

Annual Report

Prince Albert Municipality

2010/11



LIST OF ABBREVIATIONS

1.	AG	Auditor-General
2.	CAPEX	Capital Expenditure
3.	CBP	Community Based Planning
4.	CFO	Chief Financial Officer
5.	DPLG	Department of Provincial and Local Government
6.	DWAF	Department of Water Affairs and Forestry
7.	EE	Employment Equity
8.	GAMAP	Generally Accepted Municipal Accounting Practice
9.	GRAP	Generally Recognized Accounting Practice
10.	HR	Human Resources
11.	IDP	Integrated Development Plan
12.	IFRS	International Financial Reporting Standards
13.	IMFO	Institute for Municipal finance officers
14.	KPA	Key Performance Area
15.	KPI	Key Performance Indicator
16.	LED	Local Economic Development
17.	MAYCOM	Executive Mayoral Committee
18.	MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
19.	MIG	Municipal Infrastructure Grant
20.	MM	Municipal Manager
21.	MMC	Member of Mayoral Committee
22.	MSA	Municipal Systems Act No. 32 of 2000
23.	MTECH	Medium Term Expenditure Committee
24.	NGO	Non governmental organisation
25.	NT	National Treasury
26.	OPEX	Operating expenditure
27.	PMS	Performance Management System
28.	PT	Provincial Treasury
29.	SALGA	South African Local Government Organisation
30.	SAMDI	South African Management Development Institute
31.	SCM	Supply Chain Management
32.	SDBIP	Service Delivery and Budget Implementation Plan
33.	SDF	Spatial Development Framework

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CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW

1.1 EXECUTIVE MAYOR'S FOREWORD

1.2 ACTING MUNICIPAL MANAGER'S FOREWORD

As the Acting Municipal Manager, I am honoured to present the Annual Report for 2010/11. The report has been compiled in accordance with the Local Government Municipal Systems Act 32 of 2000, the Local Government Municipal Finance Management Act 56 of 2003, as well as National Treasury Circular No.11. The report addresses the performance of Prince Albert Municipality for the year ended 30 June 2011, and the relevant statutory requirements.

The annual report allows us to take stock on how the Prince Albert Municipality responded to its mandate as a sphere of government who is charged with the responsibility of delivering services to our communities as well as to ensure that as a government entity we work towards improving the lives of our citizens. Account will therefore be given on progress made by the Municipality in fulfilling its objectives as reflected in the IDP, budget, SDBIP and overall performance.

The year under review in comparison to the previous financial year the municipality took deliberate steps and actions to comply with all legislative imperatives. The establishment, functioning, support, dedication and commitment of the audit committee are one of the milestones that are worth mentioning. To note that the audit committee under the leadership of Mr S Delpont made immediate impact in the governance arena in providing guidance and advice to the former municipal manager, acting municipal manager and council.

Acknowledgement is given to an extremely supportive community in supporting the municipality in its role hence a solid relationship was brought to bear between civil society and the administrative component of the municipality. Notably the support received from the Prince Albert Rate Payers Association under the leadership of Andre Jaquit and later Barbara Castle with dedication and passion on the community issues. These engagements were marked with robust discussions on what the municipality should pay attention to and where it is doing good work. The municipality were able to improve its reputation in the community and foster confidence. It should be noted that the former Mayor, Alderlady Magdalena Benjamin ensured that the image of the municipality improved by inviting and informing the community through Ms. Linda Jacquit the local newspaper editor what the residence of Prince Albert could expect from the municipality. This happened at regular intervals and the practice was adhered to by Mayor, Alderman April Pienaar.

The year under review marked improvement in the area of intergovernmental relations. Closer relations were fostered with the municipality in the Central Karoo as well as Eden Districts. The shared service arrangements between Prince Albert and the Central Karoo District Municipality were formalized through a memorandum of agreement hence the full-time support were allocated to the Prince Albert finance team. This was to strengthen

service delivery from a revenue perspective but also to ensure that the billing and accounting systems improved.

To note, that a solid administrative team were shaping to enhance service delivery. A Community Service Director was appointed under extremely difficult political conditions. The arrival of this Manager had immediate impact in this area of work. It was unfortunate that the incumbent left the employment after three months of service.

Despite the progress and the rhythm of good work, challenges were experienced by the institution both at a political and administrative front that had to be managed. The municipality had to continue to position itself and had to continue with its endeavours of providing the best possible service to its communities. The institution continued to work towards realizing its vision and working towards to succeed in our mission as articulated in the following strategic objectives;

1. Environmental & Spatial development
2. Economic development
3. Social development
4. Basic services & Infrastructure development
5. Institutional development & Transformation
6. Financial development
7. Good governance

Acknowledgement is herewith given to the Municipal manager, Juanita Fortuin, for the strategic leadership given and skills built within the Administrative sphere of the Prince Albert Municipality. We also want to acknowledge Mr Pedro Oliphant, the acting Municipal manager for quarter three and four, as well as Mr Jannie Neethling, acting Chief Financial Officer for the 2010/11 financial year, and Heinrich Mettler, manager Technical and Electrical Services.



Heinrich F.W. Mettler
Acting Municipal Manager

1.3 INTRODUCTION

This report addresses the performance of the Prince Albert 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 Prince Albert Municipality committed itself to the vision of:

“Uplift the standard and quality of life of the people in the sphere of the Prince Albert Municipal area and the optimal use of the resources and the sustainable preservation thereof”

The 2010/11 Annual Report reflects on the performance of the Prince Albert 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.

1.4 DEMOGRAPHIC INFORMATION:

Prince Albert is one of the Western Cape Local Municipalities, situated in the Central Karoo, 400 km north of Cape Town and 170 km south west of Beaufort West. The Municipality borders Beaufort West Local Municipality to the North and North West. Laingsburg is to the South West and the Eden District to the South. Prince Albert Municipal area covers a total of 8,800km², a vast part of this being in the rural areas where vast hectares are under agricultural production, mainly fruit and sheep farming. District roads radiate out of Prince Albert connecting it to its satellite towns of Prince Albert Road on the N1 (45 km to the north west), Klaarstroom on the R329 (55 km to the east) and Leeu - Gamka on the N1 (85 km to the north).

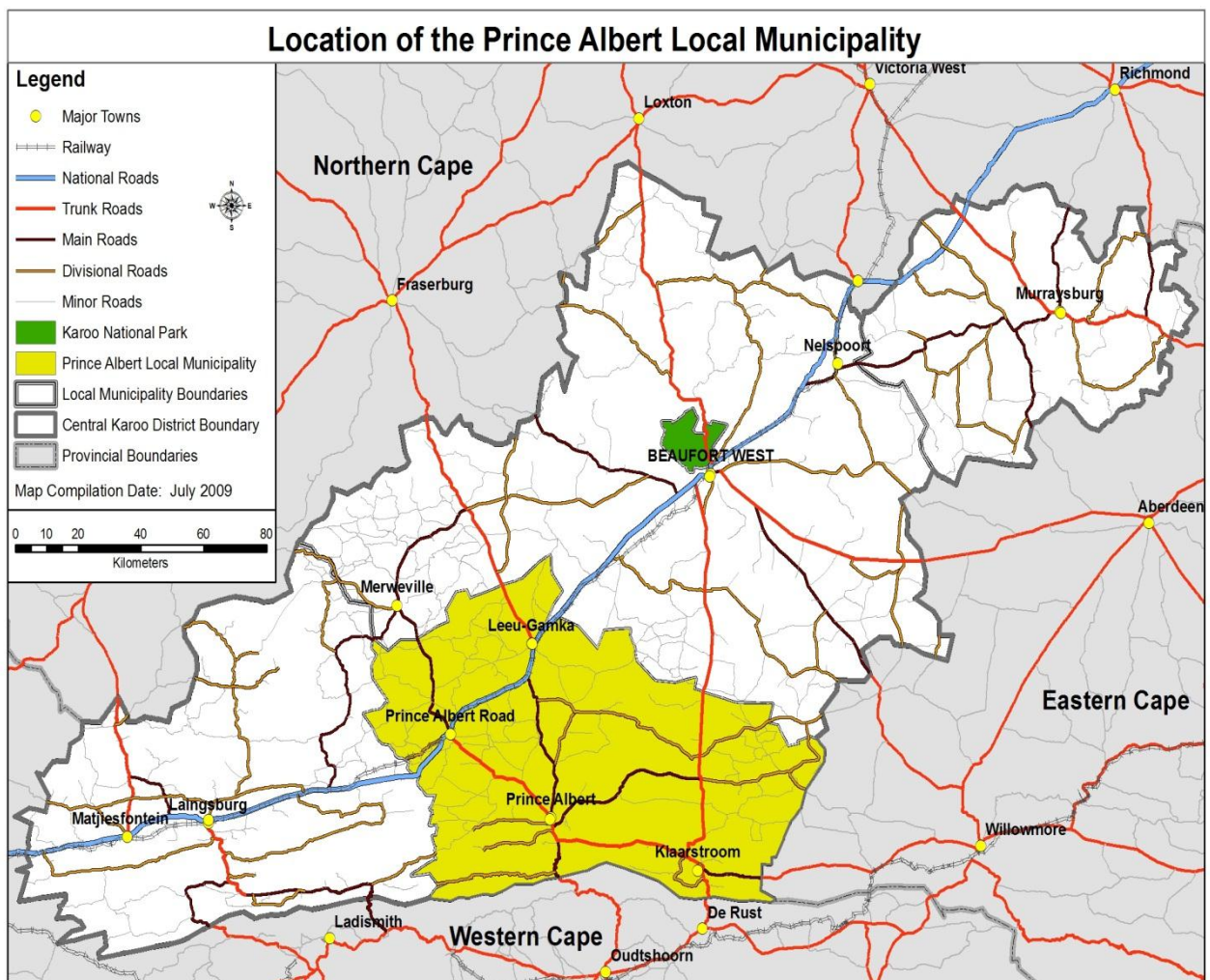
Areas:

The Municipality is structured into the following 3 service delivery areas:

AREA	AREAS
1	Prince Albert
2	Leeu Gamka
3	Klaarstroom

Table 1: Municipal service delivery areas

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



The table below indicates the demographic information of the municipal area, which was derived from the last census questionnaire used for municipal planning purposes:

The population size of PAM was estimated at 10 512 people in 2001 compared to 12 106 in 2008. The population grew on average 2% between 2001 and 2008.

Number of Households	Total Population	African	Coloured	Indian	White
2 850	12 106	197	10 526	13	1 370

Table 2: Demographic information of the municipal area

1.5 Socio Economic-Information:

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

Housing backlog (2010)	Unemployment rate (%)	Proportion of house-holds with no income (%)	Skills prop. of pop. - Low skilled employ. (%)	HIV/AIDS prevalence 2005 (%)	People older than 14 years illiterate (%)	Urban/rural household split (%)
2121	35.2	6.8	31	2.1	41	80

Table 3: socio-economic information for the municipal area

1.6 Municipal Challenges:

The following challenges and actions were identified by the municipality:

CHALLENGES	ACTIONS TO ADDRESS
Employment and job creation	
The creation a climate conducive for economic growth and development	<ul style="list-style-type: none"> Improved private sector involvement Finalization and implementation of the LED Strategy
Internal capacity Constraints	<ul style="list-style-type: none"> Finalization of disciplinary cases Appointment of a management team,
Project driven initiatives	<ul style="list-style-type: none"> Identify high impact initiatives within sectors that are key drivers of economic growth
Infrastructure and backlogs	
Upgrade of bulk infrastructure for housing development	<ul style="list-style-type: none"> Submit applications to funding sources e.g. MIG Secure assistance in technical skills DBSA
Transportation	
Inadequate public transport services	<ul style="list-style-type: none"> Implementation of transport plan in cooperation with the different spheres of government
Limited long distance transport options - no bus route	<ul style="list-style-type: none"> Improved engagement with provincial government for support
Housing	

CHALLENGES	ACTIONS TO ADDRESS
<ul style="list-style-type: none"> • Implementation of housings projects • Access to funding to provide low cost housing – DORA allocation inadequate 	<ul style="list-style-type: none"> • Engagement with Department Human Settlements for approval of applications • Drafting of a Human Settlement Plan • Engage to increase annual allocation, through implementation ready projects
Safety and security	
Limited law enforcement capacity to execute all municipal by-laws	<ul style="list-style-type: none"> • Establishment of a law enforcement unit
Social and community development	
Effective functioning of area committees	<ul style="list-style-type: none"> • Training of members and improved communication
Promoting the interest and well-being of the youth, children, women and disabled persons	<ul style="list-style-type: none"> • Effective stakeholder involvement • Improved public participation

Table 4: Municipal challenges and actions to address

1.7 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. 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 programs in the municipal area.

1.7.1 Council Name:

Prince Albert Municipality up to the 2011 elections had not ward and were divided into three areas. The councilors were all proportional members to the Prince Albert Town Council comprising of 6 Councilors, 3 representing the African National Congress and 3 from the Democratic Alliance. The portfolio committees are made up of councilors drawn from all political parties. The party and gender representation in the Council is listed in the table below:

Name of councilor	Capacity	Political Party	Ward representing or proportional
Mrs. M Benjamin	Executive Mayor until December 2010 and Councilor to the end of this political term	ANC	Prince Albert
Mr. A Pienaar	Deputy Mayor up to December 2010 and Executive Mayor to the end of this political Term	ANC	Klaarstroom
Mr. S Botes	Speaker	DA	Klaarstroom
Mr. NS Abrahams	Councilor until December 2010 and Deputy Mayor to the end of Term	ANC	Leeu Gamka
Mr. W Jansen	Councilor	DA	Prince Albert
Mr. JP Goliath	Councilor	DA	Leeu Gamka

Table 5: Composition of the Council pre-election 2011

Name of councilor	Capacity	Political Party	Ward representing or proportional
Mr. Nicolaas Abrahams	Deputy Mayor	ANC	Ward 1
Me. Magrietha Jafta	Speaker	KGP	Ward 2
Mr. Goliath Lottering	Executive Mayor	KGP	Ward 3
Mr. Isak Windvoel	Councilor District	KGP	Ward 4
Mrs. Christina Stols	Councilor	ANC	Proportional
DR Annelie Rabie	Councilor	DA	Proportional
Mr. Colin Bower	Councilor	DA	Proportional

Table 6: Composition of the Council post-election 2011

1.7.2 SECTION 79 PORTFOLIO COMMITTEES

The Portfolio Committees' primary responsibility is to exercise oversight over the executive arm of the municipality's governance structure. Section 79 Portfolio Committees monitor the delivery and outputs of the executive and may request departments to account for the outputs of their functions.

Executive Councilors accountable for executive decisions and operations performed in general policy frameworks, agreed to by Council and, although the Portfolio Committees play an oversight role, they do not have any decision-making powers. The Section 79 Portfolio Committees for the 2006/11 Mayoral Term and their Chairpersons are:

Finance Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr. A Pienaar	Chairperson	30.07.2010 14.10.2010 06.12.2010 13.01.2011 17.02.2011	All
Mr. S Botes	Speaker		
Mr. NS Abrahams	Councilor		
Mr. JP Goliath	Councilor		
Mr. W Jansen	Councilor		
Mrs. M Benjamin	Councilor		

Table 7: Composition of Finance Committee

Personnel and Transformation Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr. W Jansen	Chairperson	29.07.2010 12.10.2010 06.12.2010 19.01.2011 16.02.2011	All
Mr. A Pienaar	Executive Mayor (exe officio)		
Mr. NS Abrahams	Councilor		
Mr. JP Goliath	Councilor		
Mr. S Botes	Speaker		
Mrs. M Benjamin	Councilor		

Table 8: Composition of Personnel and Transformation Committee

Civil Services Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr. NS Abrahams	Chairperson	29.07.2010 06.12.2011 18.01.2011	All
Mr. A Pienaar	Executive Mayor (ex officio)		
Mr. S Botes	Councilor		
Mr. JP Goliath	Councilor		
Mr. W Jansen	Councilor		
Mrs. M Benjamin	Councilor		

Table 9: Composition of Civil Services Committee

Community Services and Development Committee

Name of member	Capacity	Meeting dates	Number of reports submitted to council
Mr. JP Goliath	Chairperson	30.07.2010 12.10.2010 06.12.2010 18.01.2011 16.02.2011	All
Mr. A Pienaar	Executive Mayor (ex officio)		
Mr. S Botes	Councilor		
Mr. NS Abrahams	Councilor		
Mr. W Jansen	Councilor		
Mrs. M Benjamin	Councilor		

Table 10: Composition of Community Services and Development Committee

1.8 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the Chief Accounting Officer of the Municipality and has the responsibility as head of the administration to primarily serve as chief custodian of service delivery and the implementation of political priorities. The Municipal manager is assisted by a management team, which consists of the following members:

Name of Official	Department	Performance agreement signed (Yes/No)
MS JD Fortuin	Municipal Manager	Yes
Mr. HFW Mettler	Technical & Electrical Services	Yes
Adv. MJ Doralingo	Community Services and Development	Yes
Mr. JJ van der Westhuizen	Chief Financial Officer	Yes
Mr. PL Oliphant	IDP Manager	No
Mr. J Neethling	Finance support (Secondment CKDM)	No

Table 11: Management Team

1.9 Public Accountability

1.9.1 Area Committees

Area 1: Prince Albert

Prince Albert (North-end)		
Name of representative	Capacity/ entity representing	Meeting dates
Magdalene Benjamin	(Chairperson)	Meetings were held in 2010 17 January 2011 02 February 2011 02 March 2011 05 April 2011 04 May 2011 (Area Forum)
Markus Isaacs	AGS Church	
FatiemaLekay	Social transformation	
Apools Ligenfeldt	Church	
Willem Hinkman	Church	
Sampie Hector	Church	
Vernie Olifant	Crèche	
Margie Jaftha	Advice Office	
Katriena Alexander	Bergsig Settlement representative	
JacobaVisagie	Zwartberg High School	

Prince Albert (South-end)		
Name of representative	Capacity/ entity representing	Terms of reference of committee Meeting dates
Willem Jansen	(Chairperson)	Several meetings were held in 2010 17 January 2011 02 February 2011 02 March 2010 05 April 2010 04 May 2011 (Area Forum)
Dave Rennie	Badisa	
Di Steyn	Tourism	
Sue-Dean Milton	Environmentalist	
Johan Du Toit	ACW-Old Age	
Rachell Roberts	ANC	
Linda Jaquet	Crèche	
Eddie Hattingh	CPF	
Mari-Ann Botha	Culture establishment	
Judy Mquire	Heritage Committee	

Table 12: Composition of Area Committee for Prince Albert (North-end and South-end)

Area 2: Leeu Gamka

Name of representative	Capacity/ entity representing	Meeting dates
Nicolaas Abrahams	Local Councilor	18 January 2011 08 February 2011 14 March 2011 06 April 2011 04 May 2011 (Area Forum)
Jacobus Goliath	Local Councilor	
Mary Petoors	Methodist Church	
Alicia Lottering	Community Guidance	
Raymond Swartz	Sport Forum	
Viola Petoors	CDW	
Samantha Klink	DA	
Sarah Jones	Transnet Housing	
Petrus Boesak	AGS Church	
Dawid Steenkamp	CPF	
Lydia Faroa	VyeBossie Organisation	
Monia Van Der Berg	Women needle work group	

Table 13: Composition of Area Committee for Leeu Gamka

Area 3: Klarstroom

Name of representative	Capacity/ entity representing	Meeting dates
April Pienaar	Local Councilor	17 January 2011 09 February 2011 02 March 2011 06 April 2011 04 May 2011 (Area Forum)
Stoffel Botes	Local Councilor	
Nellie Wildschut	Badisa	
Rose Fister	ANC	
Christien Hattingh	DA	
Deon Arries	Housing Committee	
Esmarelda Katzen	Crèche	
Carina Botes	Youth Forum	
Chantelle Booysen	Social Transformation	
Sam Fister	CPF	
Bruce Arries	W Tourism	
Booi Wilschut	Sport Forum	
Louise Arries	Women in Tourism	
Angeline Wildschut	Home Base Care	
Andries Claassen	Karoo-Dorings	
Jeremy Hewitson	Tourism	

Table 14: Composition of Area Committee for Klarstroom

1.9.2 Representative Forums (LLF)

Local Labour Forum

Name of representative	Capacity/ entity representing	Terms of reference of committee	Meeting dates
Mr. W Jansen	Chairperson	To consult regarding collective issues such as: Restructuring; Health & Safety; Training; Labour Relations; to negotiate on conditions of service and other matters accept for those reserved for negotiation at South African Local Government Bargaining council (SALGBC)	16.07.2010 07.10.2010 15.11.2010 19.01.2011 30.06.2011
Mr. S Botes	Councilor		
Mr. E Briesies	SAMWU Representative		
Mr. A Arendse	IMATU Representative		
Ms. JD Fortuin	Municipal Manager		
Pedro Oliphant	Acting Municipal Manager		

Table 15: Composition of LLF

1.9.3 Public Participation Meeting Outcomes

AREA 1: PRINCE ALBERT NORTH						
AREA COUNCILLOR: Mrs M BENJAMIN						
No.	Community Issue	Description	Priority Rating	Official comments	Budget 2010/2011	
					10/11	11/12
1.	Housing Development	There is a huge housing backlog, including GAP and the type of housing is also a concern.		EIA process in Klaarstroom & Leeu-Gamka is well underway		•
2.	Rehabilitation facilities	There is a need for rehabilitation facilities as no exist strategy in been developed for inmates				
3.	Inadequate recreational facilities	There is a need to upgrade all recreational facilities (Hall, sports fields, public pool, gym, etc.).		Provision made for lighting & pitch surfacing	•	•
4.	Educational facilities	There is a need for a crèche in Rondsokrik as the distance is too far.		Refer to social develop	•	
5.	Economic opportunities and an economic plan.	Community need economic opportunities and a plan, e.g. workshops		Part of economic plan, SMME development	•	•
6.	Integrated Tourism of all cultures.					
7.	Empowerment programmes	More support (tendering, skills, business incubators, Etc.) is needed for SMMEs				
8.	Public toilets in town	There is a need for public toilets in at strategic points in town.		In process to upgrade public toilet, increase capacity		•

AREA 2: PRINCE ALBERT SOUTH						
AREA COUNCILLOR: Mr W JANSEN						
No.	Community Issue	Description	Priority Rating	Official comments	Budget 2010/2011	
					10/11	11/12
1.	Water provision	Unpacking the water question relative to growth		Focus is to maintain current infrastructure.	•	•
2.	Registration of boreholes	There is a need for the registration of all boreholes e.g. municipal and private.		Department Water Affairs register boreholes, municipal holes is all been registered.	•	
3.	River Health	There is a need for good management of rivers to secure healthiness of drinking water.		Monitoring as far as possible	•	
4.	After-care facility for	Parents need after-care facilities to care for young children after		Social Development will		

	babies	school.		investigate the need.		
5.	Parenting	Steps need to be taken to improve parenting				
6.	Unemployment	Job creation should be product demand, market outlet driven.		Job creation in progress; all initiatives are aimed at creating employment. (EPWP)		• •
7.	Tourism empowerment programmes	Tourism taking over as main economic activity		Part of SLA to PTO		•
8.	Upgrading of farm roads	There is a need for the upgrading of nearby farm roads		The District roads department to attend to the issue.		
9.	Maintenance on tarred roads	There is a need for regular maintenance of tarred roads.		There is a focus on it high priority		•
10.	Water quality control	There is a need for a water quality control system.		The lab assistant is been appointed to monitor water daily.		•

AREA 3: KLAARSTROOM
AREA COUNCILLOR: Mr A Pienaar & Mr S Botes

No.	Community Issue	Description	Priority Rating	Official comments	Budget 2010/2011	
					10/11	11/12
1.	Upgrading of Sanitation Pump station	There is an unfriendly smell coming from the plant.		Part of MIG sanitation projects		• •
2.	Upgrading of drinking water quality.	There is a need for potable water and the garden watering schedule.		A dual filter system is in to be installed		•
3.	Greening legacy Project	Clean up initiatives and embellishment.		On-going project (Poverty alleviation)		•
4.	Health care centre (Clinic)	There is a need for better accommodation, staff increase, mobile facility farms is too far.		Will be forwarded to DoH during LGMEC 2010		
5.	Police station services	The officers are insufficient and also service hours.		Forward to department community safety		
6.	Upgrading of recreational facilities.	Upgrading facilities in the community and sport grounds		Plaining of Rugby field		•
7.	Storm water drainage system	More support (tendering, skills, business incubators, etc.) is needed for SMMEs		Part of the MIG application		•
8.	Old age care centre	Need a facility for the old generation of Klaarstroom		Will be forwarded to DSD during LGMEC 2010		
9.	Ambulance services	There is a need to develop a schedule for ambulance to pick-up patients at Klaarstroom.		A letter must be forwarded to the Department of Health.		

10.	Pot holes & speed bumps in the streets	Too many pot holes in the streets and there is a need to construct speed bumps.		Will be part of the O&M program ongoing.	•	
11.	Office facilities	There is a need for the expansion or construction of office to accommodate services.		Study underway, design will be proposed to portfolio committee	•	
12.	Unemployment	Too many people is poor & unemployment job creation is needed, training & learnership.		All initiatives are aimed at creating employment (EPWP)	•	•
13.	Shortage of Land	Agricultural and commercial land is needed for small farmers		IDP review of 2008/09 PLAS programme acquisition of land.		
14.	Tourism Development	There is a need for structures to act as workshop.		Part of SLA to PTO for 2010/2011		

AREA 3: LEEU-GAMKA

AREA COUNCILOR: Mr N Abrahams & Mr J Goliath

No.	Community Issue	Description	Priority Rating	Official comments	Budget 2010/2011	
					10/11	11/12
1.	Expansion of Recycling project	There is a need for a recycling project as waste disposal increases.		In progress, refer to community services	•	
2.	Upgrading of drinking water quality.	There is a need for potable water as the smell still exists.		New reservoir installed filter to be upgraded.	•	•
3.	Greening Project	Embellishment and tree planting of entrances.			•	
4.	Upgrading of the streetlights	Too many dark spots in the community that need lighting at night. There is a need for at least 3 street lights or more street lights.		Lighting project at entrance to Bitter water in progress. Application to MIG for street lighting	•	•
5.	Storm water drainage system	The storm water system in this ward need serious upgrading to prevent flooding after heavy rains.		Storm water in Aster Street underway	•	
6.	Sport field upgrade	Fencing of soccer pitch, permanent athletic lane, shed in front of fitting room, water tabs.		Technical service to investigate, design, water quality control underway	•	
7.	Arts & Craft Youth centre	Skill can be develop and after school activities.				
8.	Tarring & paving	Street needs to be tarred or paved where needed in the community.		Application to MIG for bus route infrastructure.		•
9.	Crèche	There is a serious need for a crèche in Bitter water area		Assistance for Social development.		
10.	Shop(Grocer & Clothing)	There is a serious need for a grocery, clothing shop in Bitter water as community have to travel far.		Economic viability & feasibility study Plek Plan to assist.		

11.	Poverty alleviation projects	Poverty is perceived to be very high projects like food gardens upgrading, chicken farming etc. are in needed.		Economic viability & feasibility study need Depart. Agriculture can assist.		
12.	Public & Scholar Transport	The community needs a source as transport as they have to travel to do shop out of town & the scholars to attend high school out of town.				
13.	Electricity selling point	There is a serious problem currently in the accessing of electricity				

1.9.4 Audit Committee (AC)

Prince Albert Municipality established an Audit Committee in terms of Section 166 of the Local Government: Municipal Finance Management Act (2003). The role of the audit committee serve as independent governance structure whose function is to provide assistance to the accounting officer in the effective execution of her/his responsibility with the aim of the achievement of the organizations objectives. The Audit committee should consider any matters relating to the financial affairs of the Municipality and to the internal and external Audit that is determined to be desirable. In addition, the Committee must examine any other matters referred to it by senior management, provided that such requests are legitimate and within the scope of the committee's duties.

This committee in addition to its oversight role on the systems of internal control, risk management and governance also took on the responsibility of Performance Management Committee. The current external members of the Panel were drawn from both the public and private sector and are listed below:

Name of Member	Meeting dates
Mr SC Delpont (Chairperson)	10 December 2009 10 February 2010 10 June 2010
Mr A Taute	
Mr P Theron	
Mr D Rennie	
Ms JD Fortuin (Municipal Manager)	

Table 16: Audit Committee Members

The Audit Committee since its appointment in November 2009 took its role extremely serious and showed commitment from the outset to add value to the governance of the institution. The committee took time to understand the institution and its functioning in its endeavour to add value. The expertise and experience of the members of this committee

was displayed throughout the engagements it had with the former municipal manager, acting municipal manager and management team, and was evident through the reports produced for council to pay attention to. Focus and attention was given to financial systems of the municipality, development of risk management plans, and development of audit action plans, supporting the accounting officer in meetings with the auditor general and provincial treasury, part taking in the planning and budgetary processes of and creating an in-depth understanding of the institution.

CHAPTER 2: PERFORMANCE HIGHLIGHTS

CHAPTER 2: PERFORMANCE HIGHLIGHTS

2.1 Introduction

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

This chapter reflects the performance highlights in relation to the Municipality's IDP, deliberate efforts by the municipality over the year a) to improve its relations with community and community organizations, b) performance on basic service delivery and c) addressing backlogs through MIG projects as well as the d) 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.

2.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.2.1 Communication

To give effect to the White Paper on Local Government and the notion of Developmental Local Government, dedicated and specific attention was given to Public Participation. It should be noted that Public Participation is of critical importance to governance and provides the ideal barometer on service delivery in the municipal area. A deliberate decision was taken to pay attention to the relationship between the Municipality and the Community including organizations representing the community. This was to ensure that the community's issues raised through consultation were taken into account in the planning and development of the Integrated Development Plan. Although not in a formal strategy, the following communication objectives were adopted by the municipality:

- Improve relations between the community and the municipality

- Deliver high standards of communication and information through regular communication with municipal staff, local residents, decision makers, stakeholders and partners.
- Ensure that Municipal Officials, Councillors and processes are accessible, open and transparent while enabling the Municipality to provide information which informs its decisions, policies, plans and activities.
- Empower local communities by keeping them informed about local government issues and how they can participate in these processes.
- Improve and encourage good media relations.
- Promote and encourage intergovernmental relations.
- Establish a comprehensive diary of events for the municipality.
- Promote a clear understanding of the Municipality's vision, aims and objectives.
- Provide a framework wherein communities have the opportunity to contribute to the decision making process.

To note that the former municipal manager started conversations with the Department of Local Government through the directorate Public Participation to support the municipality with the development of a public participation strategy that could not be affected with her premature departure from the municipality. Further to note that the municipality during this financial year commissioned a client satisfaction survey with the aim of testing the levels of satisfaction or dissatisfaction in relation to the services provided by the municipality. This would support future planning and improving on service delivery.

Method	Description
1. Quarterly Meetings with Organizations	Mayor engages quarterly with some organizations
2. Monthly Meetings	Municipal Manager meets with Rates Payers Association as a way of raising and addressing concerns by the Tax Payer
3. Publicity and Information Leaflets	Informing the community about various issues and activities
4. Agendas, Reports and Minutes	These are issued by Council and can be attended by the public

Method	Description
5. Media Relations	Monthly updates on municipal news by the Mayor, supported by the Municipal Manager
6. Advertising	Produced for information and promotional purposes. It is also used to promote and market the municipality and decisions taken.
7. Face to Face	Consultation exercises, focus group discussions, regular meetings, one-on-one engagements, questionnaires
8. Contact Strategy	Outlines the communication channels within the municipality i.e. – what channels are available to the public to contact and get information from the municipality.

Table 17: External Communication

2.2.2 Public Participation and IGR

Community participation was encouraged and improved with engagements through the following structures.

Public Participation

Structure	Frequency	Stakeholders	Objective/Function
Area (Ward) Committee Meetings	There were meetings during 2010 17 January 2011 02 February 2011 02 March 2011 05 April 2011 04 May 2011 (Area Forum)	Councillor (chairperson)	Communicate Council decisions and municipal affairs. Area committee communicates concerns community has with the municipality
Public Meetings	24.01.2011	Mayor, Councillors, Senior Management Personnel,	Communicate council decisions, community rights, duties and municipal affairs.

<u>Structure</u>	Frequency	Stakeholders	Objective/Function
		Community	
Council Meetings	<u>6 Council Meetings(Ordinary)</u>	Mayor and Councillors Senior Management Personnel	Passing and communicating decisions to the public
	1. 31.08.2010		
	2. 15.11.2010		
	3. 08.12.2010		
	4. 27.01.2011		
	5. 28.01.2011		
	6. 29.04.2011		
	<u>13 Special Council Meetings</u>		
	1. 02.06.2010		
	2. 22.07.2010		
	3. 07.12.2010		
	4. 15.12.2010		
	5. 03.01.2011		
	6. 10.01.2011		
	7. 19.01.2011		
	8. 21.02.2011		
	9. 03.03.2011		
	10. 04.04.2011		
	11. 13.05.2011		
12. 02.06.2011			
13. 21.06.2011			
IDP and Budget Meetings	<u>9 IDP/BUDGET Meetings</u>	Mayor, Councillors, Senior Management Personnel, Community	Communicate IDP and budget related matters. Get Community input into IDP and budget process
	1. 07.10.2010		
	2. 25.01.2011		
	3. 14.03.2011		
	4. 15.03.2011		
	5. 16.03.2011		
	6. 17.03.2011		

<u>Structure</u>	Frequency	Stakeholders	Objective/Function
Sector Department Meetings	Twice a year	Senior Municipal Officials and Provincial Department Officials	Share strategy, projects and budgets. Allowing the provincial family to make input into the IDP

Table 18: Public Participation

2.2.3 Meeting with Community Organizations

Organization	Objective
1. Prince Albert Tourism	Shared vision for and promoting tourism of Prince Albert
2. Fransie Pienaar Museum	Attending to Infrastructure and discussion partnership in Tourism
3. Community Policing Forum	
4. Prince Albert Rates Payers Association	Addressing and raising mutual concerns
5. Prince Albert Chamber of Commerce	Addressing and raising mutual concerns

2.2.4 Participation in IGR Structures

Structure	Municipal Representative
Premier's Coordinating Forum	Executive Mayor and Municipal Manager
District Coordinating Forum	Executive Mayor and Municipal Manager
District Coordinating Technical Forum	Municipal Manager
Municipal Managers' Forum (Provincial)	Municipal Manager
Premier's Transnet Task Team	Executive Mayor, Portfolio Councillor, Municipal Manager

Structure	Municipal Representative
District Communication Forum	Strategic Manager
PROVCOM	Executive Mayor, Portfolio Councillor, Municipal Manager
MIG Forum	Director Technical Service
CFO Forum Meetings	CFO
Provincial IDP Managers' Forum	IDP Manager
District IDP Manager's Forum	IDP Manager
Provincial Public Participation Forum	IDP Manager
District Public Participation Forum	IDP Manager
Audit Committee Meetings	Municipal Manager and Senior Management
PROFTECH	Director Technical Services
LGMTEC	Senior Management Team
SALGA	Portfolio councillors
Provincial Treasury In Year Monitoring (IYM)	Senior Management Team
Water Board Meetings	Director Technical Services
Department of Water Affairs and Forestry Blue and Green Drop	Director Technical Services

2.3 Performance in terms of the National Key Performance Indicators

The performance of the municipality against the National KPAs can be summarised as follows:

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT 2010/11
<p><u>Basic Service Delivery</u></p> <p>(a) The percentage of households with access to basic level of water</p>	100%
<p>(b) The percentage of households with access to basic level of sanitation</p>	100%
<p>(c) The percentage of households with access to basic level of electricity</p>	100%
<p>(d) The percentage of households with access to basic level of solid waste removal</p>	100%
<p>(e) The percentage of households earning less than R 2260 per month with access to free basic services</p>	100%
<p><u>Municipal Institutional development and transformation</u></p> <p>(a) The 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</p>	2
<p>(b) The percentage of a municipality's budget actually spent on implementing its workplace skills plan</p>	1.75%
<p><u>Local economic development</u></p> <p>The number of jobs created through municipality's local, economic development initiatives including capital projects</p>	2362
<p><u>Municipal financial viability and management</u></p> <p>Financial viability as expressed by the following ratios:</p> <ul style="list-style-type: none"> Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year) 	1:4,81
<p>Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)</p>	1:0.44

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT 2010/11
<ul style="list-style-type: none"> Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure 	1:1,02
<p><u>Good governance and public participation</u></p> <p>The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan</p>	100%

Table 19: Performance against the National Key Performance Indicators

2.4 Performance Highlights per Main Functional Division

High level performance highlights in relation to the respective main functional divisions in the municipality are as follows:

Directorate/Division	2010/11 Highlights
Municipal Manager	<p>Introduced quarterly round table reporting.</p> <p>Performance Management Culture</p> <p>Improved stakeholder relations</p> <p>Introduced participatory budgeting and planning and workshops on policies with stakeholders</p> <p>Facilitated the ward delimitation process on behalf of the demarcation board.</p> <p>Facilitated an improved relationship between council and community</p> <p>Enhanced labour relations</p> <p>Joint budget preparation meetings that include the council and audit committee</p> <p>Improving accountability to community through community organizations</p>
Finance	<p>Approved 8 policies</p> <p>Disclaimer 2009/10 audit report</p> <p>2010/11 budget MTEF approved in line with the Municipal Budget Reporting Regulations</p> <p>Improved SCM processes</p>
Technical	<p>Improved Blue Drop.</p> <p>Expedited implementation of capital projects hence spending of capital budget in first quarter.</p> <p>Improved capital expenditure facilitated.</p> <p>Improved water management. Draft water management plan, especially for dry season</p>
Community Services	Expedite building and planning approvals

Table 20: Highlights per function

2.4.1 PERFORMANCE HIGHLIGHTS PER MUNICIPAL DIVISION

High-level performance highlights with regard to the various divisions in the municipality are indicated in the table below:

Directorate/ Functional area	Division	Highlights 2010/11
Municipal Manager	All	<ul style="list-style-type: none"> • Implementation of a performance management system • Functioning of the Audit Committee • Improving client and stakeholder relations • SDBIP linked to the IDP • On line SDBIP reporting • Improving the IT Systems
Financial Services	All	<ul style="list-style-type: none"> • Financials submitted according due date • 2010/2011 Budget (MTREF) approved in line with the Municipal Budget Regulations (MBR) • SCM system developed
Community Services and Technical Services	Refuse removal & Recycling	
	Capital projects	<ul style="list-style-type: none"> • Spending 100% of MIG grant • Installing Services to 60 housing units
	Protection services	Establishment of a Driver license Testing Centre (DLTC)
	Parks and recreational facilities	

Table 21: High-level performance highlights per municipal division

2.5 Development priority areas

2.5.1 General priority areas

Development Priorities	Challenges
Human Capital	Limited resource base to appoint professionals
Skills Development & SMME Development	Sector department involvement
Local Economic Development	No buy-in from the private sector
Infrastructure Development	Financial constraints
Housing Development	Funding remains a challenge
Community Tourism Development	Political environment

Table 22: Development priority areas

2.5.2 BASIC SERVICES DELIVERY

2.5.2.1 Provision of Free Basic Services

The Free Basic Services with regards to electricity, water, and sanitation and refuse removal provided by the municipality during the 2010/11 financial year are summarized in the following tables:

Electricity:

Indigent Households			Non-indigent households			Households in Eskom areas		
Nr of households	Unit per household (kwh)	Value R	Nr of households	Unit per household (kwh)	Value R	Nr of households	Unit per household (kwh)	Value R
956	50	314906	0	0	0	257	50	84655

Table 23: Free basic electricity

Water:

Indigent Households			Non-indigent households		
Number of households	Unit per household (kl)	Value R	Number of households	Unit per household	Value R
956	6	158313	1823	6	301888

Table 24: Free basic water

Sanitation:

Indigent Households			Non-indigent households		
Number of households	Unit per household per month	Value R	Number of households	Unit per household per month	Value R
956	1	699562	0	0	0

Table 25: Free basic sanitation

Refuse removal:

Indigent Households			Non-indigent households		
Number of households	Unit per household per month	Value R	Number of households	Unit per household per month	Value R
956	1	424462	0	0	0

Table 26: Free basic refuse removal

The Discrepancy in the number of households of water, sanitation and refuse removal in relation to electricity is because electricity is provided to Leeu Gamka and Klaarstroom by Eskom.

2.5.2.2 Access to basic municipal 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	2009/10	2010/11
Housing	0	0
Water	0	0
Sanitation	0	0
Refuse removal	0	0
Electricity	0	0

Table 27: Access to basic services

2.5.2.3 Summary of backlogs that must still be addressed

The following table indicates the backlogs that must still be addressed:

Area	Total nr of households affected	Timeframe to be addressed	Cost to address R'000
Housing	2121	71 years @ current R3 m/ annum allocation	212 100
Water (on site)	0	0	0
Sanitation	0	0	0
Refuse removal (at least once a week at site)	0	0	0
Electricity (in house)	0	0	0
Streets and storm water	0	0	0

Table 28: Service delivery backlogs

2.5.2.4 Capital budget spent on municipal services

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

Financial Year	Housing (%)	Water (%)	Sanitation (%)	Refuse Removal (%)	Electricity (%)	Streets & Storm Water (%)	Community facilities (%)
2008/2009	0	67.94	6.77	0	1.13	24.16	0
2009/ 2010	0	43.62	32.19	0	0.27	14.31	0.49
2010/2011	0	48.00	21.00	1.00	1.00	3.00	26.00

Table 29: CAPEX

2.5.2.5 Spending on capital budget

Financial year	% of Capital budget spent	Reasons for under spending
2008/ 2009	73.00	Housing project could not be implemented – insufficient funding.
2009/2010	100	
2010/2011	95	Thusong Service Centre in implementation,

Table 30: Capital budget spending

2.5.2.6 Housing

As mentioned above, there are currently approximately 2120 households on the waiting list that includes informal settlements. To note that the rural settlements within the municipal service area are excluded. A summary of houses built and sites serviced during the 2009/10 financial year are indicated in the table below:

Fin year	Allocation R'000	Amount spent R'000	% spent	Number of houses built	Number of sites serviced
2009/2010	2339 000	0	0	0	65 underway
2010/2011	2 781 000	0	0	0	65 underway

Table 31: Housing

The municipality received **57** building plans of which 55 was approved during the 2010/11 financial year **18** Land use/ Town planning applications were also received and approved for the same period. To note that this department was part of the Community service directorate and to streamline approvals and provision of technical support, this function was incorporated into the Technical Directorate. The details of these are as follows:

Land use applications		Building Control	
Towns	Nr of land use applications received	Description	Buildings Plans
Prince Albert	9 Departure 3 Consent Use 1 Sub-Division 3 Rezoning TOTAL 16	New residential dwellings	8
Leeu Gamka	0	Residential extensions	39
Klaarstroom	0	New Business buildings	7
		Business extensions	0
		Rural applications	1
Rural applications	2 Sub-Division TOTAL 2	Plans declined	2
Total	18	Total	57

Table 32: Land use applications and building control

2.5.2.7 Municipal infrastructure and other grants

The Municipality had R 3.2 million from MIG for infrastructure available that was received in the form of grants from National and Provincial Government during the 2010/2011 financial year. The municipality has done well on the implementation of its capital projects hence 100% spending the first quarter of the financial year under review. The performance in spending these grants can be summarised as follows:

Municipal Infrastructure Grant (MIG)

Financial year	Project	Ward nr/ Area	Available funding R'000	Amount spent R'000	% spent
2009/2010	Projects	Prince Albert	10140	8452	83.4
2010/2011	Bulk water meters	Municipal area	1828	1828	100
	Oxidation Ponds	Leeu-Gamka	211	211	100
	Paving	Prince Albert	120	1 20	100
	Upgrade Bulk water pipeline	Prince Albert	260	260	100
	Upgrade WWTW	Leeu Gamka	696	696	100
	Rehabilitation Solid waste site	Prince Albert	32	32	100

Table 33: MIG

Other Grants for Capital projects

Financial year	Name of grant and department	Project	Ward nr/ Area	Available funding R'000	Amount spent R'000	% spent
2010/11	Social Services	Thusong Centre:	Prince Albert	2577	1137	44.00

Table 34: Other capital grants

2.5.2.8 Summary of capital projects

Description of the project	Ward nr/ Area	Available funding 2010/2011 R'000	Amount spent R'000	% spent	Project completed Yes/No
Upgrade Electricity	Leeu-Gamka	58	58	100	Yes
Bulk Water Meters	Municipal Area	1828	1828	100	Yes
Oxidation Ponds	Leeu-Gamka	211	211	100	Yes
Paving Roads	Prince Albert	120	120	100	Yes
Upgrade WWTW	Leeu-Gamka	696	696	100	Yes
Rehab. Solid Waste	Prince Albert	32	32	100	Yes
Upgrade Water Pipeline	Prince Albert	260	260	100	Yes
Thusong Service Centre	Prince Albert	2577	1137	44	No

Table 35: Summary of capital projects

2.6 LED

2.6.1 LED Strategy and review 2009

Proposals were developed for possible investment through the District Economic Development Centre as well to the department of Rural Development and Land Reform via Department of Local Government. The municipality invested into the Tourism Association in supporting local economic development. The municipal area boasts with significant agricultural and tourism advantages but remains economic development a significant challenge for the Prince Albert Municipality. Low population density, distance from large markets and an arid climate translate into fewer development opportunities as compared to other parts of the Western Cape. An economic analysis of the Prince Albert economy indicated that a significant portion of the local community, especially communities of Leeu-Gamka and Klaarstroom remain marginalised, with limited access to employment and wealth creation opportunities. To note that a long planned bakery started operations in this financial year. A process of economic analysis was started in Klaarstroom that should be concluded as a process that can ignite participation in the economy to include marginalised communities and address poverty. Growing and sharing the economy to the benefit of all is thus a critical challenge for the Prince Albert Municipality and central to its Local Economic Development Strategy.

Both the Constitution and the White Paper on Local Government (1998), highlight the critical role of local government in facilitating LED in order to contribute towards job creation and economic growth at local level. Local Economic Development can be defined as a process by which public, private and community role players within a specific area (such as Prince Albert) manage their shared resources in a manner that is sustainable and equitable through an inclusive and participative process. This process should ideally be based on partnership arrangements and could include the formation of new institutions, the development of alternative industries, improvement in the capacity of existing employers to produce better products, the development of new markets, the sharing of knowledge, as well as the promotion of new firms and businesses.

The ultimate objective of local economic development is to promote economic growth, create jobs and improve the quality of life for all residents in a specific area. Municipalities have therefore a critical role in the promotion and facilitation of economic development. In the draft LED strategy, currently under review by the Provincial Department of Economic Development and Tourism the following strategic comparative advantages were identified in the economy of Prince Albert:

- ***Well-established agricultural sector:***

Despite the arid climate of the region, Prince Albert produces a wide range of agricultural products. The agricultural sector provides employment to almost half of the employable populace of the sub-region. An off-shoot of a well-established agricultural sector is agri-processing, as yet untapped in this region. Agri-processing which involves adding value to the agricultural produce offers exciting economic growth and employment prospects for the future.

- ***High tourism potential:***

Prince Albert has become a prime tourism destination although the town is not located on the N1, as is the case with most towns in the district. The scenic location of the town, 2kms from the Swartberg Mountains and its historic architecture already attract a sizeable number of local and foreign tourists. Festivals organised around local industries such as olives and deciduous fruit have been quite successful. Numerous B&B operate in Prince Albert. Efforts towards developing the tourism potential could include improving the Swartberg Pass road, agri-tourism and eco-tourism. Increased tourists to the area would also mean exposure for various existing and potential local industries.

- ***Existing infrastructure:***

Prince Albert and other towns in the Central Karoo are fortunate to have good infrastructure in terms of roads, sanitation, electricity and water-supply. The majority of residents are formally housed in Prince Albert. The town is well served through regional transport infrastructure, such as the N1 as well as being en route to Eden. However, in terms of other utility infrastructure, there are a few problem areas that need to be addressed over the medium term. Moreover, the maintenance and up-grade of existing infrastructure is an issue that the municipality needs to prioritise.

The draft policy highlights the following key objectives that should be pursued in Prince Albert, and these include:

- ***Sustainable Economic Growth and Job Creation:***
Focussing on broadening the economic base of the local economy as well as increased growth through developing the comparative advantages of Prince Albert. Job creation should focus on creating meaningful, sustainable and long-term employment within the communities.
- ***Human Resource Development:***
Focussing on the relevant technical and lifelong skills linked to growth sectors in the economy so as to allow maximum participation by all community groups including disabled people and women and promote economic inclusiveness.
- ***Poverty Reduction:***
Within a sustainable human settlement context, inclusive of aspects such as providing basic services, social and economic opportunities as well as educational, health and welfare equity.
- ***Integrated Human Settlements:***
Focussing on the space, economy and facilitating integrated spatial development in terms of access to existing (and new) employment and social welfare facilities and opportunities, in particular for those marginalised. Linked to this is the establishment of a range of shelter opportunities and greater spatial integration of income groups. An important aspect of this is the need to recognise the importance of access to property in asset building, in particular in marginalised communities.

Based on the economic analysis of the region, agriculture, agri-processing and tourism are identified as having the maximum potential for future development. Key strategies are identified for each of this sector.

- ***Agriculture and Agri-processing Sector:***
 - Sustain existing agricultural practices
 - Increase participation from emerging farmers
 - Promote agri-processing industries
 - Provide for Urban Agriculture and Small Scale Farming
 - Identify and support agri-tourism practices
- ***Tourism Sector***
 - Align with regional tourism strategy
 - Create and maintain new tourist attractions
 - Provide for marginalised individuals to participate in local tourism

- ***Emergent Contract Development***

The development of the emerging contractors into viable businesses that can partake in the mainstream economy forms an integral part of the Local Economic Development Plan and the Integrated Development Plan of Prince Albert Municipality. A series of meetings was held with the emergent construction contractors to establish a small contractor's forum to ensure that this sector forms part of the employment creation plan of the municipality. In addition, this forum was established to ensure the formation of a strong base of contractor's that the municipality can draw on. SMME's contribute hugely in creating employment and addressing the infrastructure backlog within the municipal area as well as adding value to the economic growth that is generally based on the region's economic infrastructure, labour intensity output performance of industries, income earning potential of residents, possession of tangible assets, ability of a region to retain and /or circulate the income earned and the ability to attract and retain skills.

The following are the objectives of the Programme:

- Facilitate training, capacity building programmes and non-financial assistance for the emerging contractors
- Facilitate an environment in which emerging contractors can become competitive through the tendering process within and outside the department
- Ensure that women, youth and people with disabilities get preferential treatment to close the economy gap that exists and to afford such sectors their rightful place in the economy
- Ensure empowerment through the training programmes in partnership with business institutions and other Government Departments
- In collaboration with other stakeholders, such as financing institutions, training service providers and mentors, seek to use the Emerging Contractor Enterprise Development Programme to benefit emerging contractors by facilitating:
 - Access to Municipal procedures on tendering & quotations in the framework of the Municipal Finance Management Act, the Supply Chain and Procurement processes
 - Access to tender opportunities,
 - Access to training opportunities,
 - Access to finance and credit, through external financing, institutions such as banks, Red Door etc.,
 - Access to mentorship and advice,
- intensify our training of contractors in Tendering, Labour Intensive Construction, General Condition of Contracts,
- Costing and the practical side of the construction industry.

2.6.2 LED projects

Performance highlights with regard to the various LED projects are indicated in the table below:

Name of project	Description	Total investment R'000	Amount spent to date R'000	Highlights 2010/11
Leeu-Gamka Bakery	<ul style="list-style-type: none"> ▪ The community bakery is an enterprise designed to improve the basic nutritional intake of both the individuals and the entire community of Leeu-Gamka. 	213	213	<ul style="list-style-type: none"> • 15 15 local women were appointed on a voluntary base. • The project provided 100 loaves of bread to a number of spaza shops per day due to internal. Conflict the project was suspended
Treintjies River Project	<ul style="list-style-type: none"> ▪ Maintenance & Upgrades 	106	106	<ul style="list-style-type: none"> • Refurbishment

Table 36: LED projects

CHAPTER 3: ORGANISATIONAL DEVELOPMENT

CHAPTER 3: ORGANISATIONAL DEVELOPMENT

The Prince Albert Municipality currently employs **72** 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.

3.1 INTRODUCING THE MUNICIPAL WORKFORCE

The Management team is supported by staff employed by the municipality to deliver on municipal services and political priorities. The approved structure for the Administration has **62** posts. The actual positions filled are indicated in the tables below

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57	2	2
Middle management	5	0
Admin Officers	35	6
General Workers	30	4
Total	72	12
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Municipal manager's office	17	1
Financial Services	11	0
Community Services and Technical Services	44	11
Total	72	12

Table 37: Filled and vacant post

Vacancies include: Municipal Manager, Manager Community Services, Accountant (post frozen as Financial Expert seconded from CKDM), Contract Salary Clerk (interns appointed), and Meter readers, Hall Leeu Gamka. Supervisor Traffic Admin, Assistant Librarian, Civil Engineering Technician, 2 Traffic Clerks, Electrician

3.1.2 Details on posts filled

Posts filled									
Occupational categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	0	7	0	2	0	2	0	2	13
Professionals	0	0	0	0	0	0	0	0	0
Technicians and associate professionals	0	1	0	1	0	0	0	0	2
Clerks	0	14	0	0	0	19	0	0	33
Plant and machine operators and assemblers	0	8	0	1	0	0	0	0	9
Elementary occupations	0	16	0	1	0	4	0	0	21
Total permanent	0	32	0	2	0	14	0	2	50
Non- permanent	0	14	0	3	0	11	0	0	28
Grand total	0	46	0	5	0	25	0	2	78

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Senior management	0	1	0	2	0	0	0	0	3
Professionally qualified and experienced specialists and mid- management	0	7	0	1	0	2	0	2	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	14	0	1	0	18	0	0	33
Semi-skilled and discretionary decision making	0	19	0	1	0	4	0	0	24
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total permanent	0	32	0	2	0	14	0	2	50
Non- permanent employees	0	9	0	3	0	10	0	0	22
Grand total	0	41	0	5	0	24	0	2	72

Key function (Department)	Male				Female				Total
	A	C	I	W	A	C	I	W	
Municipal manager/ Administration	0	6	0	0	0	10	0	1	17
Financial Services	0	2	0	2	0	7	0	0	11
Community Services and Technical Services	0	32	0	3	0	8	0	1	44
Total permanent	0	32	0	2	0	14	0	2	50
Non- permanent	0	9	0	3	0	10	0	0	22
Grand total	0	41	0	5	0	24	0	2	72

Table 38: Details on posts filled

3.1.3 Employment equity

The Employment Equity Act dictates that all workplaces promote equity in terms of gender, race and disability. The municipality has an approved Employment Equity Plan that is implemented when all vacant posts are filled. During the 2010/11 financial year, the Municipality appointed **16** employees in various departments. All of these appointments were based on both the service delivery needs and the Employment Equity Plan. The Employment Equity Plan was submitted to the Department of Labour in 2003.

3.2 Capacitating the municipal workforce

3.2.1 Staff training

The Work Place Skills Plan (WPSP) for the 2010/11 financial year and the Implementation Report for the 2010/11 financial year was submitted to the LGSETA on 30 June 2011. The amount spent on training was R72 300 as at 30 June 2011. The training programmes that were completed by the municipal staff is summarised in the following table.

Name of training programme	Short description/ Provided by	Number of officials							
		Gender		Race					
		Fe- male	Male	AF	AM	CF	CM	WF	WM
Water purification	Water Academy	0	9	0	0	0	8	0	1
Computer training beginners	National Computer College	2	1	0	0	2	1	0	0
Computer training	National Computer College	2	1	0	0	2	1	0	0

Name of training programme	Short description/ Provided by	Number of officials							
		Gender		Race					
		Fe- male	Male	AF	AM	CF	CM	WF	WM
Advanced									
Minute taking	Cape Town Language Centre	1	0	0	0	1	0	0	0
Record Management	National Archive	2	0	0	0	0	1	1	0
NQF2 Water Learnership	Water Academy	0	8	0	0	0	7	1	0
IDP Learnership	Dept. Local Government	0	1	0	0	1	0	0	0
Finance and Auditing Learnership	National Treasury	4	2	0	0	4	2	0	0
Supply Chain Management	Dept. Local Government	1	1	0	0	1	0	0	1
Minimum Competency Training	University of Stellenbosch	4	4			4	3		1
GRAP Financial	Provincial Treasury	1	2	0	0	1	0	0	1
Ward Committees	Local Government	19	21		0	16	19	3	2
Drivers Licences	Beaufort West Municipality	0	5	0	0	0	5	0	0
Traffic Supervisor	Gene Louw Traffic College	0	1	0	0	0	1	0	0
Occupational Development and Training	LGWSeta	1	0	0	0	0	0	1	0
ABET	Local Service Provider	11	12			11	12		
Natis Motor Vehicle Registration	Local Government / Department of Transport	1	2			1	2		
Total		49	70	0	0	44	62	6	6

Table 39: Staff training

3.2.2 Councillor training

The training programmes that were completed by councillors of the municipality is summarised in the following table:

Name of training programme	Short description	Number of councillors							
		Gender		Race					
		Fe-male	Male	AF	AM	CF	CM	WF	WM
Conflict Resolution	SALGA	1	5	0	0	1	5	0	0
Training and Capacity Building (Ward Committees)	Department Local Government	1	5	0	0	1	5	0	0
Computer Training	National Computer College	1	5	0	0	1	5	0	0
Total		3	15	0	0	3	15	0	0

Table 40: Councillor training

3.3 Managing the municipal workforce

3.3.1 Injuries and sick leave

Department	Total nr of Injuries for the year	Total number of days sick leave taken during the year
Municipal manager	1	10
Financial Services	0	8
Community Services	10	368
TOTAL		386

Table 41: Injuries and sick leave

3.3.2 HR policies and plans

In order to deliver an effective human resource management function to its workforce, the municipality has developed the following strategies and policies, all of which will be reviewed during 2009/10 financial year:

Approved policies
Name of policy
Recruitment and selection
Promotion
Negotiations with municipal officials
Service termination
Compensation for benefits
Travel & Subsistence
Financial support to municipal officials
Leave and long service bonus
Private work by officials
Sexual Harassment
Human Resource Development
Induction and orientation
Employment equity
Employment equity plan
HIV / AIDS
Code of conduct for municipal officials
Health and Safety
Allowances: Acting

Table 42: HR policies and plans

3.4 Managing the municipal workforce expenditure

3.4.1 Personnel expenditure compared to total operating expenditure

Financial year	Total Expenditure salary and allowances (R'000)	Total Operating Expenditure (R'000)	Percentage (%)
2007/08	5 371	14 020	38
2009/10	8 564	22 620	37
2010/11	11 341	36 868	31

Table 43: Staff expenditure

CHAPTER 4: FUNCTIONAL SERVICE DELIVERY REPORTING

4.1 INTRODUCTION

The structure of Prince Albert Municipality is as such that the section 56 and 57 managers are required to operate both at a strategic and operational level. It is important to understand this context as this chapter will deal with how services were delivered during the 2010/11 financial year despite this challenge. This chapter will further focus on the performance against the KPA's for the year under review based on the IDP.

The performance of the Municipality is reported against the objectives for each department as indicated in the IDP and the performance agreements of the departmental heads. The chapter also highlights the main KPA's for 2010/11.

Functional breakdown by Department

Department	Functions
Municipal Manager	Corporate Services, Internal Audit, LED and IDP HR and Committee Services
Financial Services	Budgets, Income, Expenditure, Information Technology
Community Services	Sanitation, Housing, , Town Planning and Land Use, Libraries, Traffic & Public Safety and Parks, gardens and amenities
Technical & Electrical Services	Water, Street, Electricity, Infrastructure.

Table 44: Functional breakdown

4.2 MUNICIPAL MANAGER/ADMINISTRATION

Introduction

The Municipal Manager is responsible for Corporate Strategy and the drafting, management and implementation of Council's Integrated Development Plan (IDP). The Office of the Municipal Manager focussed strongly on enhancing the relationship between the political and administrative centres of the council, to promote governance mechanisms and innovations in the areas of communication, strategic planning, information and knowledge management. Specific attention was given to promote transparency at community level as well as with council.

Performance against KPA's

IDP Objectives/ Key performance area	Key Performance Indicator Definition	Baseline	Target Unit	Overall Performance For Jul 2010 - Jun 2011	
				Target	Actual
Employment through job creation schemes	No of permanent jobs created	5	No of permanent jobs created	7	6
Employment through job creation schemes	No of temporary jobs created (working man days)	850	No of temporary jobs created (working man days)	850	680
Enhancement of economic development	Value of contracts assigned to emerging contractors	0	Value of contracts assigned to emerging contractors	R 750,000	R 0
Reviewed and aligned LED strategy	LED strategy reviewed by September Annually	80%	LED strategy reviewed by September Annually	100%	60%
Client satisfaction survey	Conduct a survey in the municipal area	100%	Conduct a survey in the municipal area	100%	100%
Creation of effective capacity	% Vacancy level as % of approved and funded organogram	4%	% Vacancy level as % of approved and funded organogram	4	2.75
Effective communication with communities	Review of communication policy	80%	Review of communication policy	100%	60%
Effective functioning of ward committees	No of area committee meetings per area per annum	6	No of area committee meetings per area per annum	12	10
Functional Internal Audit unit	Approved Risk based audit plan by June	0%	Approved Risk based audit plan by June	100%	80%
Functional performance audit committee	No of meetings of the performance audit committee	3	No of meetings of the performance audit committee	4	6
Improved good governance	% Implementation of anti-corruption policy	85%	% Implementation of anti-corruption policy	100%	80%
Institutional Performance management system in place	Individual performance management system implemented up to the lowest level	50%	Individual performance management system implemented up to the lowest level	70%	60%
Institutional Performance management system in place	No of performance agreements signed on time	2 Section 57 contracts	No of performance agreements signed on time	2	3
Municipality complying with all relevant legislation	% compliance with legislation	80%	% compliance with legislation	80%	70%
Review Employment Equity Plan in line with approved organogram	Plan reviewed by October 2010	60%	Plan reviewed by October 2010	100%	50%
Effective and up to date HR policies	Revision of top 4 HR priority policies by May 2011	4	Revision of top 4 HR priority policies by May 2011	4	4
Effective labour relations	No of meetings of the LLF	4	No of meetings of the LLF	10	8
Targeted skills development	The percentage of allocated budget spent on implementing its workplace skills plan	0.75%	The percentage of allocated budget spent on implementing its workplace skills plan	1%	1%

Effective management and supervision of Community Services	80% of the KPI's of the Department have been met	80%	% of KPI's met	80.00%	80%
Effective management and supervision of Technical Services	80% of the KPI's of the Department have been met	80%	% of KPI's met	80.00%	80%
Implementation of Internal audit queries from date of final report	% of queries rectified within 6 months	80%	% queries rectified	80%	65%
Management of external audit queries	No of audit queries completed within 30 days	100%	% of target achieved	96.25%	75%
SDBIP reporting to council	Timeous reporting to Mayor before due dates	100%	% within required timeframe	100%	75%
Advise the Speaker on procedures to be followed and investigations on any alleged breach of the Code of Conduct for Councillors	% Advise within 24 hours	95%	% within required timeframe	95%	90%
Advise to all Councillors about legislative requirements when queries are received	% advise within 24 hours	95%	% within required timeframe	95%	90%
Development of human resources	Guidance and support provided to staff measured by complaints	80%	On-going	80%	77%
Implementation of Council resolutions	Items implemented within required timeframe	95%	% within required timeframe	95%	75%
Liaison with Leadership team on a weekly basis	Meetings with management team per month	95%	Weekly	95%	80%
Preparation and submission of SDBIP 2009/10	Submit SDBIP within 28 days after budget approval to mayor	1	28 days after budget approval	1	1
Resolutions taken by the Executive Mayor comply with legislative requirements	% Support and advice within 24 hours	95%	% within required timeframe	95.00%	85%
Role & function clarification for council	# Workshop held	1	# Workshop held	100	80%
System of delegations	Circulate a report in respect of all delegated powers exercised by all office bearers and officials to all Councillors on a quarterly basis	4 reports	Quarterly	1	1
System of delegations	Review and update of delegation manual	1 manual	10-Nov	100%	90%
Updated policies, procedures and contracts	Review and update of policies, procedures and contracts six monthly	100%	Dec and June annually	100%	100%
Verbal complaints received by the Mayor and full-time Councillors are attended to	Attend to complaints: % within 3 days	95%	% within required timeframe	95%	70%

Effective and up to date By-laws	No of By-laws revised annually	0	No of By-laws revised annually	2	2
Ensure that all correspondence marked out to the Administration Segment receives attention within (5) working days after receipt from the Registration office.	% within 5 working days	95%	% within required timeframe	95%	95%
Annual municipal budget and adjustment estimates	Annual budget approved and monitoring of implementation	100%	11-May	100%	95%
Annual municipal budget and adjustment estimates	Submit to the mayor a statement of the municipality's budget	12	10 working days after month-end	1	1
Awarding of MFMA compliant procurement contracts	Percentage of tenders awarded that comply with MFMA compliant procurement policy	100%	% of target achieved	100%	95%
Distribution of municipal newsletters	At least 4 newsletters distributed annually	4	Quarterly	1	1
Sustainable management of IGR over a wide spectrum in order to enhance integrated development planning	100% of attendance by applicable senior manager	100%	Monthly	100%	90%
CDW's.	Mentor and support of CDW's.	100%	On-going	100%	100%
Communication plan	Review of communication plan	1	11-Jan	1	1
Review of organisational structure	Review of approved organisational structure of the organisation	100%	Annual review	100%	90%
IDP and sectoral plans aligned with Spatial Development Plan	% alignment	100%	% alignment	100%	90%
Spatial development plan aligned with PSDF and PGDS	% alignment	100%	% alignment	100%	90%
IDP to include all required sectoral plans	No of required sectoral plans included	5	No of required sectoral plans included	6	6
Reviewed IDP	IDP reviewed and approved by May Annually	100%	IDP reviewed and approved by May Annually	100%	100%
IDP endorsed by all wards	No of area committees endorsing IDP	4	No of area committees endorsing IDP	4	4
Strengthen role of communities	No of area based development plans completed	2	No of area based development plans completed	4	1
Approval of adjustments budget	Approval of adjustments budget before legislative deadline	100%	Approval of adjustments budget before legislative deadline	100%	95%
Approval of Main budget	Approval of Main budget before legislative deadline	Approved 28 May	Approval of Main budget before legislative deadline	100%	100%

Annual performance reporting	Annual report and oversight report of council submitted before legislative deadline	100%	Annual report and oversight report of council submitted before legislative deadline	100%	95%
Approval of SDBIP	Approval of SDBIP before legislative deadline	100%	Approval of SDBIP before legislative deadline	100%	100%
Effective functioning of committee system	No of sec 79 committee meetings per committee per annum	4	No of sec 79 committee meetings per committee per annum	10	10
Effective functioning of council	No of council meetings	6	No of council meetings	4	5
Approval of adjustments budget	Approval of adjustments budget before legislative deadline	100%	Adjustment budget approved	100%	100%
Approval of Main budget	Approval of Main budget before legislative deadline	100%	Budget approved	100%	100%
Approval of SDBIP	Approval of SDBIP before legislative deadline	100%	Approval of SDBIP	100%	100%
Effective functioning of committee system	No of sec 79 committee meetings per committee per annum	10	# of meetings	10	8
Executive Mayoral Committee Meetings	EMC meetings held	10	Monthly	10	8
Monthly Council Meetings	Council meetings held	4	Quarterly	1	1
Performance Framework adherence	Performance reviews completed	4	Quarterly	4	1
Performance Framework adherence	MM performance contract approved	1	11-Jul	1	1
Reporting of the 2009/10 performance	Annual Report approved	1	11-Mar	1	1
Special Council Meetings	Attendance of meetings at least 80%	80%	Ad hoc	80%	75%
Strategic planning session and approval of annual municipal strategy	Strategy session attended to determine municipal strategies	1	11-Sep	1	1
Strategic planning session and approval of annual municipal strategy	IDP approved	1	11-Feb	1	1
Effective expenditure and revenue management	Monitoring of revenue and expenditure and decisions on remedial steps if necessary	12	Monthly	1	1
Strategic and sustainable budgeting	2010/11 Budget approved before the legislative deadline	2	11-May	1	1
Strategic and sustainable budgeting	2010/11 Revised budget approved before the legislative deadline	2	11-Jan	1	1
SDBIP approval and reviews	SDBIP approved within 28 days after budget	1	11-Jun	1	1
Community meetings	Community meetings successfully held	2	Bi-annually	2	3
Councillor Training plan	Assessment and	100%	11-Apr	100%	95%

	drafting of plan				
Implementation of internal audit recommendations	Confirmation that ad-hoc internal auditing and investigative instructions are finalised and report issued within 30 working days.	100%	Continuously	100%	90%
Number of audits undertaken	The total number of internal audit reports prepared (Section 62(1)(c) of the MFMA)	2	Number of reports	1	1
Risk based audit plan	Approval and submission of risk-based audit plan	100%	% compliance by Aug 10	100%	90%
Risk based audit plan	Executing audit plan	100%	Continuously	100%	90%
Functioning Audit Committee	Supporting audit committee meetings	1	# meetings supported	1	1
Annual report adopted	Report in accordance with the Requirements of s127 of the MFMA	1	11-Jan	1	1
Annual Review of Targets	Annual Targets determined	1	Target set complete	1	1
IDP review	Approval of draft IDP	100%	11-Mar	100%	95%
IDP review	Approval of final IDP	100%	11-May	100%	100%
IDP review	Project planning for 2010/11	100%	11-Feb	100%	100%
IDP review	Sending of copies to all applicable provincial and national departments	100%	11-Jun	100%	100%
IDP Reviewed	5 year IDP reviewed in accordance with section 34a of the MSA no 32 of 2000 and Declaration of 10-11 March 2005	1	11-Mar	1	1
Integrated Development Plan	Integrated Development Plan approved by 31 May Annually	1	11-May	1	1
Oversight report adopted by 31 March	Report in accordance with the Requirements of s129 of the MFMA	1	11-Mar	1	1
Reporting of the 2009/10 performance	Compilation of Annual Report	1	11-Mar	1	1
Community Empowerment	No of actual meetings (with vulnerable groups, and Public meetings)	11	Planned no of meetings for the Year	10	8
Engagements with communities	Representation of Department at engagements with communities	100%	Attend of engagements	100%	95%
Number of public consultation meetings held for the new IDP and Budget	Advertise public consultation meetings held in connection with drafting the new IDP and Budget	13	# of initiatives	13	10

Continuous safety risk assessment	Presentation to relevant committee of agreed full health and safety risk assessment for all areas of Municipality activities	12	Monthly presentations	1	1
Disciplinary actions to be completed within 40 days	% Disciplinary actions completed within 40 days	90%	% within required timeframe	90%	80%
Labour relations	Provision of LLF support service with regard to compilation and distribution of agendas and minutes	100%	Continuous	100%	95%
Average speed of recruitment from advert to offer letter	Number of days between offer letter sent to accepted candidates and from dates of adverts first appeared in appropriate documents (Excluding section 57 appointments)	90	# of days	90	80
Development and Implementation of the Skills Development Plan	Skills Development Plan adopted by Council	1	plan adopted	1	1
Induction of new employees	%: Newly employed inducted	80%	Monthly	80%	75%
Percentage of skills development levy claimed back from skills development fund	Total rand value of levy claimed back as a percentage of total levy paid to Skills Development Fund	70%	R-value as a %	70%	65%
Submission of employment equity plan	Annual submission of plan	1	30-Sep	1	1
Submission of Monthly Training report to LGSETA	12 reports p.a.	100%	Monthly	100%	10
Submission of Quarterly Training report to LGSETA	4 reports p.a.	4	quarterly	4	4
Submission of skills development plan	Submission by 30 June each year	1	30-Jun	1	1
All Council Resolutions to be delivered to different Directorates within 7 days	% resolutions delivered within 7 days	95%	% within required timeframe	95%	90%
Timely compilation and distribution of Agendas for all Committee Meetings	% agendas distributed within 48 hours prior to meetings	95%	% within required timeframe	95%	90%
Timely compilation and distribution of Agendas for all Council Meetings	% Agendas distributed within 7 days prior to meetings	95%	% within required timeframe	95%	90%
Administrative support to Area committees	Minutes prepared and distributed 7days before meeting	100%	% within required timeframe	100.00%	95%
Area Committee Meetings	48 Meetings held	48	Monthly	48	30
Distribution of Area committee resolutions	% of resolutions distributed	100%	as required	100%	85%

Timely compilation and distribution of agendas for all Area committee meetings	% distributed 7 days before meeting	95%	Monthly	95%	75%
Insurance Portfolio	Insure adequate coverage of Council's Assets and review of Councils Insurance portfolio	100%	100% coverage	100%	100%
Timeous submission of claims to insurers	80% of all claims submitted within one week	80%	target achieved	80%	75%

Table 45: Performance against KPA's: Municipal manager

Main Delivery Agenda 2010/11

Key performance indicator	Ward nr/ Area	Target	Actual
Review and approval of organizational structure	All	June 2011	Not completed
Communication policy approved and implemented	All	June 2011	Not completed
Design and distribution of quarterly newsletter	All	June 2011	Not completed
LED strategy reviewed	All	March 2011	Not completed

Table 46: Main delivery agenda 2010/11: Municipal manager

4.3 Financial Services

Introduction

The Finance Department manages the financial affairs of Council to ensure the optimum use of all Council assets. In essence, it is the protector and custodian of the public purse as it levies taxes and charges on the public, collects the taxes and charges from the public, and administers the expenditure of those taxes and charges on goods, services and assets on behalf of the public. The Department is split into 4 sections Budget Office, Income, Expenditure and Information Technology. Important to note is that all indigent households are provided with full basic services.

IDP Objectives/ Key performance area	Key Performance Indicator Definition	Wards	Baseline	Annual Target	Overall Performance for Jul 2010 - Jun 2011	
					Target	Actual
No of HH receiving free basic electricity	No of HH (only indigents)	All;	815	No of HH (only indigents)	815	613
Quantum of free basic electricity received	50Kwh per month per household (only indigents)	All;	50Kwh	50Kwh per month per household (only indigents)	50	37.5
Management & supervision of sub-	90% of the KPI's for the month have been	All;	80%	% of sub-directorate's KPI's met per month	90.00%	69.58%

directorate Office	Budget achieved						
Management & supervision of sub-directorate Expenditure	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90.00%	72.92%	
Management & supervision of sub-directorate Income	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90.00%	72.92%	
Management & supervision of sub-directorate Information Technology	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90.00%	74.58%	
Implementation of Internal audit queries from date of final report	% of queries rectified within 6 months	All;	80%	% queries rectified	80.00%	66.67%	
Management of external audit queries	No of audit queries completed within 30 days	All;	100%	% of target achieved	100%	80%	
SDBIP reporting to council	Timeous reporting to MM before due dates	All;	100%	Monthly	100%	65%	
Asset management	Maintained asset register	All;	95%	Maintained asset register	100%	200%	
Clean audit	% of Root causes of issues raised by AG in AG report addressed	All;	80%	% of Root causes of issues raised by AG in AG report addressed	80%	115%	
Effective SCM system	Zero successful appeals	All;	0	Zero successful appeals	0%	0%	
Financial Viability	Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure	All;	1.06%	Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure	2.00%	0.75%	
Financial Viability	Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	All;	3.40%	Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	5.00%	2.50%	
Financial Viability	Service debtors to revenue - (Total outstanding service	All;	7.69%	Service debtors to revenue - (Total outstanding service	6%	3%	

	debtors/ revenue received for services)			debtors/ revenue received for services)		
Improved revenue collection	% Debt recovery rate	All;	60%	% Debt recovery rate	85.75%	145.00%
Improvement in conditional grant spending - capital	% of total conditional capital grants spent	All;	100%	% of total conditional capital grants spent	100%	70%
Improvement in conditional grant spending - operational	% of total conditional operational grants spent	All;	78%	% of total conditional operational grants spent	100%	70%
Percentage of property valuations disputed	% disputed	All;	7%	% disputed	5.00%	0.50%
Preparation of financial statements	Financial statements submitted on time	All;	100%	Financial statements submitted on time	100%	160%
Updated indigent register for the provision of free basic services	Updated indigent register by May Annually	All;	100%	Updated indigent register by May Annually	100%	100%
Submission of Annual Report information	Departmental Report submitted by 30 August	All;	1	30-Aug	1	1
Achievement of employment equity targets	% of employment equity targets of positions filled achieved	All;	80%	% of target achieved	80.00%	66.67%
Assignments from municipal manager	Assignment implemented within required timeframes	All;	100%	% of assignments addressed	100.00%	68.75%
Development of human resources	Guidance and support provided to staff measured by complaints	All;	5	# of complaints allowed per month	60	31
Ensure proper implementation of the Performance Management System including review	Quarterly Review in accordance with PMS Framework	All;	4	quarterly reviews	4	730
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All;	0%	% of successful appeals	0%	0%

Ensure that all correspondence marked out to the Administration Segment receives attention within three (5) working days after receipt from the Registration office.	% within 5 working days	All;	95%	% within required timeframe	95.00%	69.17%
Implementation of Council resolutions	Items implemented within required timeframe	All;	100%	% delivered within required timeframe	100.00%	74.58%
Liaison with Leadership	Meetings with management team per month	All;	80%	% Monthly meetings	80%	55%
Liaison with Leadership	Participation in directors meeting	All;	80%	% Bi-weekly meetings	80.00%	54.58%
Skills Development	# of targeted individuals trained	All;	8	# trained	8	60
No of HH receiving free basic refuse removal	No of HH (only indigents)	All;	815	No of HH (only indigents)	815	613
Quantum of free basic refuse removal received	R value per month per household (only indigents)	All;	R 35.34	R value per month per household (only indigents)	R 42.18	R 31.50
No of HH receiving free basic sanitation	No of HH (only indigents)	All;	815	No of HH (only indigents)	815	613
Quantum of free basic sanitation received	R value per month per household (only indigents)	All;	11.46	R value per month per household (only indigents)	R 11.85	R 9.00
No of HH receiving free basic water	No of HH (only indigents)	All;	815	No of HH (only indigents)	815	613
Quantum of free basic water received	6Kl per month per household (only indigents)	All;	6Kl	6Kl per month per household (only indigents)	6	4.5
Annual Asset Count	Annual Asset count reconciled and reported to Municipal Manager	All;	1	target achieved	1	1
Asset Register	Asset Register Balanced and reconciled to Financial Statements	All;	1	target achieved	1	1

Budget Processes aligned with IDP processes	Budget Process plan aligned and submitted	All;	1	1 process plan by 31 August	1%	1%
Budget Related Policies	Approval by Council of Budget Related Policies	All;	1	policy approved	1	1
Closure of books and compilation of financial statements	Closing of books and compilation of financial statements completed by 31/09	All;	1	1 set of statements	1%	1%
Compilation of Adjustment Budget	Completion of Adjustment Budget within the required timeframe	All;	100	% completed within required timeframe	100%	101%
Delayed and Default Payments	Council has NOT delayed payment on any loan, statutory payments or any other default of a material nature	All;	0	target achieved	0	0
Inventory	Annual stock take 30 June [100% stock take].	All;	1	target achieved	1	1
Medium Term Revenue and Expenditure Framework Budget	Completion of draft Operating and Capital Budget and formal approval by Council by 31 May	All;	1	31-May	1	1
Monthly monitoring reports to Mayor	Present to Mayor - budget monitoring report compliant with MFMA S71 (10 working days after the end of each month)	All;	12	target achieved	1	1
Service Delivery and Budget Implementation Plan	Completion of SDBIP and formal approval by the Mayor within 28 days after approval of the Budget	All;	1	30-Jun	1	1
Valuation	Annual / Monthly	All;	12	target achieved	1	0.92

reconciliations	reconciliation.					
Valuation Roll	Undertaking of Interim Valuations	All;	2	target achieved	2	2
Annual Debit Raising	Annual Debit raised by 30 July.	All;	1	target achieved	1	1
Indigents households benefiting from free basic services	Percentage known to the municipality that have access to free basic services	All;	100%	% of target achieved	100%	100%
Monthly Debit Raising	Monthly Debit raising by the 9th of each month.	All;	12	target achieved	1	1
Creditor Payments	That all creditors are paid within 30 days of receiving statement.	All;	100%	% of target achieved	100%	100%
Meter reading Adjustments	Number of transactions processed as a result of incorrect meter readings.	All;	120	target achieved	120	69
Monthly Rates Reconciliations	In terms of section 65 2 (j) of the MFMA that all financial accounts of the municipality are closed at the end of each month and reconciled with its records""	All;	100%	target achieved	100%	100%
Monthly Salary Reconciliations	In terms of section 65 2 (j) of the MFMA that all financial accounts of the municipality are closed at the end of each	All;	100%	100% reconciliation	100%	100%
Financial Data Base Management	Monthly financial system backups off site, General Ledger, Creditors, Salaries, Income, etc.	All;	12%	target achieved	1%	1%
Financial System: Updating of daily	Daily updates as per schedule	All;	100%	% of daily updates as per schedule	100%	100%

transactions						
Attending to hardware, software and network problems (PC's & Mainframes)	% of problems solved within 2 working days	All;	98%	% of problems solved within 2 working days	98.00%	95.83%
Back-up of all systems and databases	Daily, Weekly and monthly back-up	All;	100%	% of successful back-ups	100%	100%
Ensure a virus free environment	Viruses Reported attended to	All;	100%	% Viruses reported addressed	100%	100%
Information Technology Queries	Percentage of queries dealt within one week	All;	100%	% of target achieved	100%	100%

Table 47: Performance against KPA's: Financial Services

Main Delivery Agenda for 2010/11

Key performance indicator	Ward nr/ Area	Target
Effective budgeting	All	May 2010
Ensure effective and proper procurement practices	All	On-going

Table 48: Main Delivery Agenda 2010/11: Financial Services

4.4 Community Services

Introduction:

This Department's primary responsibilities are new basic service delivery infrastructure and maintenance, and other community services. It comprises of the following sections: Sanitation, Housing, Planning and land use, Libraries, Public Safety and Parks, gardens and amenities.

Performance against KPA's

IDP Objectives/ Key performance area	Key performance indicator definition	Ward nr/ Area	Baseline/ Target date	Annual Target	Overall Performance for Jul 2010 - Jun 2011	
					Target	Actual
Maintenance of grave yards	% of maintenance budget of grave yards spent	All	80%	% of maintenance budget of grave yards spent	98%	90%
Maintenance of grave yards	Development and implementation of maintenance schedule for grave yards	All	0	Development and implementation of maintenance schedule for grave yards	100%	95%

Maintenance of halls and facilities	% of maintenance budget of halls and facilities spent	All	95%	% of maintenance budget of halls and facilities spent	98%	80%
Maintenance of halls and facilities	Development and implementation of maintenance schedule for halls and facilities	All	0	Development and implementation of maintenance schedule for halls and facilities	100%	90%
Maintenance of recreational areas	% of maintenance budget of recreational areas spent	All	80%	% of maintenance budget of recreational areas spent	98%	70%
Maintenance of recreational areas	Development and implementation of maintenance schedule for recreational areas	All	0	Development and implementation of maintenance schedule for recreational areas	100%	95%
Extensions to Offices	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All	100%	% budget spend	100%	90%
Multi-purpose Centre	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All	100%	% budget spend	100%	80%
New Idv's	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All	100%	% budget spend	100%	80%
Office Equipment	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All	100%	% budget spend	100%	80%
Management & supervision of Public Safety	90% of the KPI's for the month have been achieved	All	80%	% of sub-directorate's KPI's met per month	90%	85%
Management & supervision of Libraries	90% of the KPI's for the month have been achieved	All	80%	% of sub-directorate's KPI's met per month	90%	85%
Management & supervision of Sanitation	90% of the KPI's for the month have been achieved	All	80%	% of sub-directorate's KPI's met per month	90%	85%
Management & supervision of Housing	90% of the KPI's for the month have been achieved	All	80%	% of sub-directorate's KPI's met per month	90%	85%
Management & supervision of Parks, gardens and amenities	90% of the KPI's for the month have been achieved	All	80%	% of sub-directorate's KPI's met per month	90%	85%

Management & supervision of Planning and land use	90% of the KPI's for the month have been achieved	All	80%	% of sub-directorate's KPI's met per month	90%	80%
Implementation of Internal audit queries from date of final report	% of queries rectified within 6 months	All	80%	% queries rectified	80%	70%
Management of external audit queries	No of audit queries completed within 30 days	All	100%	% of target achieved	96%	83%
SDBIP reporting to council	Timeous reporting to MM before due dates	All	100%	Monthly	100%	100%
Achievement of employment equity targets	% of employment equity targets of positions filled achieved	All	80%	% of target achieved	80%	70%
Assignments from municipal manager	Assignment implemented within required timeframes	All	100%	% of assignments addressed	100%	95%
Development of human resources	Guidance and support provided to staff measured by complaints received	All	5	# of complaints allowed per month	5	4
Ensure proper implementation of the Performance Management System including review	Quarterly Review in accordance with PMS Framework	All	4	quarterly reviews	4	4
Ensure that all correspondence marked out to the Administration Segment receives attention within five (5) working days after receipt from the Registration office.	% within 5 working days	All	70%	% within required timeframe	95%	90%
Implementation of Council resolutions	Items implemented within required timeframe	All	100%	% delivered within required timeframe	100%	90%
Liaison with Leadership	Meetings with management team per month	All	80%	% Bi-weekly meetings	80%	75%
Submission of Annual Report information	Departmental Report submitted by 30 August	All	100%	30-Aug	100%	95%
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All	0%	% of successful appeals	0%	0%
Skills Development	# of targeted individuals trained	All	8	# trained	8	8

% of HH that meet agreed standards (all existing informal settlements to be formalised with land use plans for economic and social facilities and with the provision of permanent basic services) - Informal areas	% of HH that meet standards (15 HH in Klaarstroom to be accommodated)	All	99%	% of HH that meet standards (15 HH in Klaarstroom to be accommodated)	100%	95%
Implementation of Integrated Human Settlement Strategy	Klaarstroom Housing Project	All	0%	Klaarstroom Housing Project	25%	20%
Review of the Spatial Development Plan	Review and submitted to PGWC annually by June	All	100%	Review and submitted to PGWC annually by June	100%	95%
Develop a comprehensive law enforcement strategy	Law enforcement strategy completed	All	15%	Law enforcement strategy completed	100%	95%
Effective fire brigade service	% of Fire Brigade service that meets agreed standards	All	60%	% of Fire Brigade service that meets agreed standards	100%	90%
Reviewed Disaster Management Framework/ Plan	Disaster Management Framework/ Plan reviewed by December Annually	All	70%	Disaster Management Framework/ Plan reviewed by December Annually	100%	80%
Effective functioning of sport forums	No of meetings per type of forum per annum	All	4	No of meetings per type of forum per annum	4	6
Percentage of HH with no recreational areas	% of HH with	All	100%	% of HH with	100%	100%
Provision of sport facilities	% of areas with access to sport facilities	All	100%	% of areas with access to sport facilities	100%	100%
Upgrade Sport fields	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All	100%	% budget spend	100%	90%
Effective capital spending	% of approved capital budget for waste management spent	All	0%	% of approved capital budget for waste management spent		
Improvement of refuse sites' capacity	% improvement	All	5%	% improvement	10%	10%
Maintenance of refuse removal assets	% of approved maintenance schedule executed	All	95%	% of approved maintenance schedule executed	95%	90%

Maintenance of refuse removal assets	% of maintenance budget of refuse removal spent	All	60%	% of maintenance budget of refuse removal spent	98%	90%
Percentage of HH that meet agreed refuse removal service standards (at least once a week) - Informal areas	% of HH that meet minimum standard for refuse removal	All	100%	% of HH that meet minimum standard for refuse removal	100%	50%
Percentage of HH that meet agreed refuse removal service standards (at least once a week) - Formal areas	% of HH that meet minimum standard for refuse removal	All	100%	% of HH that meet minimum standard for refuse removal	100%	90%
Upgrading Landfill Sites	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All	100%	% budget spend	100%	80%
Effective capital spending	% of approved capital budget for waste water management spent	All	98%	% of approved capital budget for waste water management spent	98%	50%
Improvement of sanitation system capacity	% improvement	All	0%	% improvement	10%	10%
Maintenance of sanitation assets	% of approved maintenance schedule executed	All	85%	% of approved maintenance schedule executed	95%	90%
Maintenance of sanitation assets	% of maintenance budget of sanitation spent	All	98%	% of maintenance budget of sanitation spent	98%	80%
Percentage of HH that meet agreed sanitation service standards (at least VIP on site) -Formal areas	% of HH that meet minimum standard sanitation	All	100%	% of HH that meet minimum standard sanitation	100%	100%
Percentage of HH that meet agreed sanitation service standards (at least VIP on site) -Informal areas	% of HH that meet minimum standard sanitation	All	98%	% of HH that meet minimum standard sanitation	98%	90%
Quality of waste water discharge	% water quality level of waste water discharge	All	75%	% water quality level of waste water discharge	85%	80%
To operate the purification works	Effective operation of purification works for 365 days per year	All	100%	% of target achieved	100%	995%
To remove blockages (drain and storm water)	% of blockages removed on the same day as reported and monthly reporting	All	90%	% of target achieved	95%	90%

To remove blockages (drain and storm water)	Statistical information presented in monthly report	All	12	# of monthly report submitted	1	1
Housing	Maintained housing waiting list	All	100%	Monthly updating	100%	95%
RDP Houses	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All	100%	% budget spend	100%	60%
Approval of building plans	80% of building plans approved/processed within 30 days	All	90%	% completed	90%	80%
Building line relaxation approvals	90% of building line relaxations approved within 30 days	All	90%	% completed	90%	85%
Land Use Management	Maintenance of Land use records	All	100%	Continuous	100%	95%
Land Use Management	Processing of Land Use Applications within prescribed timeframes	All	95%	% within prescribed timeframes	95%	85%
Land Use Management	Processing of Removal of title restrictions applications within prescribed timeframes	All	95%	% within prescribed timeframes	95%	80%
Management of municipal property data	Maintenance of municipal property data files (title deeds, etc.)	All	100%	Continuous	100%	95%
Processes for the land use applications processed	90% of land use applications processed within 120 days	All	90%	% completed	90%	90%
Processes for the use applications processed	90% of land use applications processed within 120 days	All	90%	% completed	90%	85%
Zoning certificates issued	95% of zoning certificates issued within 5 working days	All	100%	% completed	100%	95%
Zoning certificates issued	95% of zoning certificates issued within 5 working days	All	100%	% completed	100%	90%
Maintenance of Spatial Development Framework.	Review and Public participation of Spatial Development Framework in order to determine land use needs	All	100%	10-Jun	100%	95%
Library exhibitions held	Exhibitions 12 per year	All	12	# per year	12	13
Reduction of stock (books videos CDs etc.) losses	% value of lost books	All	5%	% stock losses	60%	45%

Visits of toddler groups to library	24 Visits per year	All	24	# per year	24	41
Collection of motor vehicle registration and licensing fees	Service available 20 days per month	All	20	# of days available	20	20
Community Policing forums	Attendance and provide input in CPF meetings	All	100%	% of meetings attended	100%	80%
Disaster Management	Co-ordination of role players	All	100%	Continuous	100%	80%
Disaster Management	Attendance of provincial meetings	All	4	Quarterly	4%	4%
Disaster Management	Revise and update plan	All	100%	10-Jun	100%	80%
Effective IGR	Meeting with motor registration working group - provincial	All	4	Quarterly	4	4
Finalise daily closing of Motor registration and licensing fees and transfer	within 24 hours	All	100%	% of target achieved	100%	100%
Implement By-laws on law enforcement in municipal area	Items implemented within required timeframe	All	100%	% of target achieved	100%	95%
Maintenance and inspection of fire hydrants.	Inspection of fire hydrants and report monthly	All	12	# of reports	12	10
Organised Law enforcement operations	12 Law enforcement operations	All	12	1 per month	12	8
Response to call-outs for disaster management	95% of call outs responded to within 15 minutes	All	95%	% of target achieved	95%	80%
Speed Law enforcement	250 speed fines per month	All	12	# of fines	3,000	46,196
Cleaning of open spaces, streets and other on monthly basis.	According to monthly works schedule	All	100%	% adherence to schedule	100%	95%
The removal of domestic waste at all residences in all residential areas	Once per week.	All	100%	% of target achieved	100%	100%

Table 49: Performance against KPA's: Community Services
Sources: SDBIP 2010/11

Technical & Electrical Services:

IDP Objectives/ Key performance area	Key Performance Indicator Definition	Wards	Baseline	Target Unit	Overall Performance for Jul 2010 - Jun 2011	
					Target	Actual
Effective capital spending	% of approved capital budget for electricity spent	All;	52%	% of approved capital budget for electricity spent	98%	75%
Improvement of electricity distribution capacity	% improvement	All;	2%	% improvement	5%	5%
Maintenance of electricity assets	% of approved maintenance plan executed	All;	100%	% of approved maintenance plan executed	100%	100%
Maintenance of electricity assets	% of maintenance budget of electricity spent	All;	52%	% of maintenance budget of electricity spent	98%	98%
New electricity connections	% of new applications connected	All;	100%	% of new applications connected	100%	100%
Percentage of HH with no street lights	% of HH with street lights	All;	95%	% of HH with street lights	95%	97%
Percentage of HH that meet agreed service standards (connected to the national grid) - Formal areas	% of HH receiving agreed service standards	All;	100%	% of HH receiving agreed service standards	100%	100%
Percentage of HH that meet agreed service standards (connected to the national grid) - Informal areas	% of HH receiving agreed service standards	All;	90%	% of HH receiving agreed service standards	90%	90%
Management & supervision of	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90%	88%
Management & supervision of Electricity	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90%	90%
Management & supervision of Housing	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90%	90%

Management & supervision of Parks, gardens and amenities	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90%	90%
Management & supervision of Planning and land use	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90%	95%
Management & supervision of Water, Streets and Sanitation	90% of the KPI's for the month have been achieved	All;	80%	% of sub-directorate's KPI's met per month	90%	89%
Effective management and supervision of Electricity	90% of the KPI's of the sub directorate have been met	All;	70%	% of KPI's in SDBIP met	90%	90%
Effective management and supervision of Water and Streets	90% of the KPI's of the sub directorate have been met	All;	70%	% of KPI's in SDBIP met	90%	90%
Implementation of Internal audit queries from date of final report	% of queries rectified within 6 months	All;	80%	% queries rectified	80%	85%
Management of external audit queries	No of audit queries completed within 30 days	All;	100%	% of target achieved	91%	120%
SDBIP reporting to council	Timeous reporting to MM before due dates	All;	100%	Monthly	100%	90%
Achievement of employment equity targets	% of employment equity targets of positions filled achieved	All;	80%	% of target achieved	80%	80%
Assignments from municipal manager	Assignment implemented within required timeframes	All;	100%	% of assignments addressed	100%	100%
Development of human resources	Guidance and support provided to staff measured by complaints received	All;	5	# of complaints allowed per month	5	6
Ensure proper implementation of the Performance Management System including review	Quarterly Review in accordance with PMS Framework	All;	4	quarterly reviews	1	1

Ensure that all correspondence marked out to the Administration Segment receives attention within five (5) working days after receipt from the Registration office.	% within 5 working days	All;	70%	% within required timeframe	95%	95%
Implementation of Council resolutions	Items implemented within required timeframe	All;	100%	% delivered within required timeframe	100%	95%
Liaison with Leadership	Meetings with management team per month	All;	80%	% Bi-weekly meetings	80%	95%
Submission of Annual Report information	Departmental Report submitted by 30 August	All;	1	30-Aug	1	1
Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	All;	0%	% of successful appeals	0%	0%
Skills Development	# of targeted individuals trained	All;	8	# trained	8	4
Effective capital spending	% of approved capital budget for municipal roads spent	All;	64%	% of approved capital budget for municipal roads spent	98%	70%
Km of new road for previously un-serviced areas	1.9 kilometres	All;	0	1.9 kilometres	1.9	3.5
Maintenance of municipal roads	% of maintenance budget of municipal roads spent	All;	60%	% of maintenance budget of municipal roads spent	98%	120%
Maintenance of municipal roads	% of maintenance plan for municipal roads executed	All;	55%	% of maintenance plan for municipal roads executed	60%	65%
Effective capital spending	% of approved capital budget for storm water spent	All;	85%	% of approved capital budget for storm water spent	98%	5%
Maintenance of storm water assets	% of approved maintenance schedule	All;	100%	% of approved maintenance schedule	100%	120%

	executed			executed		
Maintenance of storm water assets	% of maintenance budget of storm water spent	All;	98%	% of maintenance budget of storm water spent	98%	80%
Percentage of HH with storm water system - Formal areas	% of HH with storm water system	All;	99%	% of HH with storm water system	100%	162.50%
Percentage of HH with storm water system - Informal areas	% of HH with storm water system	All;	99%	% of HH with storm water system	100%	147%
Effective capital spending	% of approved capital budget for water spent	All;	55%	% of approved capital budget for water spent	98%	75%
Excellent water quality	% water quality level as per blue drop project	All;	63%	% water quality level as per blue drop project	75%	87%
Improvement of water purification system capacity	% improvement	All;	5%	% improvement	15%	40%
Maintenance of water assets	% of approved maintenance plan executed	All;	55%	% of approved maintenance plan executed	98%	98%
Maintenance of water assets	% of maintenance budget of water spent	All;	52%	% of maintenance budget of water spent	98%	80%
New water connections	% of new applications connected	All;	100%	% of new applications connected	100%	75%
Percentage of HH that meet agreed service standards (cleaned piped water 200m from household) - Informal areas	% of HH achieving agreed service standards/	All;	100%	% of HH achieving agreed service standards/	100%	99%
Percentage of HH that meet agreed service standards (cleaned piped water 200m from household) -Formal areas	% of HH achieving agreed service standards	All;	100%	% of HH achieving agreed service standards	100%	100%

Paving of gravel roads	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All;	100%	% budget spend	100%	100%
Road, Pavements & Bridges	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All;	100%	% budget spend		
Effective maintenance and management of municipal roads	Development of an operational and maintenance plan for municipal roads	All;	100%	Plan completed	100%	100%
Grading of gravel roads quarterly	Quarterly grading	All;	100%	three monthly	100%	100%
Maintenance of roads	Repair of potholes and curbs on a monthly basis as per inspection list and approved budget	All;	100%	100% of budget spent	100%	100%
Maintenance of roads	The efficient and effective management and maintenance of roads infrastructure and assets according to budget	All;	100%	100% of budget spent	100%	100%
New Purification Plants	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All;	100%	% budget spend	100%	100%
Storm water	Cleaning of storm water system once a year before winter	All;	100%	% of target achieved	100%	100%
New Reservoirs	% completion of the project with full quality, cost, time,	All;	100%	% budget spend	100%	85%

	environmental and health and safety control exercised					
Upgrading Networks	% completion of the project with full quality, cost, time, environmental and health and safety control exercised	All;	100%	% budget spend	100%	100%
Management of Water Services	Availability of personnel 24 hours per day according to standby list	All;	100%	% of target achieved	100%	100%
Management of Water Services	Effective water services provision for 365 days per year	All;	100%	Continuous	100%	99%
Management of Water Services	Maintenance and repair of water meters according to water meter audit and according to approved budget	All;	100%	100% of budget spent	100%	100%
Management of Water Services	Maintenance of water supply system according to water services development plan and budget	All;	100%	100% of budget spent	100%	100%
Management of Water Services	Water samples taken on a monthly basis.	All;	100%	Continuous	100%	100%
Management of Water Services	Fire Hydrants: Maintenance according to plan and budget	All;	100%	100% of budget spent	100%	80%
Repair pipe burst within 6 hours.	% repaired in time	All;	100%	On-going	100%	100%
Replace valves; do preventative maintenance; reduce water losses.	Maintenance programme in place and executed	All;	100%	On-going	100%	89%
Connections and disconnections as and	% within 3 days of request / new	All;	90%	Daily	90%	90%

when holders account arrange.	connections within 14 days					
Electricity credit control	Disconnect electricity meters according to list from Finance.	All;	100%	% of target achieved	100%	100%
Electricity credit control	Reconnect electricity meters according to list from Finance.	All;	100%	% of target achieved	100%	100%
Electricity interruptions	Notice of planned electricity interruptions to consumers	All;	100%	% of target achieved	100%	100%
Handling of complaints	Customer enquiries handled.	All;	100%	% of target achieved	100%	100%
Limit electricity losses to less than 8%.	% loss	All;	100%	Continuous	100%	90%
Maintain an electricity emergency service.	Availability of personnel 24 hours per day according to standby list	All;	100%	% of target achieved	100%	100%
Maintain all electrical distribution machinery and mechanical equipment and vehicles in optimal condition and in terms of relevant legislation.	Maintenance programme in place and executed	All;	100%	Continuous	100%	95%
Maintenance of meters	Test electricity meters - All meter accuracy queries	All;	100%	% of target achieved	100%	100%
Maintenance of meters	Test meters - Electricity Prepayment accuracy queries.	All;	100%	% of target achieved	100%	100%
Preventative maintenance on electricity network according to schedule	maintenance programme executed	All;	100%	Daily	100%	95%

Provide quotations for new electricity connections	Within ten (10) days where existing network is being used, and within thirty (30) days where extensions must be done.	All;	100%	% of target achieved	100%	100%
Provide supply	within thirty (30) days where existing network can be used and sixty (60) days for low tension and ninety (90) days for medium tension where extensions must be made to the network. (Depending on availability)	All;	100%	% of target achieved	100%	100%
Repair power failures	60% within 3,5 hours and submit monthly report	All;	100%	% of target achieved	100%	95%
Repair power failures	90% within 7,5 hours and submit monthly report	All;	100%	% of target achieved	100%	100%
Repair power failures	98% within 24 hours and submit monthly report	All;	100%	% of target achieved	100%	100%
Repair power failures on internal network	50% within 2 hours and submit monthly report	All;	100%	% of target achieved	100%	100%
Sufficient provision of electricity in relation to the development of the town and further extensions	Development of Electricity Master Plan	All;	100%	Master plan developed	100%	100%

Table 50: Performance against KPA's: Technical Electrical Services

Sources: SDBIP 2010/11

CHAPTER 5: FINANCIAL PERFORMANCE

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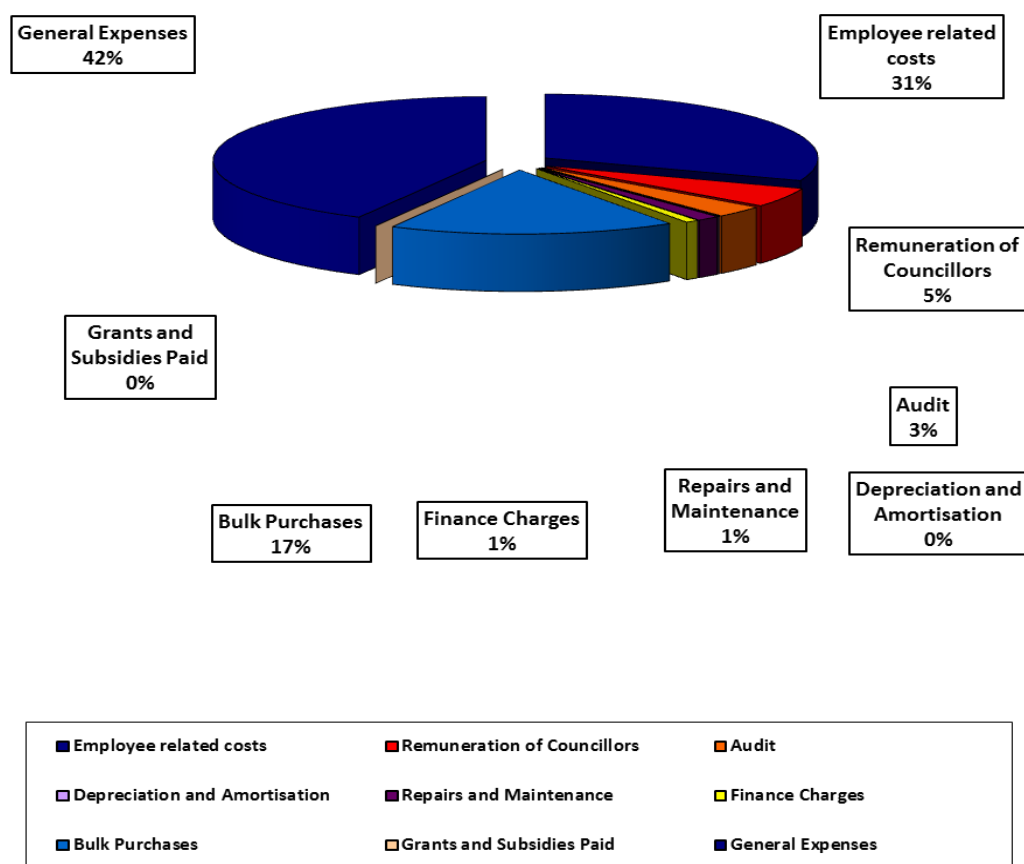
5.1 Operating results

Summary of performance against budgets

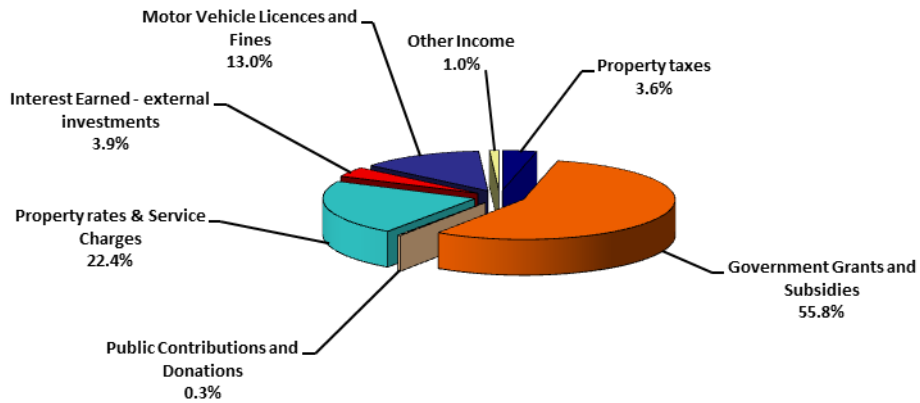
Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000	R'000	R'000		R'000	R'000	R'000	
2009/10	19 232	27 315	8 083	42	18 604	22 620	4 016	22
2010/11	37 666	35 326	-2 340	-6	35 611	38 374	2 763	7

Table 51: Performance against budgets

Total operating expenditure 2010/11



Total revenue 2010/2011



5.2 Outstanding debtors

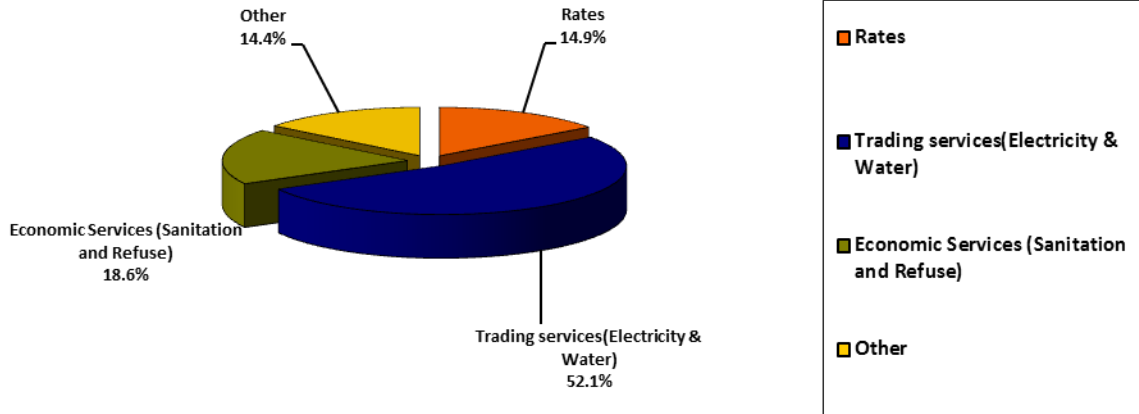
Gross outstanding debtors per service and total debtor age analysis as at 30 June 2011

Financial year	Rates	Trading services (Electricity and Water)	Economic services (Sanitation and Refuse)	Other	Total
	R'000	R'000	R'000	R'000	R'000
2009/10	708	1 921	1 361	472	4462
2010/11	857	2 995	1 067	826	5 745
Difference	149	1 074	-294	354	1283
% growth year on year	19.8%	55.9%	-21.6%	75%	28.8%

Table 52: Gross outstanding debtors per service

Note: Figures exclude provision for bad debt

Gross outstanding debtors (Excluding provision for bad debt)



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	1 227	354	221	2 660	4 462
2010/11	949	438	269	4 089	5745

Table 53: Total debtor age analysis

The net growth in debtors is 28.8%, which is challenge for the municipality. Provision is made for 70% (R4 025 009) of the outstanding debt as bad debt. For more detail on outstanding debtors, please refer to notes 19 and 20 in the financial statements.

5.3 Viability indicators

Level of reliance on grants and subsidies

Financial year	Total grants and subsidies received (R'000)	Total Revenue (R'000)	Percentage (%)
2008/09	7 190	21 274	33,8
2009/10	12 582	40 861	30,8
2010/11	10 379	35 326	29,4

Table 54: Reliance on grants

The municipality has a very limited revenue base due to a high unemployment rate and very low economic potential and is therefore more reliant on grants to finance capital expenditure than other municipalities with the same nature.

Liquidity ratio

Financial year	Net current assets (R'000)	Net current liabilities (R'000)	Ratio
2009/10	37 075	7 131	5,20
2010/11	40 818	3 223	12,66

Table 55: Liquidity ratio

This ratio indicates that the municipality is in a favourable position to meet its short term liabilities.

5.4 Audit Outcomes

Year	2007/08	2008/09	2009/10	2010/11
Status	Unqualified	Unqualified	Disclaimer	

Table 56: Audit Outcomes

Details on 2010/11 Audit Outcomes

Emphasis of matter raised	Corrective step implemented

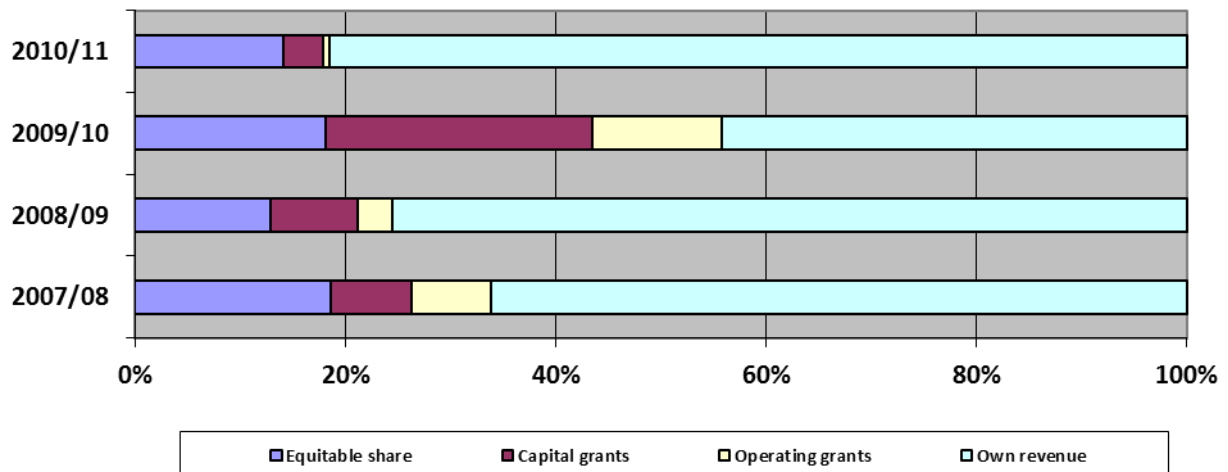
Table 57: Details on 2010/11 Audit Outcomes

5.5 Equitable Share vs Total Revenue

Description of revenue	Amount received 2007/08 (R'000)	Amount received 2008/09 (R'000)	Amount received 2009/10 (R'000)	Amount received 2010/11 (R'000)
Equitable share	3 597	3 954	4 506	7 873
Capital grants	1 495	1 638	4 493	2 161
Operating grants	1 465	1 598	3 584	345
Own revenue	12 204	14 084	28 278	35 326
Total revenue	18 761	21 274	40 861	45705

Table 58: Equitable Share vs Total Revenue

Equitable Share vs Total Revenue 2007/8 to 2010/11

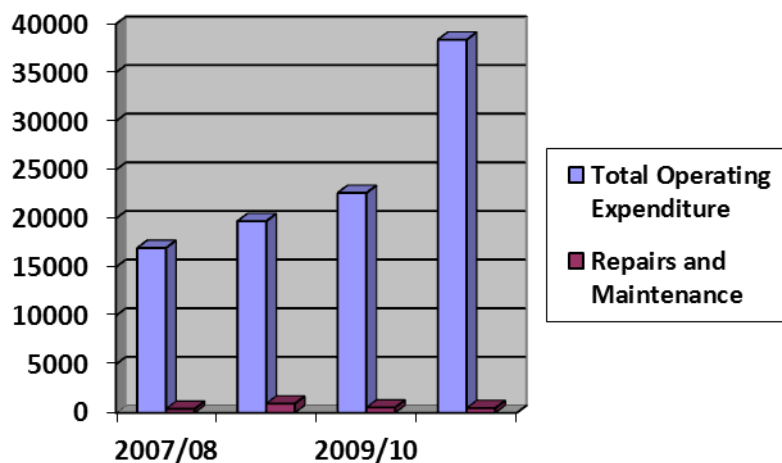


5.6 Repairs and maintenance as percentage of OPEX

	2007/8 (R'000)	2008/9 (R'000)	2009/10 (R'000)	2010/11 (R'000)
Total Operating Expenditure	16 958	19 710	22 620	38 374
Repairs and Maintenance	413	952	551	493
% of total OPEX	2.44	4.83	2.44	1.28

Table 59: Repairs and maintenance as percentage of OPEX

Repairs and maintenance vs operational expenditure

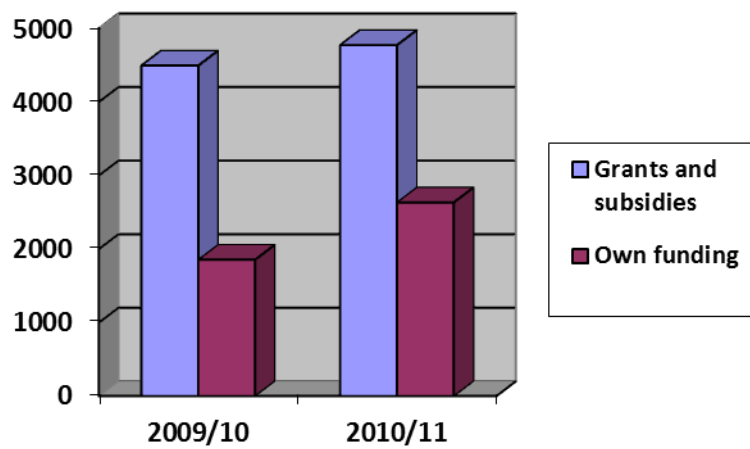


5.7 Capital funded by source

Description Source	2009/10 (R'000)	2010/11 (R'000)
External loans	0	0
Grants and subsidies	4 493	4 772
Public contributions and donations	0	0
Own funding	1 854	2 633
Other	0	0
Total capital expenditure	6 347	7 405

Table 60: Capital funded by source

Capital funded by source



Annexure 1	INTERNAL AUDIT REPORT
Annexure 2	FINANCIAL STATEMENTS
Annexure 3	AUDITOR GENERAL AUDIT REPORT