bakery in Ebenhaeser, freshwater aquaculture development project and a brick manufacturing business in Koekenaap.
- The LED Forum devised a 10 point business development plan with the view to attract investors to the Matzikama. The Matzikama Municipality, in support of the above, is one of few municipalities that will participate in the 2010 Global Business Summit where these projects will be presented to international investors.

The LED strategy identifies various issues and strategic areas for intervention such as:

Objectives	Strategies
To grow and develop the local economy with the emphasis on making HDI part of the mainstream economy of the Matzikama Municipality	<ul style="list-style-type: none"> <li>• Engage relevant government departments and private sector to support the development and implementation of a master development plan that focus on economy driver industries</li> </ul>

Objectives	Strategies
	<ul style="list-style-type: none"> <li>• Develop the current economic value chain of the municipal area with the view to make interventions to migrate from primary production into secondary production</li> <li>• Revise the current economic development strategy of the municipality to accommodate new direction</li> </ul>
To support the development of SMMEs	<ul style="list-style-type: none"> <li>• Support the West Coast Business Development Centre to develop SMMEs that is able to the tap into interventions made in the economic value chain with the focus on HDI entities/organizations</li> <li>• Identify opportunities for SMMEs in the development of the economic development chain</li> </ul>

**Table 101: LED Objectives and Strategies**

#### 4.8.4 ECONOMIC ACTIVITY

The table below identifies the economic activity within the different sectors:

Sector	2008/09	2009/10	2010/11
Agric, forestry and fishing	148	149	153
Mining and quarrying	29	30	23
Manufacturing	104	106	127
Wholesale and retail trade	139	142	135
Finance, property, etc.	90	93	90
Community and social services	64	65	60
Infrastructure services	87	89	91
<b>Total</b>	<b>661</b>	<b>674</b>	<b>679</b>

**Table 102: Economic activity by sector**

#### 4.8.5 LED INITIATIVES

With a limited budget for LED Projects and one official assist with LED implementation the following initiative has been initiated as set out in the table below identifies the detail of the various LED initiatives in the municipal area:

Description of project	No of Jobs created	Total Investment R'000	Amount spent to date R'000	Performance Highlights
Tile manufacturing from waste materials from the Transhex diamond mine	32	30	30	The business was launched September 2011
Production of cucumbers in greenhouses	25	4 500	3 500	Farm workers cooperatives have been established, ¼ hectare of the 1 hectare greenhouse is completed

Description of project	No of Jobs created	Total Investment R'000	Amount spent to date R'000	Performance Highlights
A facility to store and market live crayfish for the local fishermen of Doring Bay	110	2 200	2 080	11 Cooperatives with 10 members each have been established, a live crayfish holding facility has been constructed, DTI approved funding to purchase 3 vessels per cooperative
MCM made a collective quota of approximately 30 tons of white mussels available to the fishermen of Doring Bay. Women from the local Community in Doring Bay will be given the opportunity to harvest the mussels	20	300	0	A market for the mussels has been established
The project entails establishing a 20 ton pilot fish farm in Doring Bay to cultivate dusky cob	5 100	R5.1 million	100	The Provincial Department Economic Development approved the funding for the business plan, the business plan has been completed with the input of all role players, funding to the value of R5 million has been approved by the DAFF

*Table 103: LED initiatives*

#### 4.9 SERVICE PROVIDERS PERFORMANCE

Although the municipality has not implemented a system to measure the performance of the service providers, they did have to address the performance of any service providers. All appointed service providers have delivered services in terms of agreements and appointment letters.



# CHAPTER 5

## FUNCTIONAL PERFORMANCE





**CHAPTER 5: FUNCTIONAL PERFORMANCE**

This chapter provides information on the functional performance of the municipality on the implementation of the Top Layer and Departmental SDBIP for 2010/11.

The municipal functional areas are as indicated below:

<b>Municipal Function</b>	<b>Municipal Function Yes / No</b>
<b>Constitution Schedule 4, Part B functions:</b>	
Air pollution	MOU with WCM
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Fire fighting services	MOU with WDM
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Yes
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
<b>Constitution Schedule 5, Part B functions:</b>	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes

Municipal Function	Municipal Function Yes / No
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

*Table 104: Functional Areas*

## 5.1 PERFORMANCE HIGHLIGHTS PER FUNCTIONAL AREAS

Directorate/ Functional area	Sub Directorate	Highlights
<b>Office of the Municipal Manager</b>	Municipal Manager	Development of various policies that was approved by council
		Ensure that council and the EMC meets regularly and that decisions taken are done so within the statutory framework for local government
		Ensure that IDP and budget is developed and approved within the statutory timeframes
	IDP/LED	Development of settlement based plans
		IDP and budget linkage has improved
	Audit	Audit Committee meets regularly
Development of a Risk Mitigation Plan with the assistance of the Provincial Treasury		
Ensure regular monthly internal audit inspections of the various departments		
<b>Corporate Services</b>	Administration	The appointment of a permanent Director for Directorate Corporative Services
		The purchase of the old Sanlam building in Vredendal and the most needed office space which came available for Directorate Corporative Services
	Housing	The Council's approval of a policy for the allocation of residential plots in informal residential areas
		Successful registration of 50 residential properties to buyers
		Supplying of water and toilets to 150 erven (families) in the informal residential area of Klawer

Directorate/ Functional area	Sub Directorate	Highlights
		Successful moving of 10 families from the Polla Park informal residential area in Vredendal-North to the serviced erven in Kuyasa residential area in Vredendal-North
		Training of 34 home owners in the housing owners education training programme
	Human Resource	The successful appointment of 47 permanent employees and handling of 9 promotions of internal staff
		The approval of an Induction policy
		The training of 20 clerks and cashiers in Excellent Customer Care
		The Skills Development Facilitator successfully completed her ODETDP Training and received her certificate (NQF level 6) in this regard
	Town Planning	The finalising of 55 change of land use applications
		The appointment of an additional planning clerk
	Libraries	The appointment of four extra Library-Assistants and two library Cleaners with a Conditional Grant of R426 000 from the Western Cape Library Services
		The installation of four computers at Vredendal library and three computers at Vanrhynsdorp library for access to the provincial information management system (PALS) and for internet usage by the public
	Tourism	The Council adopted a new Tourism Strategy for Matzikama Municipality on 30 July 2010
		In conjunction with West Coast Tourism the Matzikama area was represented on the following national and international tourism shows: The Beeld Holiday Show in Johannesburg, INDABA Tourism Show in Durban, Namibian Tourism Expo in Windhoek (On these shows information of Matzikama area in the form of the Matzikama DVD and Brochure was handed out to potential tourists as well as to the tourism industry.)
		In conjunction with Cape Town Routes Unlimited updated information of the Matzikama area as well as information on all of the members of Matzikama Tourism was provided on the official website for Tourism in the Western Cape.
		Matzikama Tourism played an informative and supportive role to the success of the first ever Huisgenoot Namaqua Festival during October 2010 in Vredendal which attracted approximately 15 000 visitors to Matzikama area.
		The lifeguards appointed by the Municipality to safeguard the Pilot Blue Flag Beach of Strandfontein during the December Holidays were assisted to be visible and to render proper life guarding services with lookout points, branded flag material as well as new equipment. During December 2010 and January 2011 there was 17290 people on the beach with 6043 bathers and no casualties occurred.
		In conjunction with the Department of Economic Development and Tourism 41 tourism facilities in the Matzikama area was assessed according to the quality assurance minimum requirements criteria as laid down by the Department and contribute to the ethos of responsible tourism in the Western Cape.
With funding received from West Coast Biosphere the Matzikama Tourism was able to enhance visitors experiences to the region by upgrading the Flamingo Birding Route, the Fryers Cove Eco Garden and labyrinth near Strandfontein as well as the Crayfish Hiking Trail from Doringbaai to Papendorp with signage, rehabilitation and identification of endangered plant species on the cliffs, reconstruction of pathways as well as fixing of bird lookout points.		
Traffic officer provide Heavy driving training to public, results in making persons employable with a code 14 licences. More than 20 students have already obtained such		
Community	Traffic	

Directorate/ Functional area	Sub Directorate	Highlights
<b>Services</b>		a driver licence. Training is also provided for municipal worker as part of their career path.
	Fire Brigade	Reaction time is within 5 minutes in town and within 20 minutes for other towns.
	Public Safety	Visible policing and Roadblocks results in a positive accident statistic for this area.
		Drunken driving cases are on the decrease which create a road safety environment to the community
	Vehicle License & Registration	Due to proper planning is the waiting lists for driver licences and learner licences within a week instead of three weeks
	Refuse Removal	Every residents in area received refuse removal at least once a week.
	Sport Fields	Vredendal- North sports field are upgrade with a newly established rugby and soccer field which will be in use in 2012
	Cemeteries	EPWP workers were employed to do maintenance in Cemeteries, resulted in a neat and clean environment
<b>Technical Services</b>	Civil Services: Road Transport	Reseal of Trinity and Baumeester Street
		Training of personnel in Construction of roads 10 workers
	Civil Services: Sanitation	Construction of new Waste Water Treatment Works in Vredendal North and South
		Training of personnel in Waste Water Treatment 14 workers
		Construction of Booster pump station between Vredendal and Vanrhynsdorp
	Civil Services: Water	Construction of new reservoir at Lutzville West
Training of personnel in Water Treatment 6 workers		

**Table 105: Performance highlights per functional area**

## 5.2 OVERVIEW OF PERFORMANCE

The performance statistics in the table below and all the graphs in the following sub paragraphs include performance in terms of the Departmental SDBIP, which measures operational performance, as well as, the performance in terms of the Top Layer SDBIP. The graph for each directorate is an overview of the overall results of all the KPI's measured in terms of the municipal SDBIP performance management system.

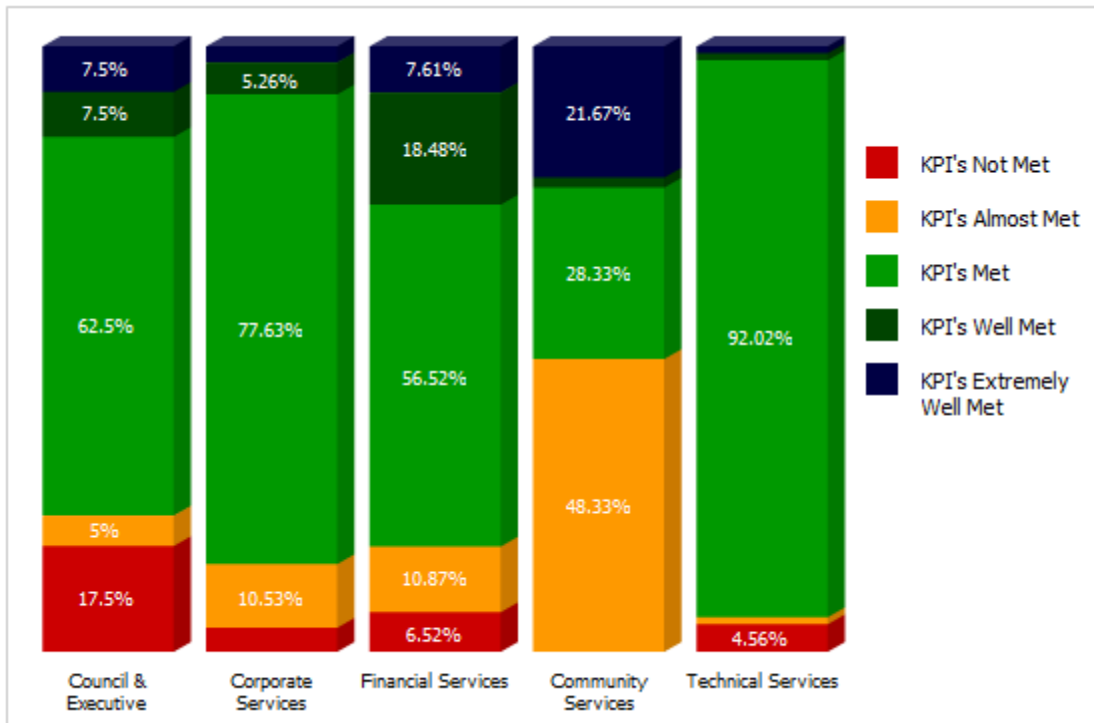
Directorates	Financial year	Total KPIs	KPIs Extremely well met	KPIs well met	KPIs met	KPIs almost met	KPIs not met
Council and Executive	2009/10	17	n/a	n/a	14	0	3
	<b>2010/11</b>	80	6	6	50	4	14
Corporate Services	2009/10	78	n/a	n/a	78	0	0
	<b>2010/11</b>	76	2	4	59	8	3
Financial Services	2009/10	73	n/a	n/a	55	7	11

	<b>2010/11</b>	92	7	17	52	10	6
Community Services	2009/10	55	n/a	n/a	53	2	0
	<b>2010/11</b>	60	13	1	17	29	0
Technical Services	2009/10	129	n/a	n/a	118	4	7
	<b>2010/11</b>	263	3	3	242	3	12
<b>Matzikama Municipality</b>	2009/10	<b>402</b>	n/a	n/a	<b>359</b>	<b>17</b>	<b>26</b>
	<b>2010/11</b>	<b>571</b>	<b>31</b>	<b>31</b>	<b>420</b>	<b>54</b>	<b>35</b>

**Table 106: Summary of total performance**

*Note: The table above does not include KPI's not measured yet in the Top Layer and Departmental SDBIP*

**The following graph indicates the overall results of all the KPI's measured of the various directorates in terms of the municipal SDBIP performance management system**



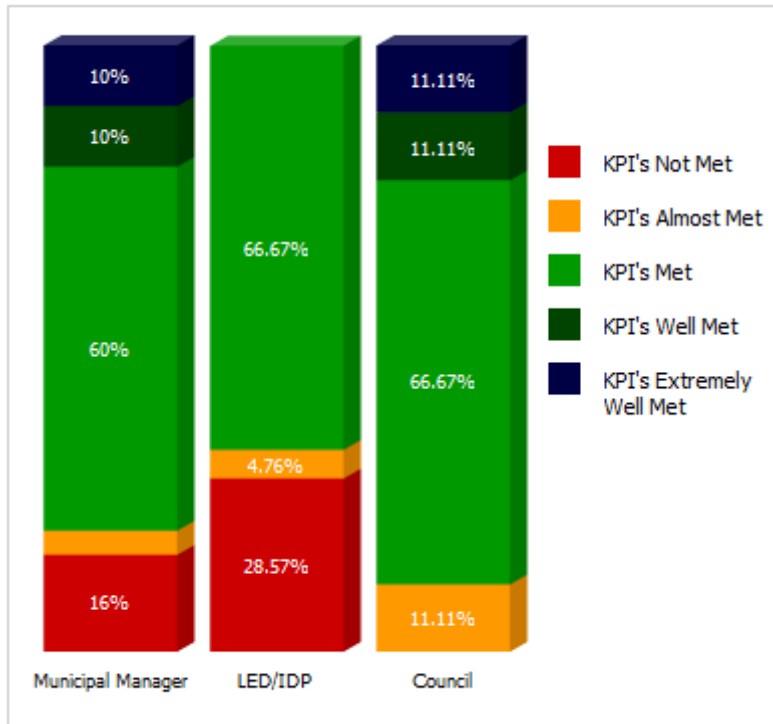
**Graph 14: Overall performance of directorates**

5.3 PERFORMANCE PER FUNCTIONAL AREA (DEPARTMENTAL/OPERATIONAL SDBIP)

5.3.1 COUNCIL AND EXECUTIVE

Council and Executive consist of the divisions Municipal Manager, LED/IDP and Council

The following graph indicates the overall results of all the KPI's measured of the various sub-directorates within the Council and Executive directorate in terms of the municipal SDBIP performance management system

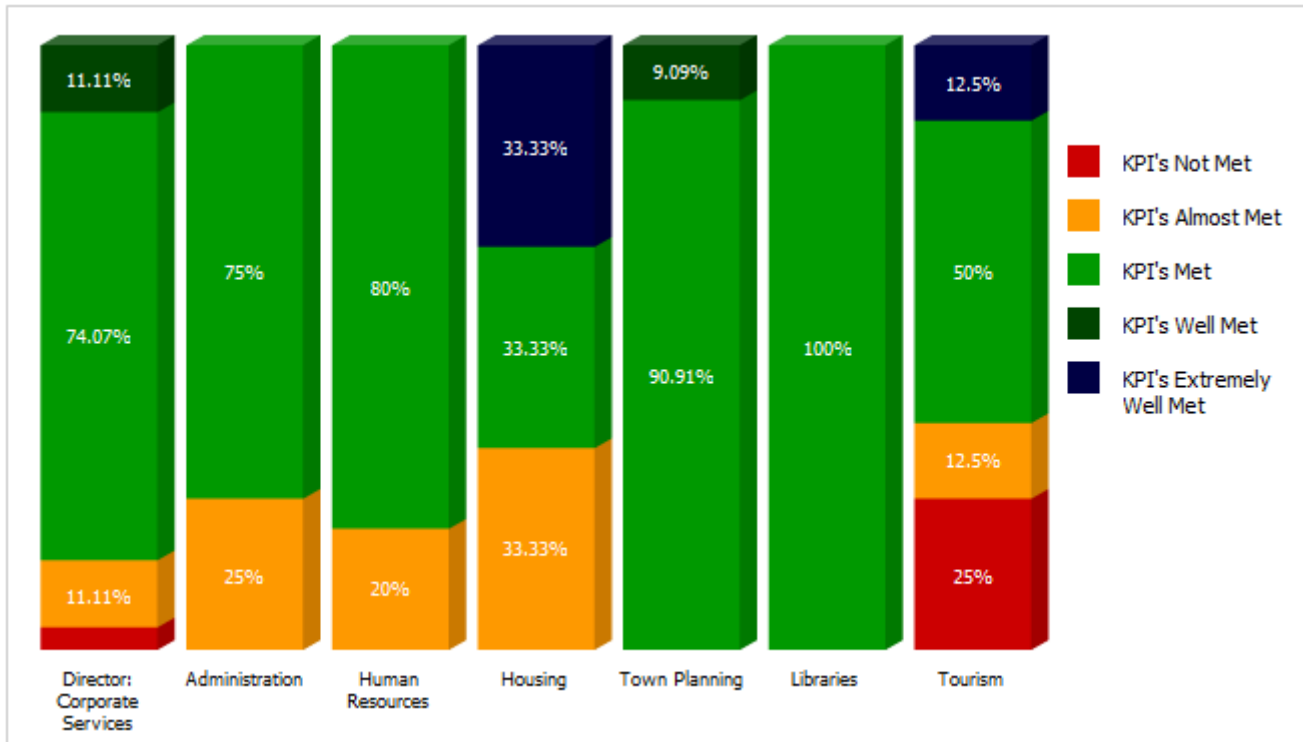


Graph 15: Council and Executive sub-directorate performance

5.3.2 CORPORATE SERVICES

Corporate Services consist of the divisions Director: Corporate Services, Administration, Housing, Town Planning, Libraries, Human Resources and Tourism

**The following graph indicates the overall results of all the KPI's measured of the various sub-directorates within the Corporate Services directorate in terms of the municipal SDBIP performance management system**

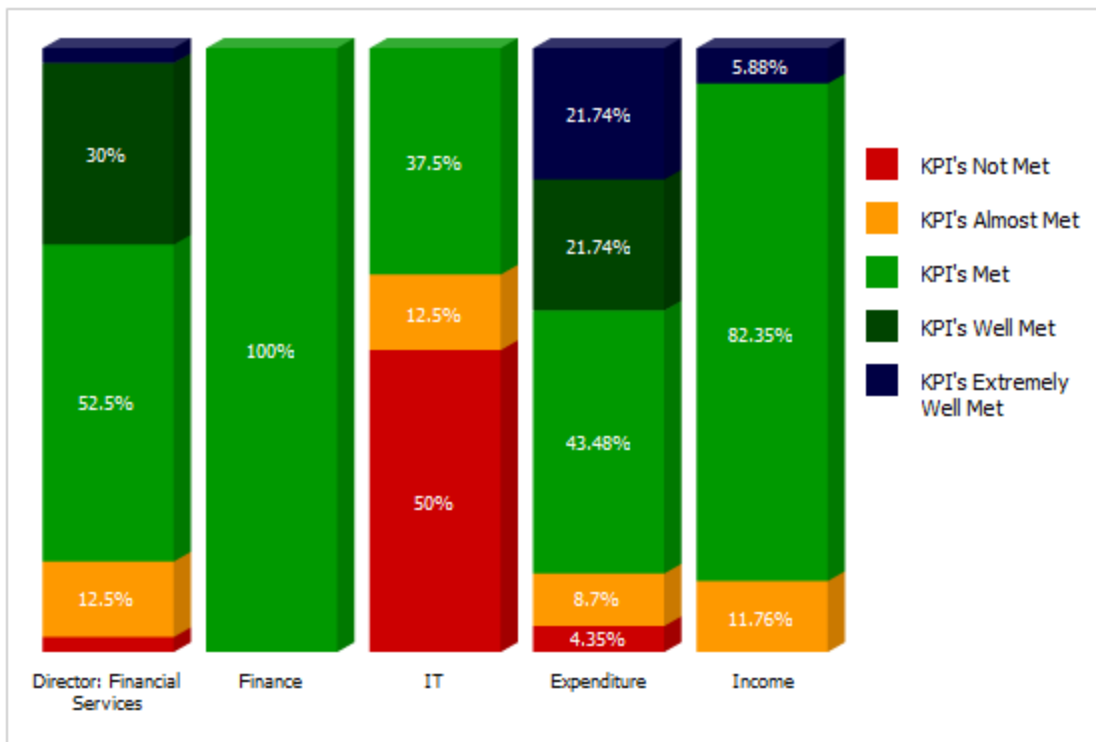


**Graph 16: Corporate Services sub-directorate performance**

5.3.3 FINANCIAL SERVICES

Financial Services consist of the divisions Director: Financial Services, Information Technology, Expenditure, Income and Finance

**The following graph indicates the overall results of all the KPI's measured of the various sub-directorates within the Financial Services directorate in terms of the municipal SDBIP performance management system**



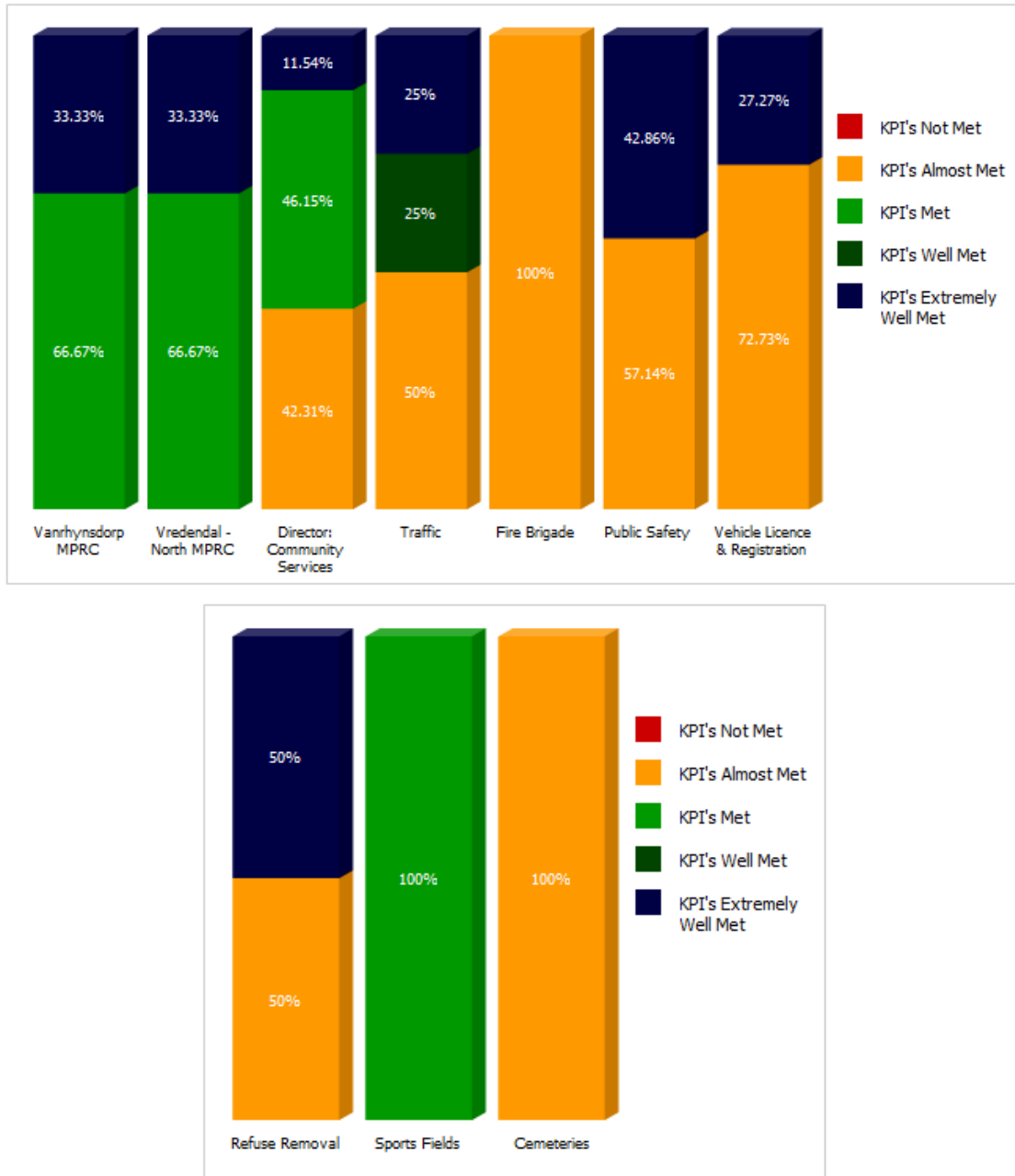
**Graph 17: Financial Services sub-directorate performance**



5.3.4 COMMUNITY SERVICES

Community Services consist of the divisions Director: Community Services, Vanrhynsdorp MPRC, Vredendal – North MPRC, Traffic, Fire Brigade, Public Safety, Vehicle Licensing & Registration, Refuse Removal, Sports Fields and Cemeteries

**The following graph indicates the overall results of all the KPI's measured of the various sub-directorates within the Community Services directorate in terms of the municipal SDBIP performance management system**

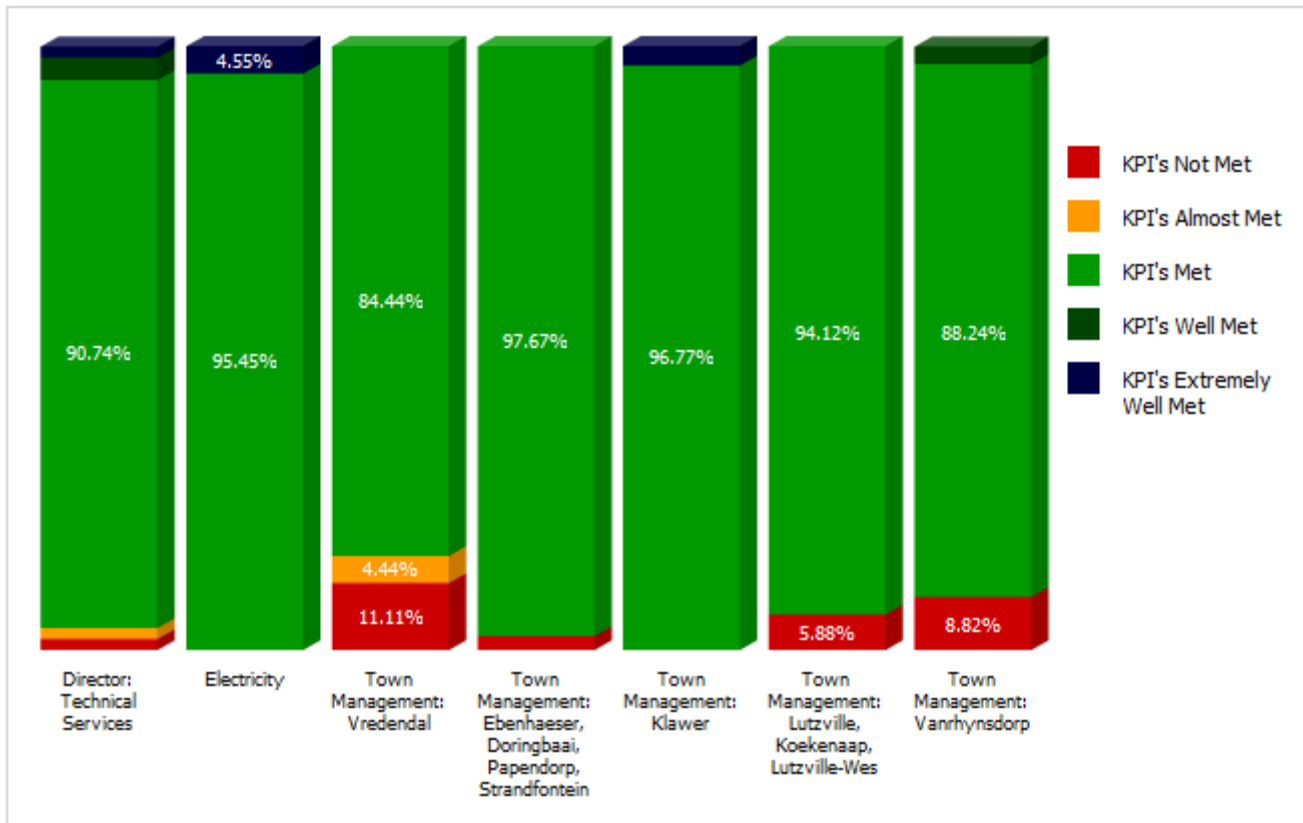


**Graph 18: Community Services sub-directorate performance**

5.3.5 TECHNICAL SERVICES

Technical Services consist of the divisions Director: Technical Services, Electricity, Town Management: Vredendal, Town Management: Ebenhaeser, Doringbaai, Papendorp, Strandfontein, Town Management: Klawer, Town Management: Lutzville, Koekenaap, Lutzville Wes and Town Management: Vanrhynsdorp.

**The following graph indicates the overall results of all the KPI's measured of the various sub-directorates within the Technical Services directorate in terms of the municipal SDBIP performance management system**



**Graph 19: Technical Services sub-directorate performance**

## **CHAPTER 6**

# **FINANCIAL PERFORMANCE**

CHAPTER 6: FINANCIAL PERFORMANCE

6.1 FINANCIAL VIABILITY HIGHLIGHTS

Challenge	Action to address
Cash Flow	<ul style="list-style-type: none"> <li>•Reduce Capital Spending out of own funds for a period.</li> <li>•Discontinuation of non-core functions.</li> </ul>

*Table 107: Financial Viability Highlights*

6.2 FINANCIAL VIABILITY CHALLENGES

Challenge	Action to address
Implementation of GRAP	Improvement of capacity
Limited revenue raising capacity	Development and implementation of revenue enhancement strategies

*Table 108 Financial Viability Challenges*

6.3 FINANCIAL SUSTAINABILITY

A) NATIONAL KEY PERFORMANCE INDICATORS - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area namely Municipal Financial Viability and Management.

KPA & INDICATOR	2007/08	2008/09	2009/10	2010/11
Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	18.71	15.08	14.44	10.40
Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	0.37	0.37	0.25	0.37
Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure	0.22	0.25	0.11	0

*Table 109: National KPI's for financial viability and management*

6.3.1 OPERATING RESULTS

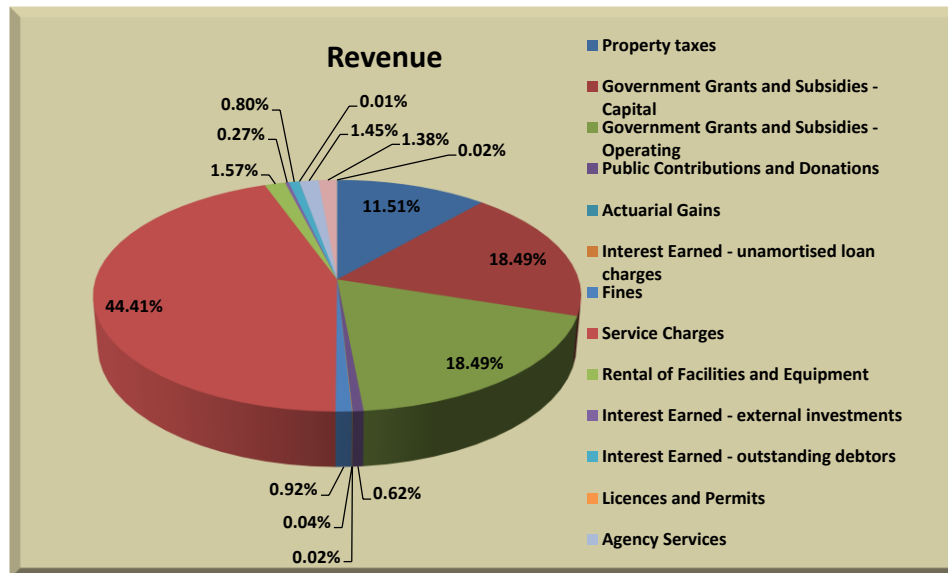
The table below shows a summary of performance against budgets

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000	R'000	R'000		R'000	R'000	R'000	
2007/08	84 590	114 672	30 082	35.6	88 801	109 653	(20 852)	(23.5)
2008/09	115 793	159 195	43 402	37.5	121 559	124 993	(3 434)	(2.8)
2009/10	126 156	149 164	23 008	18.2	133 879	134 129	(250)	(0.2)
2010/11	184 383	169 110	15 273	(8.2)	150 056	157 809	(7 753)	(5.2)

Table 110: Performance against budgets

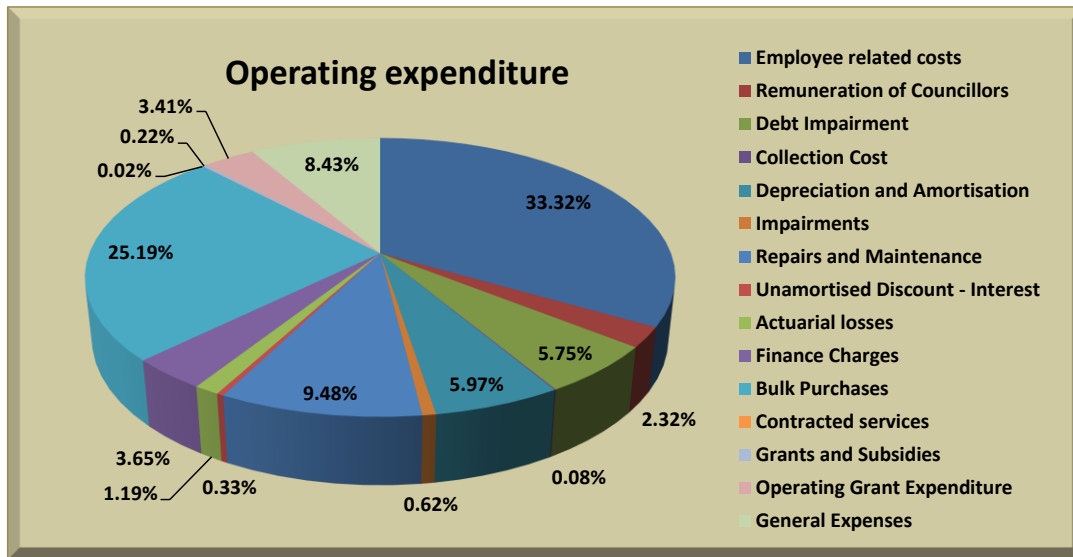
The municipality received **R169,110 million** revenue for the year of which **R157,809 million** was utilized for operating expenditure. Salaries and Councillor allowances were **33,32%** of the operating expenditure for the year under review and the percentage is well within the national norm of between 35-40%. Bulk purchases of water and electricity and expenditure with regards to salaries and allowances makes up most of the total operating expenditure of the municipality. Grant and subsidies received, property tax and service charges, account for most of the revenue for the year under review.

**The following graph indicates the various types of revenue items in the municipal budget for 2010/11**



Graph 20: Revenue

The following graph indicates the various types of expenditure items in the municipal budget for 2010/11



Graph 21: Operating expenditure

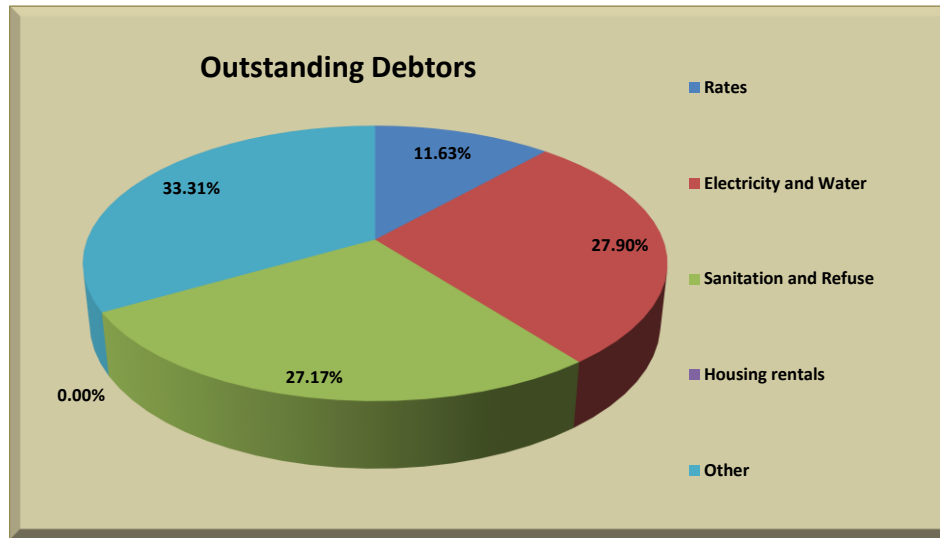
### 6.3.2 OUTSTANDING DEBTORS

#### A) GROSS OUTSTANDING DEBTORS PER SERVICE

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)			
	R'000	R'000	R'000	R'000	R'000	R'000
2009/10	4 276	7 814	7 170	0	9 118	28 378
2010/11	3 771	9 050	8 812	0	10 804	32 437
Difference	(505)	1 236	1 642	0	1 686	4 059
% growth year on year	(11.81)	15.82	22.90	0	18.49	14.30

Table 111: Gross outstanding debtors per service

The following graph indicates the total outstanding debt per type of service for 2010/11



Graph 22: Debt per type of service

B) TOTAL DEBTORS AGE ANALYSIS

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000	R'000	R'000	R'000	R'000
2009/10	10 718	1 248	910	15 502	28 378
2010/11	10 170	1 378	1 294	19 595	32 437
Difference	(548)	100	384	4 093	4 059
% growth year on year	(5.11)	8.01	42.20	26.40	14.30

Table 112: Service debtor age analysis

Note: Figures exclude provision for bad debt

6.3.3 VIABILITY INDICATORS

A) LEVEL OF RELIANCE ON GRANTS AND SUBSIDIES

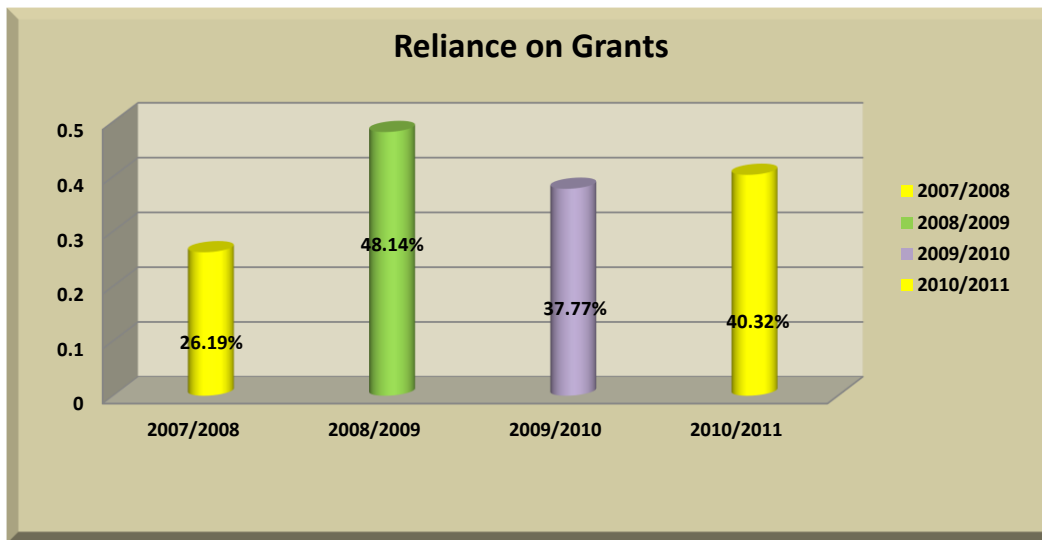
Financial year	Total grants and subsidies received (R'000)	Total Operating Revenue (R'000)	Percentage (%)
2007/08	30 029	114 672	26.19
2008/9	76 633	159 195	48.14
2009/10	56 345	149 164	37.77

Financial year	Total grants and subsidies received (R'000)	Total Operating Revenue (R'000)	Percentage (%)
2010/11	68 182	169 110	40.31

Table 113: Reliance on grants

The municipality is more reliant on grants to finance expenditure than other municipalities with the same nature, due to our limited revenue raising capacity.

The following graph indicates the municipality's reliance on grants as percentage for the last three financial years



Graph 23: Reliance on grants as %

B) LIQUIDITY RATIO

Financial year	Net current assets (R'000)	Net current liabilities (R'000)	Ratio
2007/08	25 419	19 615	1.3:1
2008/09	37 921	26 361	1.4:1
2009/10	38 994	28 389	1.4:1
2010/11	37 696	42 237	0.9:1

Table 114: Liquidity ratio

The ratio is currently below the national norm of 1.5:1. It is therefore imperative to develop and implement more vigorous revenue raising initiatives, especially with regard to outstanding debtors to improve our cash-flow generation for much needed own funding for infrastructure development.



6.3.4 AUDITED OUTCOMES

Year	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/11
Status	Qualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

Table 115: Audit outcomes

The following table provides the details on the audit outcomes for the past two financial years with the correctives steps implemented:

2008/09	
Issue raised	Corrective step implemented
<b>Emphasis of matter:</b>	
As disclosed in note 36.1 to the financial statements, unauthorized expenditure to the amount of R22 687 402 was incurred, as the total budget and expenditure of certain votes were overspent.	The unauthorized expenditure was condoned by the Council. Every effort will however be made in future to ensure that all expenditure is approved in an adjustments budget.
<b>Emphasis of matter:</b>	
As disclosed in note 32 to the financial statements, the corresponding figures for 2006-07 have been restated as result of an error discovered during 2007-08 in the financial statements of the municipality at, and for the year ended 30 June 2007.	The error relates to the incorrect treatment of VAT by the Sebata Financial Management System. The system parameters were adjusted during the 2008/09 financial year.
<b>Emphasis of matter:</b>	
<b>Matter of Governance</b>	
The internal audit function did not substantially fulfill its responsibilities for the year, as set out in section 165(2) of the MFMA.	The internal audit unit will in future liaise with the Office of the Auditor-General in order to ensure that sufficient capacity exists and that the internal audit function is performed in terms of section 165(2) of the MFMA. The financial statements will be reviewed to ensure that any material adjustments are made before the financial statements are submitted for audit.
<b>Non compliance with regulatory requirements:</b>	
The municipality did not appoint and budget for a performance audit committee, neither was another audit committee utilised as the performance audit committee.	The duties of the performance audit committee are being performed by the audit committee and this will be included in the audit charter as such.

Table 116: 2008/09 Detail on audit outcomes

2009/10	
Issue raised	Corrective step implemented
<b>Emphasis of matter:</b>	
Corresponding figures for 30 June 2009 have been restated as a result of errors discovered during the 2009/2010 financial year.	Every effort is made to prohibit this kind of adjustment but it will not be avoidable until the full GRAP accounting standpoints have been implemented.
<b>Emphasis of matter:</b>	
Materially under spending of R 21,4m on the capital projects.	Most of the projects involved are running over more than one financial year and were delayed for various reasons. Project planning has to been set-up to avoid these kind of over budgeting.
<b>Emphasis of matter:</b>	
<b>Matter of Governance</b>	
<ul style="list-style-type: none"> <li>•The risk to inaccurate and in completing reporting.</li> <li>•The risk relating to procurement and contract management with laws and regulations.</li> </ul>	The management of the Performance Management System and the management of the Supply Chain System will be adjusted to comply with the laws and regulations to improve the reporting on these topics and to reduce any risks involved.
<b>Non compliance with regulatory requirements:</b>	
<ul style="list-style-type: none"> <li>•The performance management systems have been audited for the first time and a number of items of non-compliance have been raised by the Auditor General.</li> <li>•Non –Compliance of Supply Chain Management Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>•To upgrade the Performance Management System and the reporting on the system to comply with the act and regulations.</li> <li>•A Supply Chain Management unit was only started after year end. Non-compliance problems will be reduced.</li> </ul>

*Table 117: 2009/10 Detail on audit outcomes*

2010/11	
Issue raised	Corrective step implemented
<b>Emphasis of matter:</b>	
Land Development Land suit	Law Suit will be adhered to by arbitrator
Material Losses – water 32%	Meter audits
Material Losses - Electricity 19%	Meter audits
Increase in Bad Debts	Enhanced enforcement of Credit Control Policy
Under spending of budget	Enhanced project planning

*Table 118: 2010/11 Detail on audit outcomes*

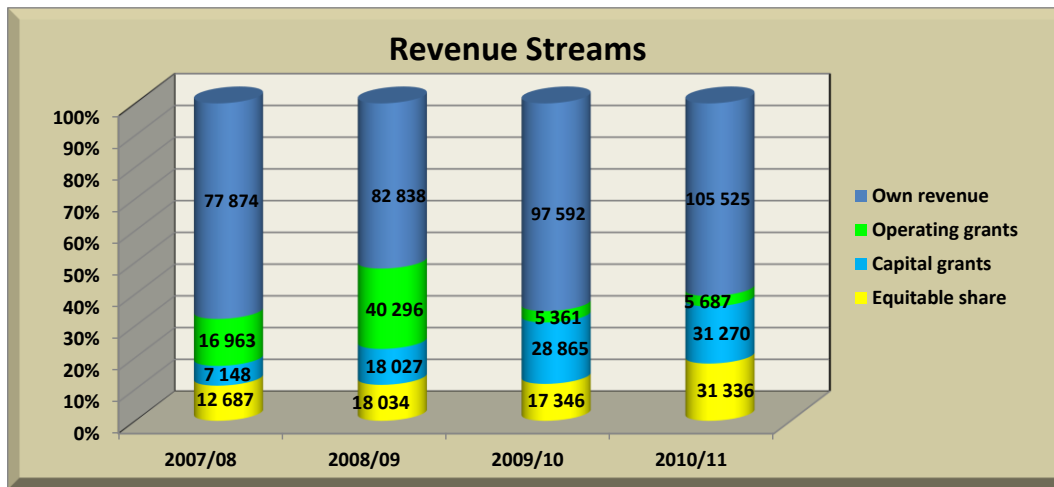
### 6.3.5 EQUITABLE SHARE VS TOTAL REVENUE

Description of revenue	Amount received 2007/08	Amount received 2008/09	Amount received 2009/10	Amount received 2010/11
	R'000	R'000	R'000	R'000

Description of revenue	Amount received 2007/08	Amount received 2008/09	Amount received 2009/10	Amount received 2010/11
	R'000	R'000	R'000	R'000
Equitable share	12 687	18 034	17 346	31 336
Capital grants	7 148	18 027	28 865	31 270
Operating grants	16 963	40 296	5 361	5 687
Own revenue	77 874	82 838	97 592	105 525
<b>Total revenue</b>	<b>114 672</b>	<b>159 195</b>	<b>149 164</b>	<b>169 110</b>

*Table 119: Equitable share vs total revenue*

The following graph indicates the various revenue streams of the municipality for the past three financial years



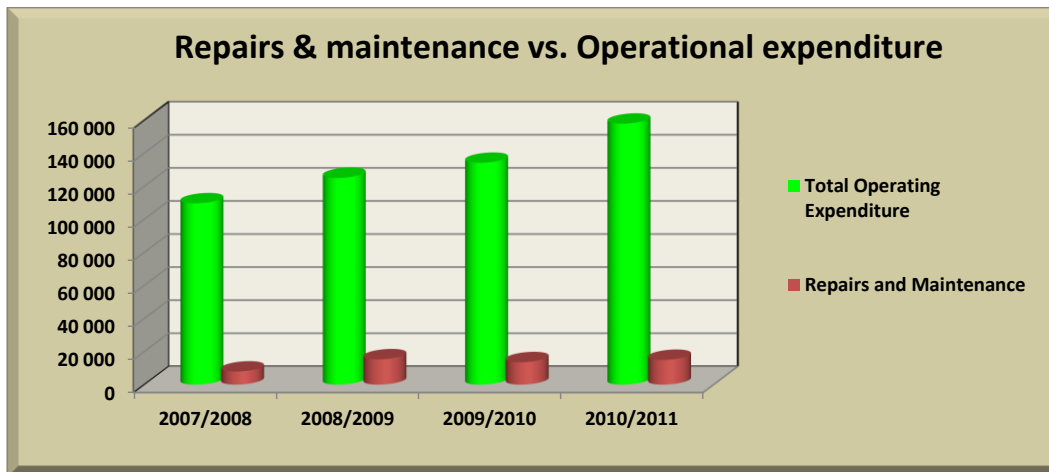
*Graph 24: Revenue streams*

6.3.6 REPAIRS AND MAINTENANCE

Description	2007/2008	2008/2009	2009/2010	2010/11
	R'000	R'000	R'000	R'000
<b>Total Operating Expenditure</b>	109 653	124 993	134 129	157 809
<b>Repairs and Maintenance</b>	7 912	15 298	13 555	14 959
<b>% of total OPEX</b>	<b>7.22</b>	<b>12.24</b>	<b>10.11</b>	<b>9</b>

Table 120: Repairs & maintenance as % of total OPEX

The following graph indicates the percentage of the budget that was spent on repairs & maintenance in relation to the operational budget



Graph 25: Repairs and maintenance as percentage of OPEX

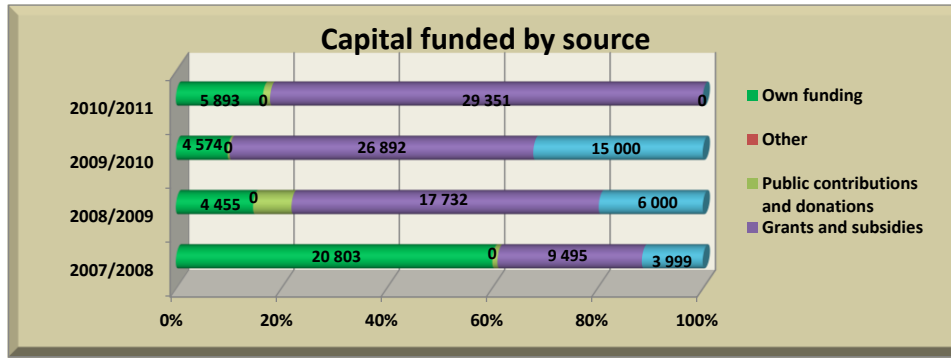
6.3.7 CAPITAL FUNDED BY SOURCE

Description Source	2007/2008	2008/2009	2009/2010	2010/11
	R'000	R'000	R'000	R'000
<b>External loans</b>	3 999	6 000	15 000	0
<b>Grants and subsidies</b>	9 495	17 732	26 892	29 351
<b>Public contributions and donations</b>	334	2 219	183	500
<b>Own funding</b>	20 803	4 455	4 574	5 893
<b>Other</b>	0	0	0	0
<b>Total capital</b>	<b>34 631</b>	<b>30 406</b>	<b>46 649</b>	<b>35 744</b>

Description Source	2007/2008	2008/2009	2009/2010	2010/11
	R'000	R'000	R'000	R'000
expenditure				

Table 121: Capital funded by source

The following graph indicates capital expenditure funded by the various sources



Graph 26: Capital funded by source

## LIST OF ABBREVIATIONS

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<b>AG</b>	Auditor-General
<b>CAPEX</b>	Capital Expenditure
<b>CBP</b>	Community Based Planning
<b>CFO</b>	Chief Financial Officer
<b>DPLG</b>	Department of Provincial and Local Government
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>EE</b>	Employment Equity
<b>GAMAP</b>	Generally Accepted Municipal Accounting Practice
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>HR</b>	Human Resources
<b>IDP</b>	Integrated Development Plan
<b>IFRS</b>	International Financial Reporting Standards
<b>IMFO</b>	Institute for Municipal finance officers
<b>KPA</b>	Key Performance Area
<b>KPI</b>	Key Performance Indicator
<b>LED</b>	Local Economic Development
<b>MAYCOM</b>	Executive Mayoral Committee
<b>MFMA</b>	Municipal Finance Management Act (Act No. 56 of 2003)
<b>MIG</b>	Municipal Infrastructure Grant
<b>MM</b>	Municipal Manager
<b>MMC</b>	Member of Mayoral Committee
<b>MSA</b>	Municipal Systems Act No. 32 of 2000
<b>MTECH</b>	Medium Term Expenditure Committee
<b>NGO</b>	Non governmental organisation
<b>NT</b>	National Treasury

<b>OPEX</b>	Operating expenditure
<b>PMS</b>	Performance Management System
<b>PT</b>	Provincial Treasury
<b>SALGA</b>	South African Local Government Organisation
<b>SAMDI</b>	South African Management Development Institute
<b>SCM</b>	Supply Chain Management
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework

## **Annexure A: Financial Statements**





## **Annexure B: Report of the Auditor General**



## **Annexure C: Report of the Performance Audit Committee**

