



# **NORTHERN CAPE**

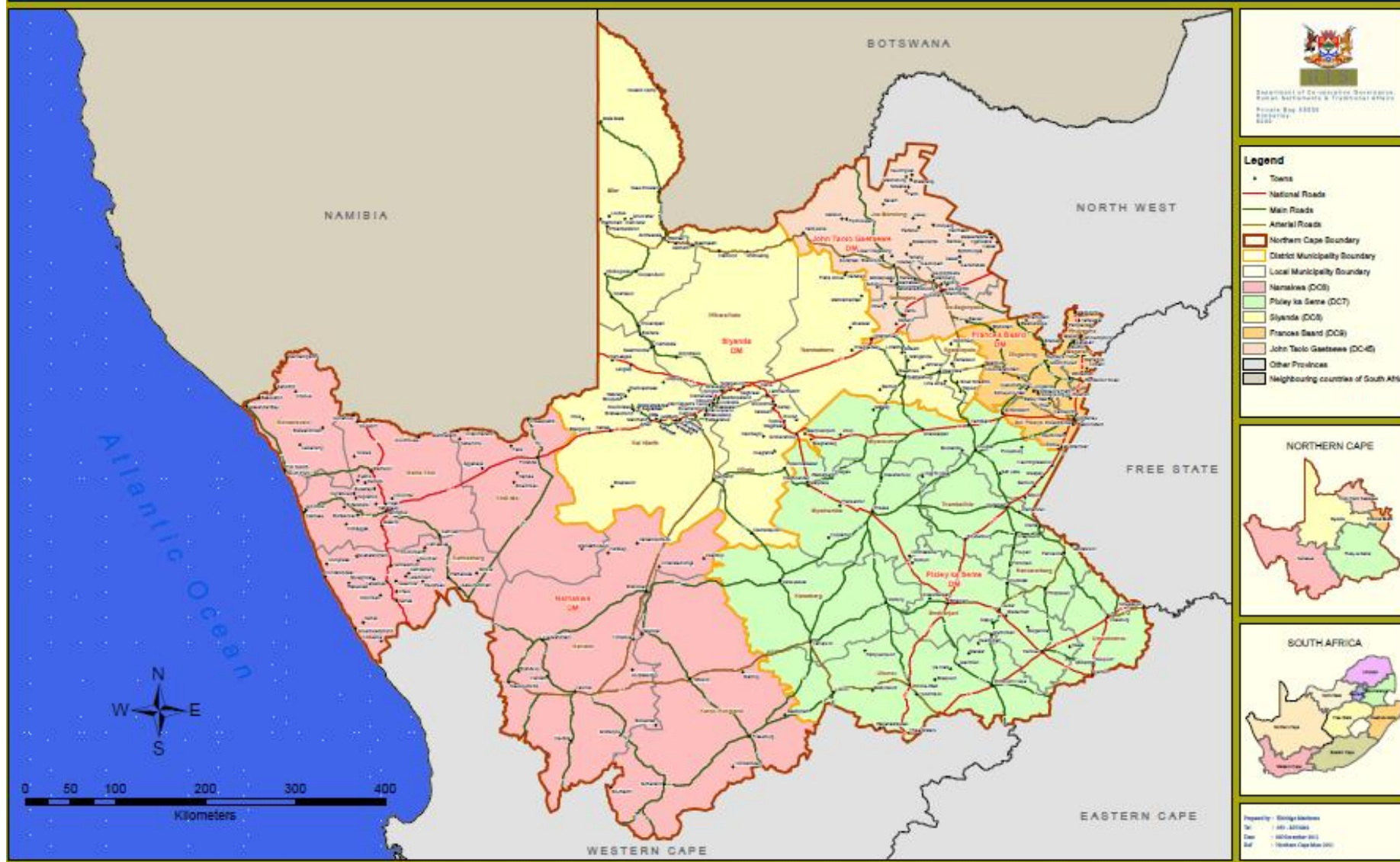
## **SECTION 47 REPORT**

### **CONSOLIDATED ANNUAL MUNICIPAL**

### **PERFORMANCE REPORT FOR**

**2010/11 FINANCIAL YEAR**

# NORTHERN CAPE MUNICIPALITIES



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## FOREWORD BY THE MEC

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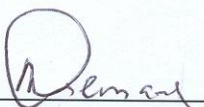
I am greatly honoured to submit the Section 47 Report on behalf of the Department of Co-operative Governance, Human Settlements and Traditional Affairs (COGHSTA) and all municipalities for the financial year 2010/11. This is the year in which Government adopted the outcomes-based approach as a new way of delivering services and a year in which the President called upon the public service to work harder, faster and smarter in delivering services to the people. It is pleasing to report that as a department we have begun to entrench the outcomes approach in implementing government programmes and projects and that the entire public service is now firmly focused on achieving measurable targets that have clear and direct impact on the set outcomes.

The Ministry for COGHSTA was duly allocated Outcome 8, *"Sustainable human settlements and an improved quality of household life"* and Outcome 9, *"Building a responsive, accountable, effective and efficient local government system"*. During the reporting period the Department ensured that the signed Delivery Agreements for Outcomes 8 & 9 are institutionalized by aligning the Department's Strategic and Annual Performance Plans to ensure that its programmes and projects are prioritized for implementation. We are confident that we have laid a firm basis for the effective implementation of Outcome 8 & 9 deliverables respectively.

I would like to extend my gratitude to our local municipalities, district municipalities and other strategic partners who have continued to provide their unconditional support in contributing to the developmental local government system and, as a result, have made a positive and noticeable contribution to the improvement of the lives of our people. In conclusion, the 2010/11 Section 47 report demonstrates that the municipalities have achieved most of its critical objectives planned over the course of the year. This Section 47 Report for 2010/2011 financial year is a manifestation that although the challenge faced by municipalities is huge we are still committed as COGHSTA to ensure that quality service is rendered to the most vulnerable. Satisfactory progress has been made towards the achievement of the remaining objectives.

The department will continue to support municipalities in exploring innovative and creative strategies to contribute towards a local government that is effective, efficient and development-oriented. While we acknowledge the successes in implementing key strategic projects we are equally aware of projects that did not progress as planned. Indeed the municipalities are reviewing their planning approaches and will be reworking their plans to focus only on key funded strategic projects/programmes.

Together as a team, we stand committed in our resolve and unwavering dedication in forging efficient and effective local government machinery that is able to rise to the challenge of consolidating a developmental state that is able to effectively deliver timely and quality services to its citizenry.



Mr. K. M. Mmoiemang  
Hon. MEC of COGHSTA



## MESSAGE FROM THE ACTING HEAD OF DEPARTMENT

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The department's point of departure in fulfilling its mandate is inspired by the desire to make sure that the people of the *Northern Cape are living in integrated human settlements, with responsive, accountable and highly effective municipalities and traditional institution*. The department is divided into three core service delivery programmes, namely Co-operative Governance, Human Settlements and Traditional Affairs with dedicated Finance and Corporate Services units.

Through these programmes the department is able to provide support and strengthen the capacity of individual municipalities in order for them to be in the position to manage their own affairs, exercise their own power and perform their functions. During the financial year under review, all municipalities had approved IDP framework and 20 IDP frameworks were aligned to SDBIP. A total of 93 section 57 posts were filled with only 22 vacancies that could not be filled due to unforeseeable circumstances. But plans are in place to ensure that all vacant section 57 posts are filled in the new fiscal year and the department will form part of the interview panels.

During the financial under review, 19 municipalities could not spend their MIG allocation due to lack of technical capacity. However an improvement will be visible during the following reporting cycle due to the hands on support given to municipalities from DCOG, COGHSTA and Provincial Treasury. It needs to be noted that 27 municipalities have adopted a policy on provisions of basic services. The department needs to work closely with the provincial Department of Economic Development in order to provide a dedicated support to assist municipalities to adopt credible LED strategies that will assist communities to engage in economic activities in their areas.

According Auditor General Audit opinion for the financial year under review municipalities has regressed as compared to previous year. However there is room for improvement in the new fiscal year for municipalities to address the audit findings by implementing both the audit action plan and risk mitigation plan respectively. Notwithstanding the invaluable role that the municipalities are playing, it is clear that a dedicated support and intervention are required. However as mentioned above the situation will improve in the next reporting cycle.



Mr. Bafedile Lenkoe

Acting Head of Department

## Executive Summary

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### ▪ **Background to Municipal Performance Reporting**

Each year the MEC for Local Government must compile and submit to the provincial legislature and the minister of Cooperative Governance a consolidated report on the performance of municipalities in the province. Section 43 of the Local Government Systems Act instructs that the key performance indicators for municipalities are reviewed annually, and Regulation 5(1) indicates that seven of these KPI's are compulsory.

This report, which is a consolidated report of the Northern Cape municipalities' 2010/11 performance, is based on data obtained from municipalities' annual financial statements and annual reports, reports of the Auditor General, and datasets from organisations such as Department of Water Affairs, Department of Economic Development, Department of Roads and Public Works as well as CoGHSTA's own records

### ▪ **Purpose of the report**

The main purpose of this report is to account to MEC for Local Government, Provincial legislature, NCOP, Minister of Cooperative Governance and Traditional Affairs, National Treasury, Auditor-General and to the citizens of South Africa on progress being made by municipalities towards achieving the overall goal of "a better life for all". Furthermore, the report is a key performance report to the communities and other stakeholders in keeping with the principles of transparency and accountability of government to the citizens. It subscribes to the South African developmental nature of participatory democracy and cooperative governance and responds to the principles of the Constitution; the Batho Pele Principles; the White Paper on Local Government; MSA and the MFMA.

Of the 32 municipalities in the province, 27 submitted their section 46 reports for the 2010/11 financial year.

### ▪ **Challenges**

The information contained in the section 46 reports submitted by municipalities was such that it was not possible to form an opinion on the state of the municipalities. The compilation of the section 47 report is primarily based on information received from the units in the department as well as the other sector stakeholders like DWA, the department of Economic Development and the department of Transport.

### ▪ **Outlook for the future**

The National Treasury department and the department of COGTA have developed a new annual reporting template that municipalities will use to compile the following financial year's report. This will ensure all the municipalities' reports are standard and contain all the information that the reports should cover. This will enable a proper assessment of determining the performance of the municipalities.



### 1. Background to Municipal Performance Reporting

This report is compiled in terms of the legislative requirements of Chapter 6 of the Municipal Systems Act, 32 of 2000 and Chapter 12 for the Municipal Finance Management Act, 56 of 2003. The Municipal Systems Act prescribes the role of each sphere of government in the municipal performance reporting.

### 2. Purpose of the Report

The main purpose of this report is to account to MEC for Local Government, Provincial legislature, NCOP, Minister of Cooperative Governance and Traditional Affairs, National Treasury, Auditor-General and to the citizens of South Africa on progress being made by municipalities towards achieving the overall goal of “a better life for all”. Furthermore, the report is a key performance report to the communities and other stakeholders in keeping with the principles of transparency and accountability of government to the citizens. It subscribes to the South African developmental nature of participatory democracy and cooperative governance and responds to the principles of the Constitution; Batho Pele; White Paper on Local Government; MSA and the MFMA.

### 3. The Assessment Process and the Methodology followed in Compiling the Report

According to the provisions of the Municipal Systems Act, 32 of 2000, municipalities must monitor and measure the progress of their performance by preparing quarterly and mid-year performance reports, in terms of Chapter 6 of the MSA, on performance management systems. These quarterly and mid-year reports make up the municipalities’ annual performance reports (Section 46 report), which are submitted to the Auditor-General, together with the financial statements, for auditing. After adoption of the audited performance report by the municipal council, it must then be submitted to the MEC for Local Government.

After the promulgation of the Municipal Finance Management Act in 2003, National Treasury issued a circular that exempted low and medium-capacity municipalities from submitting Section 46 performance reports (National Treasury MFMA Circular 11: Annual Report Guidelines: 14 January 2005). This exemption was aimed at allowing the low and medium capacity municipalities to gain some capacity to compile the performance report. The exemption period ended in the 2005/06 financial year.

### 4. Compilation and Structure of the Report

The report should present an analysis and comparison of past and current progress on performance that has been conducted. This is followed by a brief assessment summary, which is presented at the end of each Key Performance Area (KPA). Then follows the sub-section that relates to the challenges experienced by municipalities in performing in these KPA’s. The interventions by the national and provincial governments, together with other agencies in support of municipalities are presented in the next sub-section. The performance report on each KPA will end with concluding remarks that reflect on the full assessment and evaluation of the reported progress on a national perspective and how this impact on national developmental goals and on service delivery.

The report is structured as follows:

- **Section One** provides the background, purpose of municipal reporting and the responsibilities assigned to each of the three spheres of government in monitoring and reporting on municipal performance on an annual basis. The section should also outline the process followed in collecting, collating, validating, analysing and assessing the performance information provided by relevant sources on compiling the consolidated report on municipal performance for the 2009/10 financial year.

- **Section Two** should give an overview of the developmental agenda and the strategic direction taken by the South African government to support the local government transformation process in a cooperative and intergovernmental framework.
- **Section Three** should present an analysis of the performance information provided in the municipal Section 46 reports and provincial trend analysis report. This should give a trend analysis of performance over a period of three years previous years (2008/09, 2009/10 and 2010/11). This information is categorized under each of the five Key Performance Areas, cross-cutting issues and a comparison of three previous years' trends. The challenges encountered by municipalities and the interventions carried out by other spheres of government and stakeholders are contained in this section.
- **Section Four** will furnish an evaluation of the analysed performance information and drawing pertinent conclusions on how far the municipalities' performance in the year under review and previous years after the country's attainment of democracy, had been able to change the character of local government to being sustainable, developmental and performance-driven institutions. It assesses whether there is any progress towards achieving the developmental outcomes, which will lead to realising the country's Vision 2014 and meeting MDG targets, using the outcomes 9, turnaround strategy and Intergovernmental Relations (IGR) structures.
- **Section Five** will examine what still needs to be achieved in the remaining leg of local government transformation up to the year 2014.
- **Section Six** concludes with a summary of the whole report.

## 5. The municipal reporting process

Section 46 (1) of the Municipal Systems Act (MSA) 32 of 2000, states that

(1) A municipality must prepare for each financial year a performance report reflecting:

- (a) the performance of the municipality and of each external Service provider during that financial year; also
- (b) a comparison of the performances referred to paragraph (a) with targets set for and performances in the previous financial year; and
- (c) Measures taken to improve performance.

(2) An annual performance report must form part of the municipality's annual report in terms of chapter 12 of the Municipal Finance Management Act

2.2 Section 121 of the Municipal Finance Management Act (MFMA) 56 of 2003, requires that:

(1) Every municipality and every entity must for each financial year prepare an annual report. The Council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.

2.3 Section 129 of the Municipal Finance Management Act (MFMA) 56 of 2003, requires that:

(1) The Council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality's sole or shared control, and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127, adopt an oversight report containing the council's comments on the annual report, which must include a statement whether the council:

- (a) Has approved the annual report with or without reservations;
- (b) Has rejected the annual report; or
- (c) Has referred the annual report back for revision of those components that can be revised.

**Table 1: Section 46 report submission rate per municipality**

Districts	Names of Municipalities	2008/09		2009/10		2010/11		No. & names of municipalities that did not submit Section 46 reports in 2009/10
		No. of submissions	% of submissions	No. of submissions	% of submissions	No. of submissions	% of submissions	
Frances Baard	Frances Baard	Yes		Yes		Yes		
	Dikgatlong	Yes		Yes		Yes		
	Magareng	Yes		No		Yes		Magareng
	Phokwane	No		Yes		Yes		
	Sol Plaatje	Yes		Yes		Yes		
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes		Yes		No		
	Gamagara	Yes		Yes		Yes		
	Ga-Segonyana	Yes		Yes		Yes		
	Joe Morolong	Yes		Yes		Yes		
Namakwa	Namakwa	Yes		Yes		Yes		
	Hantam	Yes		Yes		Yes		
	Kamiesberg	Yes		Yes		Yes		
	Karoo Hoogland	Yes		Yes		Yes		
	Khai-Ma	Yes		Yes		Yes		
	Nama Khoi	Yes		Yes		Yes		
	Richtersveld	Yes		Yes		Yes		
Pixley Ka Seme	Pixley Ka Seme	Yes		Yes		Yes		
	Emthanjeni	Yes		Yes		Yes		
	Kareeberg	Yes		Yes		Yes		
	Renosterberg	Yes		Yes		No		



Districts	Names of Municipalities	2008/09		2009/10		2010/11		No. & names of municipalities that did not submit Section 46 reports in 2009/10
		No. of submissions	% of submissions	No. of submissions	% of submissions	No. of submissions	% of submissions	
	Siyancuma	Yes		Yes		No		
	Siyathemba	Yes		Yes		Yes		
	Thembelihle	Yes		Yes		No		
	Ubuntu	Yes		Yes		No		
	Umsobomvu	Yes		Yes		Yes		
Siyanda	Siyanda	Yes		Yes		Yes		
	!Kheis	Yes		Yes		Yes		
	//Khara Hais	Yes		Yes		Yes		
	Kai! Garib	Yes		Yes		Yes		
	Kgatelopele	Yes		Yes		Yes		
	Mier	Yes		Yes		Yes		
	Tsantsabane	Yes		Yes		Yes		
<b>Total</b>		<b>31</b>	<b>96.9 %</b>	<b>31</b>	<b>96.9%</b>	<b>27</b>	<b>84,4%</b>	<b>1</b>

Source: 2010/11 Section 46 report

## **6. Provincial Reporting Process**

Section 47 of the Municipal Systems Act, 32 of 2000 says that:

- (1) The MEC for local government must annually compile and submit to the Provincial Legislatures and the Minister a consolidated report on the performance of municipalities in the province.
- (2) The report must:
  - (a) identify municipalities that under-performed during the year;
  - (b) propose remedial action to be taken; and
  - (c) Be published in the Provincial Gazette.
- (3) The MEC for local government must submit a copy of the report to the National Council of Provinces.

The reporting compilation process comprised of five (5) phases, as follows:

- Phase 1: Using the previous year's report, template developed by National, provincial template for collection of information, circular 11 template for s46 and the Guide from the Auditor-General, support municipalities to develop a section 46 report.
- Phase 2: Collection of from different sources. Sources of information were divided into three categories; namely, baseline information, primary and secondary sources of information (The use of the quarterly reports as per the IDP, POA reports, financial statements, A-G report and evidence.
- Phase 3: Information sourced in Phase 1 to develop a report as per the National reporting template.
- Phase 4: Information is categorized according to the five key performance areas (KPAs) and cross-cutting issues, identified indicators and focus areas that fell under each KPA. A high-level gap analysis is developed, informed by further data collection to close the gaps. The data is then collated and analysed.
- Phase 5: Characterized by an assessment and evaluation of the municipal performance, using baseline information and information contained in previous year's reports and make comparisons with performance in the year under review. During this phase, report writing also begins.
- Phase 6: Integration of the report into one consolidated report, outlining the overall challenges, interventions, recommendations, giving the outlook for the future and submission of the report to different structures for comment and finally, to the MEC, Legislature, NCOP and gazetting.

## **7. Limitations in Provincial Reporting**

The section 47 report is largely based on the information contained in the section 46 reports of the municipalities. The municipal reports were unstructured and their format was not uniform, thus the information contained in the reports is not the same. It should be acknowledged that there are capacity constraints in a number of our municipalities to produce the reports.

The section 47 report should be viewed as a monitoring and evaluation tool of the performance of the municipalities as well as the support given to the municipalities by all relevant sector departments to ensure effective and efficient operation that lead towards service delivery.

### Introduction

The South African Constitution introduced a government consisting of three distinct yet interdependent spheres of government and mandates that these three spheres work together in a cooperative manner. This concept of cooperative governance is provided for in Chapter three of the Constitution and it supports the realization of a developmental state, where the developmental role of local government is dependent on a successful establishment of cooperative governance. It is a concept that embraces the realization that a single sphere of government cannot handle the magnitude of development challenges and responsibilities of a developmental state. The Constitution envisages an establishment of structures and institutions to foster intergovernmental relations. In that regard, the Intergovernmental Relations Framework Act was promulgated in 2005, to support the concept of cooperative governance.

Chapter 7 of the Constitution then sets out objects that mandate local government to be developmental. Section 152 of the Constitution sets out the objects and mandate of local government as the following:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment; and
- e) To encourage the involvement of communities and community organizations in the matters of local government.

Section 153 confers developmental duties of local government such that every municipality must:

- a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- b) participate in national and provincial development programmes

Section 154 reiterates the co-operative government obligations for the national government and provincial governments, by legislative and other measures, to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

The above provisions laid the foundation to local government transformation. Local government is no longer an administrative arm of government that is required to provide infrastructure, but is given a developmental character to improve the quality of communities and promote basic human rights. This places municipalities at the forefront of national government's efforts to address all the social and economic inequalities of the past.

### The White Paper on Local Government

The White Paper on Local Government is regarded as the "constitution" of South African local government. It flashes out more clearly the developmental role of local government and gives meaning to the constitutional obligations placed upon the sphere of local government. It defines a developmental local government as "municipalities who are committed to working with the local communities to find sustainable ways to meet their needs (social, economic and material) and improve the quality of their lives". (White Paper on Local Government of 1998)

In order to attain a developmental local government, the White Paper offers the guiding principles and outlines the unique characteristics of a developmental local government, the expected outcomes and the mechanisms that will assist in the process towards attainment of the developmental outcomes. The elements within each of the guiding areas are discussed briefly below.



## **Characteristics of the Developmental Local Government**

Municipalities are expected to work with their communities to find innovative and cooperative ways to execute their powers and functions in order to reshape themselves into institutions that are:

- Maximizing social development and economic growth;
- Integrating and coordinating development;
- Democratizing development, empowering and redistribution of resources; and
- Leading and learning.

Since local government transformation is a change management process, at the end of each year, municipalities have to assess their performance and report on whether they are changing towards attaining the above developmental characteristics.

## **Outcomes or Results of Developmental Local Government**

The outcomes include:

- Provision of household infrastructure;
- Creation of live-able, integrated cities, towns and rural areas;
- Local economic development;
- Community empowerment and redistribution.

The questions that need to be raised and answered during every annual reporting period by each of the three spheres of government are: whether municipalities are achieving the above outcomes? Have they reached sustainability? Are other spheres playing a meaningful role to support the developmental course?

## **Mechanisms to Support Developmental Local Government**

The White Paper lists three mechanisms or tools to support the process of local government transformation, as well as a guide to new approaches to service delivery:

- Integrated development planning and budgeting;
- Performance management; and
- Cooperation mechanisms.

The White Paper envisages a process of transformation for local government whereby cooperative governance is a central feature. It foresees the creation of an intergovernmental framework as a pillar to the realization of the developmental state. The White Paper also clearly defines the roles and responsibilities of the national and provincial spheres of government with respect to local government. The roles and responsibilities indicates that national and provincial government are constitutionally required to take an active interest in ensuring the development of strong local government, capable of fulfilling its constitutional mandate. In return, municipalities are required to work with provincial and national government in the respective areas of jurisdiction, and enhance the effectiveness of national and provincial programmes. Local government should maintain open, cooperative and constructive relations with both provincial and national government, seeing its operation as a component of the broader developmental state structure.

## **Organized Local Government Priorities**

The White Paper on Local Government also touches on the role of organized local government. The Constitution allows for municipalities to organise forms of municipal association and the South African Local Government Association (SALGA) was established to become the voice of local government.

SALGA's key role is the effective representation of local government in the legislative processes of all spheres of government and in intergovernmental executive processes. SALGA represents local government interests in forums such as the National Council of Provinces, the Financial and Fiscal Commission, the new Budget

Forum dealing with intergovernmental transfers, intergovernmental structures such as MINMEC, and in the drafting of legislation that affects the status, institutions, powers and functions of municipalities.

SALGA is also an employers' organisation, and constitutes the employer component of the South African Local Government Bargaining Council. SALGA has a key role to play, not only as an employer in the South African Local Government Bargaining Council, but also in building capacity in the area of labour relations among its membership, and maintaining open and constructive relationships with organised labour. The successful transformation of local government requires that the relations between employer bodies and municipal trade unions be reconstructed around a common commitment to a developmental role for local government.

SALGA also has a responsibility to make a strong contribution to the development of municipalities through, amongst other things:

- The provision of specialised services to supplement and strengthen the capacity of municipalities;
- Research and information dissemination;
- Facilitating shared learning between municipalities;
- Human resource development; and
- Councillor training.

## **Vision 2014**

Vision 2014 is South Africa's direct response to contribute and address the development challenges as set out in the Millennium Development Declaration and to implement the above policies. At the Cabinet Lekgotla held from 20 to 22 January 2010, the adopted 12 Outcomes that reflect our mandate and derive from the Medium Term Strategic Framework. They are:

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and World
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

The five priorities identified in the manifesto of the ruling party correspond with the first seven outcomes while Local Government and Human Settlements have been added as priorities.

Eighteen years into the new Local Government system shows that a significant number of municipalities are in deep distress. The service delivery protests are a clear signal that the failings in local government cannot go unchecked. Problems at municipalities range from issues of poor governance and accountability, weak financial management, high vacancies in critical senior management posts and in a number of instances an inability to deliver even a core of basic municipal services efficiently and effectively.

Much of the reason for the limited success of past attempts to improve the performance of local government stemmed from the fact that we tended to treat all municipalities as uniform, undifferentiated entities. This was clearly a mistake and we now recognise, as you have in your department's Local Government Turnaround Strategy, that municipalities have different capacities and their social and economic contexts also vary. Our response to turn around local government should thus be conducive to the different contexts prevailing in municipalities. A further explanation for limited success was the inability of the national government

departments that impact local government to develop a cohesive plan and co-operates fully to ensure a unified approach within their interventions.

### **Turnaround Strategy**

The key question government undertook to reflect on with a range of role players over the past few months was *'what is the state of local government in 2009, and what must be done to restore the confidence of our people in this sphere of government by 2010 and beyond?'*

The Department of Cooperative Governance and Traditional undertook a process of provincial assessments of every municipality and came up with the State of Local Government produced in 2009. This report gave the status quo of municipalities' performance as per province. The report gave an overview of under-performing and performing municipalities. From this report, the department developed the Local Government Turn-Around Strategy (LGTAS). The Cabinet adopted the State of Local Government Report (SLGR) and LGTAS (2 December 2009). It was recommended that each municipality to develop their own MTAS as priority for intervention to derive root cause analysis and detailed evidential findings. In 2010, the Cabinet Lekgotla approved a 10 Point Plan and performance management system for municipalities to:

- Develop an implementation plan for MTAS
- Develop an Implementation Guidelines for phases 1-4 of MTAS process
- Rollout of MTAS pre-2010: January 2009 – March 2010

### **Local Government Ten Point Plan**

The Local Government Turn-Around Strategy (LGTAS) is the basis for the Ten Point Plan for Local Government (2009 – 2014). The ten-point plan outlines the following area:

1. Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.
2. Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED).
3. Ensure the development & adoption of reliable and credible Integrated Development Plans (IDPs).
4. Deepen democracy through a refined Ward Committee model.
5. Build and strengthen the administrative, institutional and financial capabilities of municipalities.
6. Create a single window of coordination for the support, monitoring and intervention in municipalities.
7. Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government.
8. Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
9. Develop and strengthen a politically and administratively stable system of municipalities.
10. Restore the institutional integrity of municipalities.



**The Minister signed a performance agreement based on the achievement of the following areas:**

**Output 1: Implement a differentiated approach to municipal financing, planning and support**

There is a need to do a more rigorous, data driven and detailed segmentation of municipalities into a number of categories that better reflect the varied capacities and contexts within municipalities across the country.

This segmentation requires that we approach the categories of municipalities differently.

In relation to the 6 metros and top 21 municipalities, they should be granted more autonomy in respect of infrastructure and housing delivery since this is already recognised in the MIG-City and Housing Accreditation Programmes. The action here will therefore entail the acceleration of the implementation of the MIG-City programme to the top 21 municipalities and acceleration of the housing accreditation process in the metros and 21 municipalities.

For smaller municipalities with limited capacity, which we must define clearly, we should design a much focused intervention that is limited to producing IDPs that are simplified to focus on planning for the delivery of a set of 10 critical municipal services. Secondly, the IDP should also be supported by a simple revenue plan that will better manage costs and enhance the management of revenue. The third key action in these municipalities is to ensure that the critical posts of Municipal Manager, Town planner, Chief financial officer and Engineer / technical services are audited and filled by competent and suitably qualified individuals. We need to work towards a situation where it becomes a key requirement that no elected official of any party should serve in these roles. Finally we should ensure that the performance contract of the municipal manager should be concise and crisp, based on the 3 items above.

**Output 2: Improving Access to Basic Services**

In respect of this output the following targets for improving universal access are set for the period ending 2014:

- Water from 92% to 100%
- Sanitation from 69% to 100%
- Refuse removal from 64% to 75%
- Electricity from 81% to 92%

To deliver on these Basic Services consideration must be given to the establishment of a Bulk Infrastructure Fund to unlock delivery of reticulation services, fund bulk infrastructure, procure well located land, align Provincial Infrastructure Grants and Municipal Infrastructure Grants with housing projects and grants and to upgrade and rehabilitate bulk infrastructure (such as Waste Water Treatment Works).

A special purpose vehicle for municipal infrastructure should be established in collaboration with other departments to assist in mobilizing private sector infrastructure funding for municipalities and also to support the planning and expenditure of CAPEX and OPEX in municipalities. This special purpose vehicle will go a long way in augmenting public sector funds for municipal infrastructure and in gaining value for money.

**Output 3: Implementation of the Community Work Programme**

The CWP is a key initiative to mobilize communities in order to provide regular and predictable work opportunities at the local level. This is a ward-based programme the idea being to identify 'useful work' ranging from 1- 2 days a week or one week a month initially targeted at the poorest wards. The target is to implement the CWP in at least 2 wards per local municipality. The overall target for CWP job opportunities created by 2014 is 4.5million. By 2014 at least 30% of all job opportunities must be associated with functional cooperatives at the local level.

#### **Output 4: Actions supportive of the human settlement outcomes**

Since COGTA has minimal direct control over the issues identified in the human settlement outcome, specific deliverables where COGTA is required to provide support include the following:

On spatial aspects to overcome the apartheid legacy, actions supportive of the human settlement outcomes need to be initiated such as increasing densities in metros and large towns, release of public land for low income and affordable housing to support the delivery of 400 000 housing units on “well located land” with a 30 to 45 minute journey to work and services and using less than 8% of disposable income for transport by 2014.

Other targets closely related to human settlements is supporting the expansion of the national upgrading support programme in 45 priority municipalities to facilitate the upgrading of informal settlements. In this regard the grading and rezoning of informal settlements by the priority municipalities is crucial.

A national coordination grant framework should be developed and monitored by COGTA with the relevant departments to better align the Municipal Infrastructure Grant (MIG), the MIG Cities instrument, the Housing Subsidy Grant, the National Upgrading Support Programme and all other local government grants that impact on local communities.

The current process facilitated by the Presidency to finalise new national Legislation on spatial and land use planning must be completed urgently with COGTA, Rural Development and Land Reform, Human Settlements, Environment and National Treasury playing an important role. Clear national norms and standards should be developed for different types of municipalities and settlement areas to support our overall objective of creating well functioning, integrated and balanced urban and rural settlements.

#### **Output 5: Deepen democracy through a refined Ward Committee model**

Strengthening our people-centred approach to governance and development is a core part of the building the developmental state in this country. Three important, but related, tasks must be undertaken.

Firstly, the legislative framework for Ward Committees and community participation must be reviewed and strengthened to broaden participation of various sectors and to propose revised / new responsibilities and institutional arrangements for Ward Committees. This is a priority for 2010. Secondly, a new approach must be found to better resource and fund the work and activities of Ward Committees. The funding of local democracy and community participation cannot be a discretionary matter. Lastly, various support measures must be put in place to ensure that at least 90% of all Ward Committees are fully functional by 2014.

#### **Output 6: Administrative and financial capability**

The key focus with respect to this output is to ensure greater transparency, fight corruption and promote good financial management. Poor financial management and neglect of repairs and maintenance are having a detrimental effect on the functioning of municipalities and the upkeep of critical infrastructure. The targets for achievement by 2014 are as follows:

- Municipalities with unqualified audits to increase from 53% to 100%
- The average monthly collection rate on billings to rise to 90%
- The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%
- The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%
- The percentage of municipalities under -pending on CAPEX to be reduced from 63% to 30%
- The percentage of municipalities spending less than 5% of OPEX on repairs and maintenance to be reduced from 92% to 45%

### **Output 7: Single window of coordination**

There is a need to ensure that policies and legislation are reviewed and that the various support, monitoring and other interventions by national departments are better coordinated.

## Key Performance Area 1: Municipal Transformation and Organisational Development

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### Introduction

The main focus in this key performance area is the institutional and organisational capacity of municipalities to perform their functions and fulfil their developmental role as stipulated in the Constitution and the White Paper on Local Government. Institutional and organisational reform in local government is the key to sustainable municipalities. Having been allocated separate powers and functions entrenched in the Constitution, municipalities had to organise themselves in preparation to fulfil these functions and powers. Organisational transformation in local government is further explicitly prescribed in Section 51 of the Municipal Systems Act, which provides as follows:

“A municipality must, within its administrative and financial capacity, establish and organise its administration in a manner that would enable the municipality to:-

- a. be responsive to the needs of the local community;
- b. facilitate a culture of public service and accountability amongst its staff;
- c. be performance orientated and focussed on the objects of local government set out in section 152 of the Constitution and its developmental duties as required by section 153 of the Constitution;
- d. ensure that its political structures, political office bearers and managers and other staff members align their roles and responsibilities with the priorities and objectives set out in the municipality's integrated development plan;
- e. establish clear relationships, and facilitate co-operation, co-ordination and communication, between-
  - i. its political structures, political office bearers and its administration;
  - ii. its political structures, political office bearers and administration and the local community;
- f. organise its political structures, political office bearers and administration in a flexible way in order to respond to changing priorities and circumstances;
- g. perform its functions—
  - i. through operationally effective and appropriate administrative units and mechanisms, including departments and other functional or business units; and
  - ii. when necessary, on a decentralised basis;
  - iii. assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms;
  - iv. hold the municipal manager accountable for the overall performance of the administration;
  - v. maximise efficiency of communication and decision-making within the administration;
  - vi. delegate responsibility to the most effective level within the administration;
  - vii. involve staff in management decisions as far as is practicable; and
  - viii. provide an equitable, fair, open and non-discriminatory working environment

This key performance area focuses on organisational capacity and includes indicators that show progress on how municipalities have organised themselves in terms of building capacity to deliver, compliance with equity targets as well as implementing both the organisational and individual performance management systems. Municipal performance in this KPA was assessed in the following six (6) focus areas:

- Performance Management Systems.
- Filling of Section 57 Manager positions;
- Signed performance agreements by Section 57 Managers;
- Disciplinary processes against Section 57 Managers;
- Employment Equity; and
- Skills development.



It is important to note that not all municipalities and provinces submitted information in all of the above-listed six focus areas. The reporting varied from one province to the other, but almost all provinces reported on appointment of Section 57 Managers, employment equity and workplace skills plans. Even in these focus areas, the type of issues that were reported on, were not uniform.

## Performance Management System

**Table 2: Implementation on PMS implementation in municipalities**

Districts	Names of Municipality	No of municipalities with PMS Framework developed /reviewed and adopted by Council (State date of adoption)	No of municipalities that analysed their IDP and engaged with the community	No of municipalities with developed and adopted IDP linked to SDBIP?	No of section 57 Performance contracts signed?	No of section 57 managers with signed Performance Agreements?	No of municipalities with PMS audited by an Internal Auditor for functionality and legal compliance?	No of municipalities with Appointed Performance Audit Committee (PAC)	No of municipalities that submitted council oversight reports and made public	No of municipalities that submits quarterly performance report	No of municipalities which have cascaded PMS to lower level	State reasons for non-compliance of any of these components
<b>Frances Baard</b>	Frances Baard	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	
	Sol Plaatje	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	
	Dikgatlong		Yes	Yes	Yes	Yes	Shared	Shared	No	No	No	
	Phokwane	No				Only MM		Yes	No Info	No	No	
	Magareng	No										
<b>John Taolo Gaetsewe</b>	John Taolo Gaetsewe											
	Gamagara	Yes	Yes	Yes	Yes	Yes	Yes	Shared	No	No	No	
	Joe Morolong	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	
	Ga-Segonyana	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	
<b>Namakwa</b>	Namakwa	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	
	Nama Khoi	No	Yes	Yes	Yes	Yes	Yes	No	No	No	No	
	Khai Ma	No	Yes	Yes	Yes	Yes	Yes	No	No	No	No	
	Hantam	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	
	Richtersveld	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	
	Kamiesberg	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	

Districts	Names of Municipality	No of municipalities with PMS Framework developed /reviewed and adopted by Council (State date of adoption)	No of municipalities that analysed their IDP and engaged with the community	No of municipalities with developed and adopted IDP linked to SDBIP?	No of section 57 Performance contracts signed?	No of section 57 managers with signed Performance Agreements?	No of municipalities with PMS audited by an Internal Auditor for functionality and legal compliance?	No of municipalities with Appointed Performance Audit Committee (PAC)	No of municipalities that submitted council oversight reports and made public	No of municipalities that submits quarterly performance report	No of municipalities which have cascaded PMS to lower level	State reasons for non-compliance of any of these components
	Karoo H	No	Yes	Yes	Yes	Yes	No	No	No	No	No	
Siyanda	Siyanda	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	
	Kheis	No	Yes	Yes	Yes	Yes	No	No	No	No	No	
	Kai Garib	No	Yes	Yes	Yes	Yes	No	No	No	No	No	
	Kgatelopele	No	Yes	Yes	Yes	Yes	No	No	No	No	No	
	Mier	No	Yes	Yes	Yes	Yes	No	No	No	No	No	
	Khara Hais	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	
	Tsantsabane	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	
Pixley Ka Seme	Pixley Ka Seme	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	
	Emthanjeni	Yes	Yes	Yes	Yes	Yes	Yes	Shared	No	No	No	
	Umsobomvu	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	
	Kareeberg	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No	No	
	Siyathemba	No	Yes	Yes	Yes	Yes	No	No	No	No	No	
	Siyancuma											
	Renosterberg											
	Ubuntu											

Districts	Names of Municipality	No of municipalities with PMS Framework developed /reviewed and adopted by Council (State date of adoption)	No of municipalities that analysed their IDP and engaged with the community	No of municipalities with developed and adopted IDP linked to SDBIP?	No of section 57 Performance contracts signed?	No of section 57 managers with signed Performance Agreements?	No of municipalities with PMS audited by an Internal Auditor for functionality and legal compliance?	No of municipalities with Appointed Performance Audit Committee (PAC)	No of municipalities that submitted council oversight reports and made public	No of municipalities that submits quarterly performance report	No of municipalities which have cascaded PMS to lower level	State reasons for non-compliance of any of these components
	Thembelihle											
<b>Total</b>		<b>16</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>14</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>1</b>	

Source: 2009/10 and 2008/09 Section 46 reports

: Department of Cooperative Governance, Human Settlements and Traditional Affairs, PMS Unit.

### Provincial Analysis

No information could be extracted from John Taolo Gaetsewe, Ubuntu, Renosterberg, Thembelihle and Siyancuma as they did not submit their Section 46 reports for the 2010/2011 financial year



**Table 3: Linkage between IDP and SDBIP**

Districts	Name of municipalities	2008/09			2009/10			2010/11			Reasons
		IDP framework Approved	IDP framework Submitted	IDP aligned to SDBIP	IDP framework Approved	IDP framework Submitted	IDP aligned to SDBIP	IDP framework Approved	IDP framework Submitted	IDP aligned to SDBIP	
<b>Frances Baard</b>	Frances Baard	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Sol Plaatje	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Dikgatlong	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	
	Magareng	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Phokwane	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
<b>Namakwa</b>	Namakwa	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Nama Khoi	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
	Hantam	No	No	No	Yes	Yes	No	Yes	Yes	No	
	Richtersveld	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	
	Kamiesberg	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	
	Karoo Hoogland	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	
	Khai-Ma	Yes	Yes	No	No	No	No	Yes	Yes	No	
<b>Siyanda</b>	Siyanda	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
	Kai Garib	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Kheis	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Mier	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	

Districts	Name of municipalities	2008/09			2009/10			2010/11			Reasons
		IDP framework Approved	IDP framework Submitted	IDP aligned to SDBIP	IDP framework Approved	IDP framework Submitted	IDP aligned to SDBIP	IDP framework Approved	IDP framework Submitted	IDP aligned to SDBIP	
	Kgatelopele	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
	Tsantsabane	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
Pixley Ka Seme	Pixley Ka Seme	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Emthanjeni	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
	Umsobomvu	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	
	Siyathemba	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	
	Kareeberg	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
	Renosterberg	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	
	Siyancuma	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Ubuntu	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
	Thembelihle	Yes	Yes	No	Yes	Yes	No	Yes	Yes	No	
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Gamagara	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	
	Ga-Segonyana	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	
	Joe Morolong	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	
<b>Total</b>		<b>30</b>	<b>29</b>	<b>3</b>	<b>31</b>	<b>31</b>	<b>23</b>	<b>32</b>	<b>32</b>	<b>20</b>	

Source: 2010/11 Section 46 reports

**Table 4: Number of approved, filled and vacant s57 posts per province**

Districts	Name of Municipalities	2008/09			2009/10			2010/11		
		No of approved S57 posts	No of filled Section 57 posts	No of Section 57 vacancies	No of approved S57 posts	No of filled Section 57 posts	No of Section 57 vacancies	No of approved S57 posts	No of filled Section 57 posts	No of Section 57 vacancies
<b>Frances Baard</b>	Frances Baard	5	5	0	5	5	0	5	3	1 (act)
	Sol Plaatje	5	5	0	5	5	0	6	6	6
	Dikgatlong	4	4	0	4	0	4	3	0	3 (act)
	Magareng	4	1	3	4	2	2	5	4	1 (vacant)
	Phokwane	5	4	1	5	5	0	4	4	0
<b>Namakwa</b>	Namakwa	1	1	0	1	1	0	7	7	0
	Nama Khoi	4	0	0	4	3	1	5	3	2 (act)
	Hantam	4	0	0	4	0	0	5	2	1(act) 1 vacant
	Richtersveld	4	1	3	4	1	3	5	2	2 (act) 1 vacant
	Kamiesberg	4	2	2	4	2	2	3	3	0
	Karoo Hoogland	4	0	0	4	0	4	4	4	0
	Khai-Ma	4	2	2	4	2	2	5	5	0
<b>Siyanda</b>	Siyanda	5	1	4	5	2	3	4	4	0
	Kai Garib	5	4	1	5	4	1	4	4	0
	Kheis	4	2	2	4	2	2	4	2	2
	Mier	4	2	2	4	2	2	4	4	0
	Kgatelopele	4	0	4	4	0	4	4	3	1

Districts	Name of Municipalities	2008/09			2009/10			2010/11		
		No of approved S5 7 posts	No of filled Section 57 posts	No of Section 57 vacancies	No of approved S5 7 posts	No of filled Section 57 posts	No of Section 57 vacancies	No of approved S5 7 posts	No of filled Section 57 posts	No of Section 57 vacancies
	Tsantsabane	4	2	2	4	4	0	5	5	0
Pixley Ka Seme	Pixley Ka Seme	5	4	0	5	5	0	5	5	0
	Emthanjeni	5	4	1	5	4	1	4	4	0
	Umsobomvu	4	2	2	4	2	2	4	3	1
	Siyathemba	4	3	1	4	3	1	4	4	0
	Kareeberg	4	3	1	4	3	1	1	1	0 (permanent)
	Renosterberg	4	2	2	4	4	0			
	Siyancuma	4	2	2	4	2	2			
	Ubuntu	4	3	1	4	3	1			
	Thembelihle	5	4	1	5	4	1			
John Taolo Gaetsewe	John Taolo Gaetsewe	4	4	0	4	4	0	Did not submit		
	Gamagara	4	2	2	4	2	2	No Info		
	Ga-Segonyana	4	3	1	4	3	1	5	5	0
	Joe Morolong	4	3	1	4	4	0	6	6	0
<b>Total</b>		129	75	43	129	83	42	111	93	22

Source: 2010/11 Section 46 reports, 2008/09 and 2009/10 section 47 reports

### Provincial Analysis

No information could be extracted from John Taolo Gaetsewe, Ubuntu, Renosterberg, Thembelihle and Siyancuma, as they did not submit their Section 46 reports for the 2010/2011 financial year. An average of 19.8% of the section 57 positions were vacant.



### **Development and Implementation of specific HR policies and systems per municipality**

The Human Resources Development Strategy (HRDS) of South Africa's key mission is to maximise the potential of our people through knowledge and skills acquisition to improve livelihoods – (HRDS SA 2001). Capacity building at municipalities is crucial in achieving effective service delivery. As such, Human Resource management is aimed at strengthening institutional capacity. This is enshrined in the Municipal Systems Act of 2000:

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

The HRD Strategy consists of 5 strategic objectives, namely:

1. Improving the foundation for human development;
2. Developing high quality skills that are more responsive to our developmental Needs;
3. Improving and increasing employer participation in lifelong learning;
4. Supporting employment growth through creative innovation and policies; and
5. Ensuring that the four objectives above are linked.

The table below indicates the status with regards to the development and implementation of specific HR policies by municipalities.

### **Employment Equity**

This indicator is solely to determine the targets that the municipalities have either successfully achieved or partly achieved, as stipulated in their employment equity plans approved by the municipal councils. It incorporates the General Key Performance Indicator prescribed by the Minister in terms of Regulation 10 (e) of the Municipal Performance Management Regulations of 2001, which reads as follows:

“Number of people employed from employment equity target groups employed in the three highest levels of management in compliance with the municipality’s employment equity plan”.

### **Skills Development**

This focus area is in response to one of the prescribed key performance indicators in terms of the Municipal Performance Management Regulations of 2001. All municipalities are obliged to report on progress in building skills capacity to deliver according to the developmental mandate.

### **Adoption of Workplace Skills Plans**

Number of local government staff trained during the year under review as compared to 2009/10 and percentage of budget spent in implementing municipalities’ Skills Development Plans

## Compliance with the EEA

**Table 5: Women appointments – Section 57 Managers**

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		No. of Section 57 posts approved	Women appointed in Section 57 posts	No of vacancies for women Section 57 Managers	No. of Section 57 posts approved	Women appointed in Section 57 posts	No of vacancies for women Section 57 Managers	No. of Section 57 posts approved	Women appointed in Section 57 posts	No of vacancies for women Section 57 Managers
Frances Baard	Frances Baard							5	1	No Info
	Sol Plaatje							7	2	
	Dikgatlong							3		
	Phokwane							4	0	
	Magareng							5	0	
Namakwa	Namakwa							7		
	Nama Khoi							4	1	
	Richtersveld							5		
	Kamiesberg							3		
	Karoo Hoogland							4		
	Khai Ma							5		
	Hantam							4		
Siyanda	Siyanda							4		
	Kai Garib							4		
	Kheis							4	1	
	Mier							4		

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		No. of Section 57 posts approved	Women appointed in Section 57 posts	No of vacancies for women Section 57 Managers	No. of Section 57 posts approved	Women appointed in Section 57 posts	No of vacancies for women Section 57 Managers	No. of Section 57 posts approved	Women appointed in Section 57 posts	No of vacancies for women Section 57 Managers
	Kgatelopele							4	1	
	Tsantsabane							5		
Pixley Ka Seme	Khara Hais									
	Pixley Ka Seme							5		
	Emthanjeni									
	Umsobomvu							4		
	Siyathemba							4		
	Kareeberg							1		
	Siyancuma									
	Thembelihle									
	Renosterberg									
	Ubuntu									
John Taolo Gaetsewe	John Taolo Gaetsewe									
	Gamagara							No Info		
	Ga-Segonyana							5		
Total										

Source: 2010/11 Section 46 reports

**Provincial Analysis**

No information could be extracted from John Taolo Gaetsewe, Ubuntu, Renosterberg, Thembelihle and Siyancuma as they did not submit their Section 46 reports for the 2010/2011 financial year. Most of the information was not indicated in the annual reports of the municipalities.

**Table 6: Employment of people with disabilities**

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Total no. of people with disabilities	No. of people with disabilities	No of vacancies for people with disabilities	Total no. of people with disabilities	No. of people with disabilities	% No of vacancies for people with disabilities	Total no. of people with disabilities	No. of people with disabilities	No of vacancies for people with disabilities
Frances Baard	Frances Baard							No Info		
	Sol Plaatje	4	4		4	4		4		
	Dikgatlong									
	Magareng	1	1		1	1		No indication		
	Phokwane							No indication		
John Taolo Gaetsewe	John Taolo Gaetsewe							Did not submit		
	Gamagara									
	Joe Morolong	20	20		20	20		1	1	
	Ga-Segonyana									
Namakwa	Namakwa							No Info		
	Nama Khoi									
	Richtersveld									
	Kamiesberg									
	Hantam									
	Karoo Hoogland									
	Khai Ma									
Pixley Ka Seme	Pixley Ka Seme	1	1		1	1		No Info		



Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Total no. of people with disabilities	No. of people with disabilities	No of vacancies for people with disabilities	Total no. of people with disabilities	No. of people with disabilities	% No of vacancies for people with disabilities	Total no. of people with disabilities	No. of people with disabilities	No of vacancies for people with disabilities
	Emthanjeni									
	Umsobomvu									
	Kareeberg									
	Siyathemba									
	Renosterberg									
	Siyancuma									
	Ubuntu									
	Thembelihle									
Siyanda	Siyanda									
	Kheis									
	Kai Garib									
	Kgatelopele									
	Mier									
	Khara Hais									
	Tsantsabane									

Source: 2010/11 Section 46 reports

### Provincial Analysis

No information could be extracted from John Taolo Gaetsewe, Ubuntu, Renosterberg, Thembelihle and Siyancuma, as they did not submit their Section 46 reports for the 2010/2011 financial year. Most of the information was not indicated in the annual reports of the municipalities.

**Table 7: Employment of employees that are aged 35 or younger**

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger	Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger	Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger
<b>Frances Baard</b>	Frances Baard							93	93	
	Sol Plaatje							No Info		
	Dikgatlong									
	Magareng									
	Phokwane									
<b>John Taolo Gaetsewe</b>	John Taolo Gaetsewe							Did not submit AR		
	Gamagara							No Info		
	Joe Morolong									
	Ga-Segonyana									
<b>Siyanda</b>	Siyanda									
	Khara Hais									
	Mier									
	Kai Garib									
	Kheis									
	Kgatelopele									
	Tsantsabane									
<b>Namakwa</b>	Namakwa							No Info		
	Nama Khoi									

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger	Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger	Total approved posts	No of posts occupied by staff aged 35 or younger	% of posts occupied by staff aged 35 or younger
	Richtersveld									
	Kamiesberg									
	Hantam									
	Karoo Hoogland									
	Khai Ma									
Pixley Ka Seme	Pixley Ka Seme									
	Emthanjeni									
	Ubuntu									
	Kareeberg									
	Umsobomvu									
	Renosterberg									
	Siyathemba									
	Thembelihle									
	Siyancuma									
Total										

Source: 2010/11 Section 46 reports

### Provincial Analysis

No information could be extracted from John Taolo Gaetsewe, Ubuntu, Renosterberg, Thembelihle and Siyancuma as they did not submit their Section 46 reports for the 2010/2011 financial year. Most of the information was not indicated in the annual reports of the municipalities.

**Table 8: Development and Implementation of specific HR policies and systems per municipality**

Districts	Names of Municipalities	Recruitment and selection policy			Skills Development Plan			EE Plan			HRM and HRD policies		
		Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented
Frances Baard	Frances Baard	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Sol Plaatje	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Dikgatlong	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Magareng				Yes	Yes	Yes	Yes			Yes		
	Phokwane	Yes	Yes	Yes	Yes	Yes	Yes	Tabled					
Siyanda	Siyanda				Yes	Yes	Yes						
	Khara Hais				Yes	Yes	Yes						
	Mier				Yes	Yes	Yes						
	Kai Garib				Yes	Yes	Yes						
	Kheis				Yes	Yes	Yes						
	Kgatelopele				Yes	Yes	Yes	Yes					
	Tsantsabane				Yes	Yes	Yes						
Namakwa	Namakwa	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes			
	Nama Khoi				Yes	Yes	Yes						
	Richtersveld				Yes	Yes	Yes						
	Kamiesberg	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Hantam	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Karoo Hoogland	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Districts	Names of Municipalities	Recruitment and selection policy			Skills Development Plan			EE Plan			HRM and HRD policies		
		Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented	Reviewed /Developed	Approved	Implemented
	Khai Ma				Yes	Yes	Yes						
Pixley Ka Seme	Pixley Ka Seme	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Umsobomvu	Yes	Yes	Yes	Did not submit			Yes	Yes	Yes			
	Emthanjeni	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Kareeberg				Yes	Yes	Yes						
	Siyathemba				Yes	Yes	Yes						
	Ubuntu				Yes	Yes	Yes						
	Siyancuma				Did no submit								
	Thembelihle				Yes	Yes	Yes						
	Renosterberg				Yes	Yes	Yes						
John Taolo Gaetsewe	John Taolo Gaetsewe				Yes	Yes	Yes						
	Gamagara				Yes	Yes	Yes						
	Ga-Segonyana				Yes	Yes	Yes						
	Joe Morolong				Yes	Yes	Yes						
<b>Total</b>													

Source: 2010/11 Section 46 reports

### Provincial Analysis

No information could be extracted from John Taolo Gaetsewe, Ubuntu, Renosterberg, Thembelihle and Siyancuma as they did not submit their Section 46 reports for the 2010/2011 financial year. The information was not indicated in the section 46 reports of most of the municipalities.

**Table 9: Workplace Skills Plans submitted by municipalities**

Total municipalities	2008/09		2009/10		2010/11	
	Total No of staff approved	No. of staff trained	Total No of staff approved	No. of staff trained	Total No of staff approved	No. of staff trained
Frances Baard	160				176	0
Dikgatlong	122				1565	430
Magareng	147				244	0
Phokwane	302					
Sol-Plaatje	2264					
John Taolo Gaetsewe	132					
Gamagara	345					
Ga-Segonyana	253				242	40
Joe Morolong	80				109	
Namakwa	175				121	
Hantam	158				135	
Kamiesberg	89					
Karoo Hoogland	97				111	
Khai-Ma	58				61	
Nama Khoi	303				315	
Richtersveld	129				122	
Pixley Ka Seme	215				164	
Emthanjeni	347				348	
Kareeberg	74					



Total municipalities	2008/09		2009/10		2010/11	
	Total No of staff approved	No. of staff trained	Total No of staff approved	No. of staff trained	Total No of staff approved	No. of staff trained
Renosterberg	117					
Siyancuma	182					
Siyathemba	152					
Thembelihle	85					
Ubuntu	165					
Umsobomvu	209					
Siyanda	191				189	
!Kheis	50				101	
//Khara Hais	832				818	
Kai! Garib	257				287	
Kgatelopele	81				71	
Mier	40				48	
Tsantsabane	247				248	
32						

Source: 2010/11 Section 46 reports

## Provincial Analysis

No information could be extracted from John Taolo Gaetsewe, Ubuntu, Renosterberg, Thembelihle and Siyancuma as they did not submit their Section 46 reports for the 2010/2011 financial year. The information was not indicated in the section 46 reports of the municipalities.

### Section 139 interventions

The Provincial Government invoked major interventions as per section 139(1)(b) of the Constitution and placed the following municipalities under administration during the year under review:

**Table 10: No of municipalities put under section 139 interventions**

Districts	Names of Municipalities	2008/09	2009/10	2010/11
		No of cases	No of cases	No of cases
Frances Baard District		0	0	0
John Taolo Gaetsewe District		0	0	0
Namakwa District		0	0	0
Pixley Ka Seme District		0	0	0
Siyanda District		0	0	0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>

*Source: 2010/11 Section 46 reports*

### Provincial Analysis

None of the municipalities in the province have been put under administration according to section 139 of the Municipal Finance Management Act 56 of 2003.

## Key Performance Area 2: Basic Service Delivery

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### Introduction

This KPA entails the assessment of the ability municipalities to deliver infrastructure and basic services, and also report on the role played by national and provincial departments in the different sectors in the execution of their functions. Local Government works in partnership with the communities to find sustainable ways to meet their needs and improve the quality of lives. As entrenched in the Constitution, the Millennium Development Goals as well as Vision 2014, government has geared itself to achieve targets for universal access to basic services.

Municipalities are at the forefront of attempts to achieve high levels of service delivery. Service delivery has assumed centre stage in South Africa, due to highly publicized events related to widespread protests within various communities. This has put even greater pressure on municipalities to deliver on their mandates and to ensure effective service delivery. The role of municipalities is crucial in dealing with many of the challenges that have led to such high levels of discontent. A crucial aspect of this process is the provision of basic services such as water, electricity and sanitation for all communities. The historical backlogs in the provision of basic infrastructure for service delivery require that municipalities establish a delicate balance between delivering and improving current services, maintaining existing infrastructure and extending the infrastructure to eradicate the backlog in service delivery. The COGTA must ensure that Municipalities in the province are fully functional to enable the delivery of infrastructure and municipal services. This chapter attempts to give an indication of the performance of the municipalities during the municipal financial year ending June 2011. Municipalities submitted information used throughout this chapter, during March 2012 to provinces.

The report will reflect on service delivery trends and progress achieved over a number of years to enable an informed assessment of improvement or underperformance. The analysis will provide information on achievements per targeted services and variance for non-achievement.

The focus areas that measure the performance of municipalities in this KPA are the following:

- Access to basic services
  - Access to portable water to all households
  - Access to adequate sanitation
  - Universal access to electricity
  - Access to adequate shelter
- Municipal Infrastructure Grant (MIG)
- Bucket system eradication
- Free Basic Services (FBS)
  - Indigent policy implementation
  - Free basic water
  - Free basic sanitation
  - Free basic sanitation
  - Refuse removal

### Provision of basic services

Government is committed to providing access to electricity, water and sanitation as basic services to address the infrastructural backlog. Seventeen (18) years into democracy, government's development programmes are beginning to show tangible results in that access to basic services has improved substantially since 1994. Analysis of progressive trends is provided below on each of the basic services.

**Access to potable water to all households**

In relation to water services, government's goal is for all people of South Africa to have access to potable water by 2014. The MDG goal is to halve proportion of people without sustainable access to improved water source between 1990 and 2015. The basic level of water service is an RDP standard equivalent to a minimum of 25 litres of potable water per day within 200 metres of a household not interrupted for more than 7 days in any year and a minimum flow of 10 litres per minute for communal water points. The South African service standard is substantially higher than the one defined by the MDGs as 20 litres of potable water per person per day within 1 000 metres of a household.

**Table 11: Backlogs on access to basic services municipality**

Districts	Names of Municipalities	2008/2009										2009/2010										2010/2011									
		Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)		Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)		Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)	
		Target	Actual	Formal	Informal	Formal	Informal	Target	Actual	Target	Actual	Target	Actual	Formal	Informal	Formal	Informal	Target	Actual	Target	Actual	Target	Actual	Formal	Informal	Formal	Informal	Target	Actual	Target	Actual
Frances Baard	Frances Baard	3	0			0	0					4	0	0	0	0	0					5	0	0	0	0	0				
	Dikgatlong	200	532			82	230					300	283	211	481	145	205					272	390	211	481	145	205				
	Magareng	0	16			438	960					0	18	0	800	0	960					100	7	0	800	0	960				
	Phokwane	200	464			253	499					350	426	0	0	345	674					250	246	0	0	345	674				
	Sol Plaatje	532	342			179	105					822	876	18	1	181	105					768	568	18	0	181	105				
John Taolo Gaetsewe	John Taolo Gaetsewe	53	16			1	0					303	115	0	0	0	0					203	65	0	0	0	0				
	Gamagara	100	15			593	0					200	4	0	0	415	0					0	435	0	0	415	0				
	Ga-Segonyana	0	1			953	870					200	0	530	770	954	870					0	190	861	770	987	870				
	Joe Morolong	0	49			126	0					0	993	503	0	111	0					0	255	483	0	829	0				
Namakwa	Namakwa	3	10			0	0					3	15	0	0	0	0					3	10	0	0	0	0				
	Hantam	110	35			224	40					80	121	0	40	47	40					170	23	0	40	47	40				
	Kamiesberg	0	0			20	0					0	62	0	1	0	0					0	0	0	0	0	0				
	Karoo Hoogland	0	0			0	37					0	0	0	48	0	37					0	131	0	0	0	0				
	Khai-Ma	50	0			50	29					256	1	81	14	52	29					256	161	81	14	52	29				
	Nama Khoi	50	227			335	0					173	345	170	0	337	0					190	303	0	0	51	0				
	Richtersveld	0	36			195	0					0	15	0	28	205	13					0	100	0	0	10	13				
	Pixley Ka Seme	3				0	0					3		0	0	0	0					3	0	0	0	0	0				
Pixley Ka Seme	Emthanjeni	67	170			10	0					183	143	0	0	66	0					0	165	0	0	67	0				
	Kareeberg	0	21			1	105					20	0	0	0	0	126					70	0	0	0	0	126				
	Renosterberg	0	35			54	0					0	7	3	0	63	330					0	0	0	0	63	330				
	Siyancuma	0	240			855	103					100	0	66	667	137	154					0	12	66	667	137	154				
	Siyathemba	0	40			428	71					0	21	0	0	336	129					0	24	31	0	397	129				
	Thembelihle	50	73			15	185					0	7	0	0	0	10					0	0	0	0	0	10				
	Ubuntu	204	106			262	413					40	178	0	0	0	311					150	0	0	0	381	0				
	Umsobomvu	0	99			5	205					390	286	2	0	0	205					0	332	0	0	0	205				
	Siyanda	103	27			21	0					103	0	0	0	21	0					103	102	0	0	21	0				
Siyanda	!Kheis		2			122	149					0	0	0	349	264	349					0	0	0	349	264	349				
	//Khara Hais	156	226			146	120					950	435	249	0	242	0					0	766	249	0	242	0				
	Kail! Garib	37	9			122	567					12	12	2	226	264	582					38	78	0	226	264	582				
	Kgatelopele	100	130			0	0					100	70	337	0	0	0					0	100	21	0	21	0				
	Mier		0			121	2					0	0	0	0	127	2					0	0	0	0	127	0				
	Tsantsabane	200	11			0	275					132	30	0	0	0	275					200	157	0	0	0	275				
	Total	32	297			296	134					472	446	669	342	277	959					278	462	636	334	252	924				

Source: 2008/09 and 2009/10 Section 47 reports; Department of Cooperative Governance, Human Settlements and Traditional Affairs, Housing unit; Department of Water Affairs: Water and Sanitation Report 2011

Table 12: Blue Drop Water Certification per province

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		Municipalities that received blue drop	Municipalities that did not qualify for blue drop	Municipalities that received blue drop	Municipalities that did not qualify for blue drop	Municipalities that received blue drop	Municipalities that did not qualify for blue drop
Frances Baard	Frances Baard					95%	
	Dikgatlong				83,80%		67,48%
	Magareng		40%		54%		65,56%
	Phokwane		35,5%		33,20%		49,44%
	Sol-Plaatje				64,30%		84,23%
JT Gaetsewe	JT Gaetsewe						62,30%
	Gamagara		2%		42,40%		49,87%
	Ga-Segonyana				25,40%		37,32%
	Joe Morolong		31,5%		37,10%		60,08%
Namakwa	Namakwa		9%				52,25%
	Hantam				68,50%		75,07%
	Kamiesberg		23,9%		29,39%		53,18%
	Karoo Hoogland				39%		50,53%
	Khai-Ma				33,50%		46,62%
	Nama Khoi		63,3%		22%		57,96%
	Richtersveld				25,90%		36,44%
Pixley Ka Seme	Pixley Ka Seme		0%				
	Emthanjeni		29%		68,40%		60,42%
	Kareeberg		6%		62,40%		35,06%
	Renosterberg		0%		28,70%		25,36%
	Siyancuma				54,60%		29,49%
	Siyathemba		30,83%		52,80%		40,49%
	Thembelihle		55%		55,10%		45,87%
	Ubuntu	95%			66,60%		67,15%
	Umsobomvu				23,40%		35,18%
Siyanda	Siyanda		6,4%				44,24%
	!Kheis		42,1%		45,90%		53,43%
	//Khara Hais		6,5%		37,80%		43,57%
	Kai Garib				42,60%		47,08%
	Kgatelopele		37,5%	97,40%			54,21%
	Mier		23,8%		25,10%		25,56%
	Tsantsabane				74,70%		59,47%
<b>Total</b>		<b>1</b>	<b>18</b>	<b>1</b>	<b>26</b>	<b>1</b>	<b>30</b>

Source: Department of Water Affairs: Blue Drop Report 2011

**Provincial Analysis**

The blue drop certification is awarded per water supply system in a municipality. A water supply system must achieve a score of 95% or more for a blue drop certificate to be awarded. Some municipalities have more than one (1) water system that supplied water in their areas. In this regard, the average blue score of all the systems would be regarded as the performance score of that municipality.

During 2010/11, the assessment for the blue drop certification was at 100%. All municipalities were audited. The provincial blue drop results show a steady improvement since the introduction of the audit even though the actual number of municipalities that have received a blue drop certificate remain at one (1).

In 2009 the province scored 28.3%, in 2010 the was 46,87% and now it has improved to 62,07%. This indicates a dedicated effort by municipalities to manage the supply and quality of the water with great care in the region.

The only municipality awarded with a blue drop certificate was Frances Baard District Municipality. Even though the Danielskuil water management system in Kgatelopele Municipality was awarded with a blue drop certificate, the overall performance of the municipality was below the 95% because of the other two water management systems in that municipality.

**Free Basic Services**

The free basic services (FBS) programme policy was adopted in 2000 after Government announced its intention to provide free access to basic services in the fight against poverty. It is required that municipalities adopt indigent policies and draw up registers of indigent people and households that are within their jurisdictions in order to accord those people who had been registered as indigent free basic services. There has been tremendous progress in municipal performance in this regard and the year under review recorded an increase in poor people who have benefitted from the free basic service policy.



## MUNICIPAL INFRASTRUCTURE GRANT (MIG) EXPENDITURE

Table 13: Total grants, donations and contributions received per municipality

Districts	Names of municipalities	2008/09			2009/10			2010/11		
		Allocations	Amount spent	% spent	Allocations	Amount spent	% spent	Allocations	Amount spent	% spent
<b>John Taolo Gaetsewe</b>	Joe Morolong	23,124,021.31	23,124,000.00	100%	29,371,000.00	28,744,958.14	98%	34,196,000.00	34,193,788.12	100%
	Ga-Segonyana	16,510,159.77	16,510,000.04	100%	21,484,000.00	21,483,709.77	100%	24,958,000.00	24,957,803.65	100%
	Gamagara	3,891,480.68	3,891,000.00	100%	6,435,000.00	3,615,906.43	56%	7,332,000.00	7,331,778.83	100%
	John Taolo Gaetsewe	11,076,008.59	11,076,008.59	100%	15,003,000.00	14,845,634.20	99%	17,367,000.00	17,367,000.00	100%
<b>Namakwa</b>	Richtersveld	2,876,425.67	2,876,000.00	100%	5,225,000.00	2,578,853.97	49%	5,914,000.00	3,836,124.20	65%
	Nama Khoi	5,786,638.29	5,786,639.29	100%	8,695,000.00	7,843,193.25	90%	9,979,000.00	4,187,134.29	42%
	Kamiesberg	500,000.00	500,000.00	100%	9,245,490.33	3,861,254.02	42%	6,962,000.00	2,588,296.08	37%
	Hantam	4,144,870.62	4,145,000.00	100%	6,737,000.00	5,046,644.92	75%	7,686,000.00	6,471,860.62	84%
	Karoo Hoogland	3,476,874.31	3,477,000.00	100%	5,941,000.00	582,073.57	10%	6,753,000.00	3,321,221.39	49%
	Khais-Ma	1,860,000.00	0.00	0%	6,848,842.32	0.00	0%	6,301,000.00	6,301,000.00	100%
	Namakwa DM	2,395,760.07	970,149.61	40%	4,651,000.00	0.00	0%	5,242,000.00	5,241,852.67	100%
<b>Pixley Ka Seme</b>	Ubuntu	1,900,000.00	1,900,000.00	100%	9,301,513.98	7,980,076.80	86%	7,889,000.00	4,971,286.58	63%
	Umsobomvu	530,000.00	530,000.00	100%	13,642,586.41	8,897,326.34	65%	9,782,000.00	10,055,521.53	103%
	Emthanjeni	2,860,000.00	2,860,000.00	100%	10,979,902.19	9,118,324.66	83%	9,570,000.00	9,586,487.96	100%
	Kareeberg	3,340,487.78	3,340,487.78	100%	5,778,000.00	42,224.50	1%	6,562,000.00	6,561,831.98	100%
	Renosterberg	3,505,793.97	3,506,000.00	100%	5,975,000.00	4,110,571.74	69%	6,793,000.00	2,565,125.43	38%
	Thembelihle	2,500,000.00	2,500,000.00	100%	8,572,840.65	6,662,962.52	78%	7,807,000.00	5,279,810.48	68%
	Siyathemba	3,672,740.87	3,673,000.00	100%	6,174,000.00	5,067,269.28	82%	7,026,000.00	6,364,510.72	91%
	Siyancuma	6,555,000.00	6,555,620.76	100%	11,989,301.36	4,096,384.32	34%	12,567,000.00	6,983,970.07	56%
	Pixley Ka Seme DM	2,918,592.85	2,919,000.00	100%	5,275,000.00	5,275,000.00	100%	5,973,000.00	3,603,750.40	60%

Districts	Names of municipalities	2008/09			2009/10			2010/11		
		Allocations	Amount spent	% spent	Allocations	Amount spent	% spent	Allocations	Amount spent	% spent
Siyanda	Mier	3,238,857.24	3,238,734.23	100%	5,657,000.00	2,759,574.77	49%	6,420,000.00	1,603,230.18	25%
	Kai! Garib	7,946,395.01	7,946,894.29	100%	11,271,000.00	8,593,807.43	76%	12,996,000.00	6,471,818.28	50%
	//Khara Hais	9,326,141.16	9,326,141.16	100%	12,916,000.00	4,956,855.02	38%	14,923,000.00	5,342,003.68	36%
	! Kheis	4,458,585.22	4,459,000.00	100%	7,111,000.00	4,861,435.92	68%	8,124,000.00	6,871,921.60	85%
	Tsantsabane	4,728,796.26	4,729,000.00	100%	7,434,000.00	7,434,000.22	100%	8,501,000.00	8,501,000.00	100%
	Kgatelopele	3,241,896.32	3,242,000.00	100%	5,660,000.00	1,519,380.84	27%	6,424,000.00	7,997,634.26	124%
	Siyanda DM	3,591,977.61	3,592,088.12	100%	6,078,000.00	6,077,911.88	100%	6,913,000.00	3,462,789.88	50%
Frances Baard	Sol Plaatje	13,500,000.00	13,499,999.82	100%	39,463,377.43	39,322,808.94	100%	34,494,000.00	29,219,921.22	85%
	Dikgatlong	8,905,654.81	8,906,000.00	100%	12,415,000.00	3,288,660.53	26%	14,336,000.00	6,766,083.18	47%
	Magareng	5,070,110.74	5,070,110.00	100%	7,841,000.00	868,818.24	11%	8,978,000.00	6,291,909.64	70%
	Phokwane	11,580,378.72	11,580,000.00	100%	15,605,000.00	15,605,150.08	100%	18,072,000.00	18,072,000.00	100%
	Frances Baard DM	2,600,000.00	2,600,266.60	100%	6,336,382.33	6,336,000.00	100%	6,446,000.00	6,446,000.00	100%
<b>Total</b>		<b>181,613,647.85</b>	<b>178,330,140.29</b>	<b>98.19%</b>	<b>335,112,237.02</b>	<b>241,476,772.30</b>	<b>72.06%</b>	<b>353,286,000.00</b>	<b>278,816,466.92</b>	<b>78.92%</b>

Source: Department of Cooperative Governance, Human Settlements and Traditional Affairs, MIG Unit.

## Provincial Analysis

The Municipal Infrastructure Grant (MIG) programme is aimed at providing all South Africans with at least a basic level of service by the year 2014. By that time all basic infrastructure backlogs should be addressed and responsibilities developed at municipalities so that they are in a position to operate and sustain services.

An amount of R353 million was allocated to Northern Cape Municipalities in 2010/2011. At the end of June 2011 78.92% of the allocation was reported as spent. Nineteen (19) municipalities had not spent their MIG 2010/2011 allocation by the end of June 2011.

## Challenges

Municipalities still struggle with planning and implementation of MIG projects due to:

- Capacity problems
- Late submission of project registrations
- Implementing projects without registration

- Non-compliance on reporting conditions, resulting in withholding of funds
- Tender prices coming in much higher than anticipated; projects needing to be redesigned; and budget maintenance process followed and that resulted in late start of project.
- Poor planning from the municipality is also causing negative impact on the expenditure.
- Municipalities do not give correct statistics with regard to their backlogs.
- Due to the vastness of this province, and the widespread and remote communities, delivery costs are very high and expertise and skills limited.

The challenge facing municipalities is the implementation of Bulk projects of which funding is very limited hence some of the projects are not yet implemented. DWA is assisting with the Regional Bulk Infrastructure Grant (RBIG), but also not sufficient for all our municipalities.

When implementing a project over a longer construction period (due to small allocations), the effect that inflation has on the financial component of a project cannot be ignored. Municipalities experience budget shortfalls when attempting to implement and complete projects.

### Intervention

Visits to municipalities in the Northern Cape to discuss their MIG applications and their expenditure on registered projects, took place during the period 2 June to the 8 August 2010 at all the Municipalities except Dikgatlong Municipality who was under investigation at that stage. These visits took place between officials from the provincial MIG office, DBSA employee in the MIG office, officials from the Development and Planning sub directorate, other DBSA employees, Municipal Managers, CFO's, Technical Managers at the Municipalities and in some cases the Technical Managers from the District Municipalities and officers from the Regional Offices.

DBSA Technical employees and District PMU's were requested to assist the municipalities with improving the quality of applications.

Regular intervention meetings, one on one sessions and training takes place between province and municipalities. Municipality had the opportunity to highlight challenges during PMU and intervention meetings.

Meeting was held with Municipalities that do not implement Sport & Solid Waste projects; COGHSTA, SRSA, DCOG & DENC to discuss challenges and solutions.

### Recommendations

Planning:

- Projects should be identified by communities.
- Projects identified and approved on IDP should be in order of priority and issued a resolution number
- Municipalities should submit implementation plans

Backlogs:

- Municipalities must conduct a backlog study/ survey every year
- By knowing what and where the backlogs are will enable them to plan and implement projects in order of priority and by doing so will eradicate backlogs and meet National targets.

Reporting:

- Municipalities must comply with DoRA conditions.

## Indigent Policy implementation with regard to provision of free basic services

Table 14: Indigent Policies and Registers

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Reviewed /developed indigent policies	Indigent policy implemented	No of municipalities with indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	No of municipalities with indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	No of municipalities with indigent registers in place
Pixley Ka Seme	Emthanjeni	Yes	Yes	Yes				Yes, Regularly	Yes	Yes
	Siyancoma	Yes	Yes	Yes				Yes, Monthly	Yes	Yes
	Kareeberg	Yes	Yes	Yes				Yes, Quarterly	Yes	Yes
	Siyathemba	Yes	Yes	Yes				Yes, Once a year	Yes	Yes
	Renosterberg	Yes	Yes	Yes				Yes,	Yes	Yes
	Ubuntu	Yes	Yes	Yes				Yes, Monthly	Yes	Yes
	Umsobomvu	Yes	Yes	Yes				Yes, Once a year	Yes	Yes
	Thembelihle	Yes	Yes	Yes				Yes, Once a year	Yes	Yes
Siyanda	Kai! Garib	Yes	Yes	Yes				Yes	Yes	Yes
	Khara Hais	Yes	Yes	Yes				Yes	Yes	Yes
	!Kheis	Yes	Yes	Yes				Yes	Yes	Yes
	Kgatelopele	Yes	Yes	Yes				Yes	Yes	Yes
	Mier	Yes	Yes	Yes				Yes	Yes	Yes
	Tsantsabane	Yes	Yes	Yes				Yes	Yes	Yes
Frances Baard	Dikgatlong	Yes	Yes	Yes				Yes	Yes	Yes
	Magareng	Yes	Yes	Yes				Yes	Yes	Yes
	Phokwane	Yes	Yes	Yes				Yes	Yes	Yes

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Reviewed /developed indigent policies	Indigent policy implemented	No of municipalities with indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	No of municipalities with indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	No of municipalities with indigent registers in place
	Sol Plaatje	Yes	Yes	Yes				Yes	Yes	Yes
John Taolo Gaetsewe	Gamagara	Yes	Yes	Yes				Yes	Yes	Yes
	Ga-Segonyana	Yes	Yes	Yes				Yes	Yes	Yes
	John Taolo Gaetsewe	Yes	Yes	Yes				Yes	Yes	Yes
Namakwa	Hantam	Yes	Yes	Yes				Yes	Yes	Yes
	Kamiesberg	Yes	Yes	Yes				Yes	Yes	Yes
	Karoo Hoogland	Yes	Yes	Yes				Yes	Yes	Yes
	Khai Ma	Yes	Yes	Yes				Yes	Yes	Yes
	Nama Khoi	Yes	Yes	Yes				Yes	Yes	Yes
	Richtersveld	Yes	Yes	Yes				Yes	Yes	Yes
<b>Total</b>		<b>27</b>	<b>27</b>	<b>27</b>				<b>27</b>	<b>27</b>	<b>27</b>

Source: 2008/09 Section 47 reports

Department of Cooperative Governance, Human Settlements and Traditional Affairs, FBS Unit (2011)

**Table 15: Status on the provision of free basic services by municipalities per province**

Districts	Names of Municipalities	Electricity		Water		Sanitation		Refuse removal	
		No of indigent households receiving free service	Units per household (kwh)	No of indigent households receiving free service	Units per household (kl)	No of indigent households receiving free service	Units/ R value pm per household	No of indigent households receiving free service	Units/ R value pm per household
<b>Pixley Ka Seme</b>	Emthanjeni	8306	50	1382	6	753		1382	
	Kareeberg	1518	50	1518	10	1518		1518	
	Siyathemba	2129	50	2441	6	2441		2441	
	Siyancuma	2277	50	2277	6	2277		2277	
	Ubuntu	1622	50	1622	6	1622		1622	
	Umsobomvu	2737	50	2489	6	2489		2489	
	Thembelihle	620	50	620	6	620		620	
<b>Frances Baard</b>	Magareng	1518	50	1518	6	1518		1518	
	Sol Plaatje	19184	50	19184	6	19184		19184	
	Frances Baard	32	50	32	6	32		32	
<b>John Taolo Gaetsewe</b>	Gamagara	1442	50	1442	6	1442		1442	
	Ga-Segonyana	261	50	261	6	261		261	
<b>Siyanda</b>	Kheis	2420	50	2420	6	875		875	
	//Khara Hais	6711	50	10464	10	6711		6711	
<b>Namakwa</b>	Nama Khoi	4186	50	4186	6	3462		4101	
	Namakwa DM	4181	50	4181	6	4181		4181	
<b>Total</b>		<b>59144</b>	<b>800</b>	<b>56037</b>	<b>104</b>	<b>49386</b>		<b>50654</b>	

Source: Department of cooperative Governance, Human Settlements and Traditional Affairs, Free Basic Services Unit



## Key Performance Area 3: Local Economic Development

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### Introduction

This is one of the most important KPA's that the national government intended using to push back the frontiers of poverty and build a developmental state. The analysis should provide information on achievements per targeted services, capacity and variance for non-achievement. The reports from the various provinces reveal that each sector within the municipalities supports this function and there are a lot more indicators that reflect positive outcome, some of which are outlined below. However, LED is one of those KPA's that most municipalities push to the back burner and not allocate enough attention, planning and resources to it. It is even worse that most municipalities have not reached a level of appreciating the relevance of the principles of the National Spatial Development Perspective, the importance of developing their Spatial Development Frameworks and LED strategies and linking these with their IDPs and the Provincial Growth and Development Strategies.

LED has been recognized as a critical approach to pursue within the context of empowered municipalities, pro-active actions by local communities, and the need to ensure that development is pro-poor in its focus and outcomes. However, even though LED has been encouraged in South Africa for over sixteen years, it is apparent that it is not without its difficulties. The launch of the National Framework for LED by the **COGTA** in August 2006 resulted in its initial implementation.

Local Economic Development (LED) strategies are at the centre of efforts by municipalities to create economic growth and development. It is an absolutely vital tool at the disposal of all municipalities and has the potential to radically improve the lives of all municipal constituents by enabling growth and reducing poverty. However, the strategies associated with LED are not to be viewed as a quick-fix solution to these problems. There are a myriad of potential challenges and obstacles that need to be overcome in implementing such a comprehensive strategy – from local political conditions to the impact of globalization. In essence, the aim of an effective LED strategy is to reduce the impact of factors that adversely affect local economic growth – such as the rapid increase in urbanisation (which affects all municipalities in some way), as well as global economic ruptures, such as the financial crisis, which had a significant impact during the year under review. In order to mitigate these risks, LED requires absolute commitment from the various stakeholders involved in its development and implementation.

An LED strategy forms part of the IDP for each municipality. In many respects, it is the most crucial aspect of an IDP and plays a determining role in the effectiveness of the overall IDP approach. As such, an LED strategy needs to ensure the following:

- Assimilation of socio-economic conditions and needs;
- Establishment of the economic profile of the region;
- Selection of priorities;
- Development of policy thrusts;
- Formulation of strategic interventions;
- Formation of implementation plans;
- Programme and project development that addresses strategic objectives;
- Key performance areas for projects and programmes, including timeframes, targets and reporting mechanisms; and
- Indication of budget prioritization and allocation to deliver on economic priorities

LED development is also not a once-off process. Municipal LEDs need to be continually revised, with comprehensive reviews taking place at least once every five years. In order for this oversight role to be effective, LED Forums need to be established. The main reason for establishing such a forum is to expand the scale and scope of LED initiatives, by systematically leveraging support from partners in localities. This will

then lead to interactions within local communities, private sector, organised businesses, sector development organisations, educational institutions and other support institutions that are rich in expertise, resources, relational capital and networks. The LED Forum will, in essence, provide the opportunity for regions to achieve enhanced cooperation through the participation of various institutions and contribute towards the economic development of the region in such a way that all parties will benefit.

A District LED Forum needs to meet at least on a quarterly basis, or when required, on a more regular basis. The District Municipality plays an important role in the co-ordination of these meetings and in ensuring proper communication between the various stakeholders. These meetings need to be coordinated according to a set agenda, which will guide the LED Forum meeting. Issues raised and decisions made at the various meetings need to be recorded in order to keep a record of all decisions made regarding economic development in the region. It is also important that implementation of the decisions made in these meetings by the various parties need to be acted upon. This implies that an action plan becomes the essential output of an LED forum meeting.

Ultimately, an effective LED strategy has the potential to improve the quality of life of local communities. However, this is dependent upon the genuine prioritization of the LED by all stakeholders and the active pursuit of its effective implementation. This requires significant levels of coordination between all stakeholders, as well as effective oversight.

**Table 16: Percentage of Municipalities with adopted LED strategies per municipality**

Districts	Names of Municipalities	2008/09			2009/10			2010/11			Reasons for no strategy in place
		LED strategy reviewed/devel oped	LED strategy approved	LED strategy implemented	LED strategy reviewed/devel oped	LED strategy approved	LED strategy implemented	LED strategy reviewed/devel oped	LED strategy approved	LED strategy implemented	
Frances Baard	Frances Baard	Yes	Yes		Yes	No	No	Yes	Yes	Yes	
	Dikgatlong	Yes	Yes		No	No	No	No	No	No	
	Magareng				No	No	No	No	No	No	
	Phokwane		Yes		Yes	No	No	No	No	No	
	Sol-Plaatje		Yes		Yes	No	Yes	Yes	Yes	Yes	
John Taolo Gaetsewe	John Taolo Gaetsewe		Yes		Yes	No	Yes	Yes	Yes	Yes	
	Gamagara				No	No	No	Yes	Yes	Yes	
	Ga-Segonyana				No	No	No	No	No	No	
	Joe Morolong		Yes		No	No	No	No	No	No	
Namakwa	Namakwa	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	Richtersveld	Yes	Yes	Yes	No	No	No	No	No	No	
	Nama Khoi	No	No		No	No	No	No	No	No	
	Hantam	No	No		No	No	No	No	No	No	
	Karoo Hoogland				No	No	No	No	No	No	
	Khai-Ma				No	No	No	No	No	No	
	Kamiesberg	Yes	Yes	No	No	No	No	No	No	No	

Districts	Names of Municipalities	2008/09			2009/10			2010/11			Reasons for no strategy in place
		LED strategy reviewed/devel oped	LED strategy approved	LED strategy implemented	LED strategy reviewed/devel oped	LED strategy approved	LED strategy implemented	LED strategy reviewed/devel oped	LED strategy approved	LED strategy implemented	
Pixley Ka Seme	Pixley Ka Seme	Yes	Yes		No	No	No	Yes	Yes	Yes	
	Ubuntu				No	No	No	No	No	No	
	Siyancuma				No	No	No	No	No	No	
	Thembelihle	Yes	Yes		No	No	No	No	No	No	
	Umsobomvu				No	No	No	No	No	No	
	Emthanjeni	No	No	No	No	No	No	Yes	Yes	No	
	Siyathemba	Yes	Yes	Yes	No	No	No	No	No	No	
	Renosterberg				No	No	No	Yes	No	No	
	Kareeberg	No	No	No	Yes	No	No	Yes	No	No	
Siyanda	Siyanda	Yes	Yes		No	No	No	No	No	Yes	
	//Khara Hais	No	No	No	No	No	No	Yes	Yes	Yes	
	Mier	No	No		No	No	No	Yes	No	No	
	Kai! Garib	No	No	No	No	No	No	No	No	No	
	!Kheis	No	No	No	No	No	No	No	No	No	
	Tsantsabane	No	No	No	No	No	No	Yes	Yes	Yes	
	Kgatelopele	No	No	No	No	No	No	Yes	No	No	
<b>Total</b>		<b>9</b>	<b>13</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>12</b>	<b>9</b>	<b>9</b>	

Source: Department of Economic Development and Tourism, Local Economic Development Unit report 2011

## Provincial Analysis

2008 clearly identified that the state of LED in the province is lacking intervention seen as the guideline for LED implementation namely the National LED Framework was introduced in 2006 already.

Based on KPA 3 – LED, from the 5 year Local Government Strategic Agenda and the LED Framework the core mandate was identified and this included:

- LED Planning and planning alignment: i.e. data, led strategies, etc.
- LED capacity in municipalities and capacity building: having LED positions on organogram, correct placement on organogram and these officials must be capacitated.
- LED public/private stakeholder management and partnership: LED Forum system and sector partnerships.
- LED catalyst projects support to municipalities: high impact project support in terms of profiling etc.

## Challenges

- Municipalities perceptions pertaining LED in terms of staffing, budget allocation, focus, competency of LED official, placement of LED on municipal organogram
- Municipalities fiscal capacity to enable LED

## Interventions

- Starting in 2009 DEDaT did the following:
- Created a dedicated sub-programme for LED,
- Placed a Provincial LED support official in each district to render hands-on support,
- Developed a provincial LED Strategy,
- Developed a local government LED Strategy framework,
- Established a Provincial LED Forum,
- Assisted the districts to establish LED Forums.

## Recommendations

- More intergovernmental integration,
- Dedicated guidelines to be proclaimed on LED officials competency profile, placement of LED on the municipal organogram, LED Focus and planning outlines to be guided by strict guideline and “how to” manual,
- Bi-laws to be utilized to register all local SMME’s and have a valid and vibrant SMME profile for each municipality to enhance support and prioritization,
- Incubation centers for key areas to be introduced and prioritized.

**Table 17: Capacity of municipalities to implement LED**

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No of posts approved	No of filled posts	No of posts approved	No of filled posts	No of posts approved	No of filled posts
<b>Frances Baard</b>	Frances Baard					4	4
	Dikgatlong					1	1
	Magareng					6	5
	Phokwane					0	0
	Sol-Plaatje					12	12
<b>John Taolo Gaetsewe</b>	John Taolo Gaetsewe					9	8
	Gamagara					1	1
	Ga-Segonyana					2	2
	Joe Morolong					3	3
<b>Namakwa</b>	Namakwa					12	12
	Hantam					1	1
	Kamiesberg					1	1
	Karoo Hoogland					None	
	Khai-Ma					2	2
	Nama Khoi					3	3
	Richtersveld					None	None
<b>Pixley Ka Seme</b>	Pixley Ka Seme					3	3
	Emthanjeni					3	3
	Kareeberg					None	None
	Renosterberg						

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No of posts approved	No of filled posts	No of posts approved	No of filled posts	No of posts approved	No of filled posts
	Siyancuma					1	1
	Siyathemba					0	1
	Thembelihle					1	1
	Ubuntu					None	None
	Umsobomvu					None	None
Siyanda	Siyanda					3	
	!Kheis					1	1
	//Khara Hais					3	2
	Kai! Garib					1	
	Kgatelopele					None	None
	Mier					1	1
	Tsantsabane					1	1
<b>Total</b>						<b>75</b>	<b>69</b>

Source: Department of Economic Development and Tourism, Local Economic Development Report 2011

### Number of jobs created through municipalities' local economic development initiatives, including capital projects

This focus area is one of the prescribed general key performance indicators provided in terms of Regulation 10(d) of the Municipal Planning and Performance Management Regulations of 2001. The purpose of this indicator is to assess and reveal the extent to which municipalities contribute towards creating jobs through the implementation of capital projects, as well as their own LED initiatives.

**Table 18: Number of jobs created per municipality**

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created Cooperatives	No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created Cooperatives	No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created Cooperatives
France Baard	Frances Baard				30			80		
	Dikgatlong							10		
	Magareng							246		
	Phokwane							15		
	Sol Plaatje				1690			1788		
John Taolo Gaetsewe	John Taolo Gaetsewe				38			54		
	Ga-Segonyana				42			94		
	Joe Morolong							269		
Namakwa	Namakwa				9			188		
	Hantam							56		
	Richtersveld					501			1589	
Siyanda	Siyanda				88			154		
	Kai! Garib							170	1604	
	!Kheis							40		
	Tsantsabane							70		



Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created Cooperatives	No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created Cooperatives	No. of jobs created through EPWP	No. of jobs created through CWP	No. of jobs created Cooperatives
Pixley Ka Seme	Pixley Ka Seme							120		
	Emthanjeni							187		
	Renosterberg				83			113		
	Siyathemba				67			43		
	Thembelihle							43		
	Ubuntu							43		
	Umsobomvu							38		
<b>Total</b>			<b>0</b>		<b>2047</b>	<b>501</b>		<b>3821</b>	<b>3193</b>	

Source: Department of Transport and Roads  
Department of Cooperative Governance and Traditional Affairs, CWP Programme Unit

### Provincial Analysis

It should be noted that the CWP programme was introduced in 2009/10 in the province with only Richtersveld Municipality running projects. In 2010/11, Kai! Garib was included in the programme.

**Table 19: EPWP implementation per Province**

Districts	Names of Municipalities	Person-years of work including training	Person-Years of training	Gross number of work opportunities created	% of youth	% of women	% of people with disabilities
<b>Frances Baard</b>	Frances Baard DM	17	0	80	33%	23%	
	Dikgatlong	0.42	0	10	70	10	
	Magareng	16	0	246	68	48	
	Phokwane	4	0	15	67	33	
	Sol-Plaatje	303	0	1788	51	47	
<b>John Taolo Gaetsewe</b>	John Taolo Gaetsewe	5	0	54	54	20	
	Ga-Segonyana	23	0	94	59	35	0,011
	Joe Morolong	26	0	269	58	22	
<b>Namakwa</b>	Namakwa	16	0	188	45	48	
	Hantam	2	0	56	27	46	
<b>Siyanda</b>	Siyanda	25	0	154	53	25	
	Kai! Garib	19	0	170	54	32	
	!Kheis	8	0	40	70	25	
	Tsantsabane	4	0	70	60	26	
<b>Pixley Ka Seme</b>	Pixley Ka Seme	13	0	120	63	51	
	Emthanjeni	32	0	187	59	28	
	Renosterberg	18	0	113	59	29	
	Siyathemba	24	0	43	53	14	
	Thembelihle	12	09	43	51	35	
	Ubuntu	7	0	43	51	44	
	Umsobomvu	10	0	38	50	18	
<b>Total</b>	<b>21</b>			3821			

Source: 2010/11 EPWP, Dept of Public Works

A work opportunity is paid work created for an individual for any period of time. The same individual can be employed on different projects and each period of employment will be counted as a work opportunity. A work opportunity in the Infrastructure sector has a average duration of four (4) months and in the Environmental and Culture sector an average of duration of six (6) months. One Person-Year of work is equal to 230 paid working days including paid training days. The calculated wages paid out to employees on EPWP projects have been calculated by multiplying the minimum wage rate with the person-day's work.

### **Capacity for implementing LED in municipalities**

The institutional capacity to lead and manage LED is a crucial element that is fundamental to the success achieved by the different municipalities in this KPI. Municipalities are building this capacity in a variety of ways including establishing dedicated LED units and appointing LED managers, and in some municipalities they set up local economic development agencies as special purpose vehicles established outside the municipal offices to unlock economic development potential of a municipality.

## Key Performance Area 4: Municipal Financial Viability and Management

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### Introduction

Profound fiscal efficacy, discipline, prudence and monitoring all provide a sound basis for the delivery of all the key and fundamental municipal objectives. It is therefore imperative that municipalities not only purport to portray but embrace an intrinsic and frugal duty to maximize revenue potential while transparently managing public finances as set out in the Municipal Finance Management Act 2003, and the Municipal Property Rates Act 2004 following the proper International Accounting Standards as prescribed in policy and regulation. The guidelines set therein provide for effective accountability, evident financial sustainability and a financial viability conducive to infrastructure investment and service delivery.

The financial performance of municipalities is based on the 20010/11 financial statements.

- Financial viability data is based on the 20010/11 financial statements of the municipalities. Municipal financial statements are not all in the same format; there are instances where it is difficult to compare the same items across municipalities. In cases where ambiguity may exist, please refer the municipality's individual financial statement.
- An attempt is made to ensure that the data tables in this report are for the status as at end June 2010.
- Audited financial statements were requested from municipalities and the statements received are considered audited unless unaudited set was received and it wasn't highlighted as such by the municipality.
- Interpretations of the annual financial statements were made based on the statements received from municipalities.

### Financial Viability

This is the main prescribed key performance indicator. It is therefore compulsory for all municipalities to submit annual reports on achievements or challenges encountered in achieving according to ratios set in the 2001 Regulations.

The financial viability of Local Government is measured using three key performance indicators:

- a) **Debt coverage** which denotes the rate at which a municipality to meet its debt service payments with the financial year from its own sources of revenue. A municipality should have 20% debt coverage.
- b) **Outstanding service debts to revenue** refer to the ability of a municipality to service its debts dependent on the rate at which the municipality collects amounts owed to it. In other words it represents the ratio of outstanding debtors to total revenue.
- c) **Cash flow** measures the rate at which municipalities can cover their costs, that is the debtor collection rates which result in sufficient cash to enable the municipalities to meet their day to day operational costs. It is mandatory for municipalities to determine cash flow requirements to maintain operations and also have adequate measures to foresee the need to alter operations as required.

Capital Expenditure by Province

Table 20: Performance against budget by municipalities

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Budget approved	Revenue	Expenditure	Budget approved	Revenue	Expenditure	Budget approved	Revenue	Expenditure
Frances Baard	Dikgatlong					76,141 478	77,485 294	62,310 252	93,807 282	64,268 985
	Frances Baard				104,591 010	89,798 170	93,624 887	112,734 710	97,852 083	84,651 037
	Magareng					49,312 902	54,801 826		82,454 886	63,311 168
	Phokwane					145,028 986	96,881 526		165,942 039	116,281 468
	Sol Plaatje				1,019 373 286	973,967 166	883,278 328	1,106 905 318	1,056 924 539	1,030 046 427
Pixley ka Seme	Emthanjeni					145,781 847	180,450 821	158,230 319	154,751 587	196,880 629
	Kareeberg					36,932 082	34,681 247		50,670 162	40,342 420
	Pixley ka Seme				77,658 810	52,894 932	54,440 220	82,674 612	44,888 125	46,788 603
	Renosterberg									
	Siyancuma					85,654 035	58,355 348		73, 506 888	72,032 282
	Siyathemba					54,489 501	46,226 106		55,542 061	54,129 954
	Thembelihle									
	Ubuntu					60,906 149	59,491 875		60,049 386	60,461 802
	Umsobomvu					73,285 541	135,466 206	89,130 590	92,007 728	94,164 890
John Taolo Gaetsewe	Gamagara					159,570 592	133,422 957	188,509 827	185,685 170	158,373 860
	Ga-Segonyana					139,428 207	160,578 047		198,879 172	207,110 446
	Joe Morolong					83,785 045	63,719 571		103,030 255	88,625 356
	John Taolo Gaetsewe					204,432 949	170,433 057		136,144 103	122,370 763
Namakwa	Hantam					51,487 135	58,778 427		52,668 165	54,642 094

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Budget approved	Revenue	Expenditure	Budget approved	Revenue	Expenditure	Budget approved	Revenue	Expenditure
	Kamiesberg					26,800 778	29,406 461		37,375 686	38,714 108
	Karoo Hoogland					27,748 208	26,736 803		55,713 607	68,401 306
	Khai-Ma					20,227 232	22,152 729		39,417 020	29,880 781
	Nama-Khoi					153,682 956	134,165 346		118,777 729	116,048 942
	Namakwa					60,462 824	55,952 775		63,357 999	58,848 778
	Richtersveld					41,847 612	56,450 845		49,857 798	50,106 195
Siyanda	!Kheis					24,898 972	16,817 264		30,533 807	35,003 276
	//Khara Hais					306,475 932	394,888 876	353,807 621	357,768 423	514,189 887
	Kai! Garib					156,648 056	95,836 228		104,867 724	103,126 795
	Kgatelopele					55,465 701	30,338 344		51,366 609	31,625 956
	Mier					15,128 884	15,989 570		16,780 475	17,401 898
	Siyanda					73,674 414	69,787 164	107,226 715	87,631 207	72,133 336
	Tsantsabane					98,502 298	100,841 107		118,656 944	140,678 047
Total										

Source: 2010/11 Section 46 reports

Table 21: Total grants, donations and contributions received

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Total donations, grants and contributions available	Total spent	% expenditure	Total donations, grants and contributions available	Total spent	% expenditure	Total donations, grants and contributions available	Total spent	% expenditure
Frances Baard	Dikgatlong	14,445 838	12,580 703	87.09%				43,159 776	31,943 001	74.01%
	Frances Baard	76,836 081	76,744 081	99.88%	65,258 339					
	Magareng	58,386 463	58,386 463	100%				57,096 402	57,014 806	99.85%
	Phokwane	15,057 870						98,400 183	98,400 182	99.99%
	Sol Plaatje	133,656 940	76,616 273	57.32%				181,536 971	69,063 450	38.04%
Pixley ka Seme	Emthanjeni	27,733 063	6,348 390	22.89%				41,024 262	35,667 483	86.94%
	Kareeberg	31,459 804	31,289 074	99.46%						
	Pixley ka Seme									
	Renosterberg									
	Siyancuma	17,573 431	6,878 257	39.14%				44,335 765	19,055 310	42.98%
	Siyathemba	10,753 896	11,013 927	102.42%				32,133 614	33,469 160	104.16%
	Thembelihle									
	Ubuntu	21,365 528	27,580 637	129.09%				22,365 009	21,986 130	98.31%
	Umsobomvu	15,853 571			17,588 058	17,588 058	100%	54,052 939	36,237 331	67.04%
John Taolo Gaetsewe	Gamagara	15,350 128	3,470 775	22.61%				52,912 604	32,014 161	60.50%
	Ga-Segonyana	34,285 651						108,371 985	108,364 967	99.99%
	Joe Morolong	107,555 099	99,151 722	92.17%				101,853 644	101,775 143	99.92%

Districts	Names of Municipalities	2008/09			2009/10			2010/11		
		Total donations, grants and contributions available	Total spent	% expenditure	Total donations, grants and contributions available	Total spent	% expenditure	Total donations, grants and contributions available	Total spent	% expenditure
	John Taolo Gaetsewe	49,915 284	88,397 187	177.09%				105,051 570	105,051 570	100%
Namakwa	Hantam							6,896 000	7,652 724	110.97%
	Kamiesberg							23,082 083	5,612 763	24.32%
	Karoo Hoogland							39,821 633	29,255 378	73.47%
	Khai-Ma							29,472 002	29,211 619	99.12%
	Nama-Khoi							27,290 878	61,568 165	225.60%
	Namakwa							55,865 709	55,829 709	99.94%
	Richtersveld							25,172 912	24,972 127	99.20%
Siyanda	!Kheis							21,861 449	20,617 091	94.31%
	//Khara Hais				75,451 018	77,259 240	102.40%	90,452 465	47,697 176	52.73%
	Kai! Garib							29,650 119	43,353 703	146.22%
	Kgatelopele							20,805 272	20,610 278	99.06%
	Mier							15,189 592	10,304 213	67.84%
	Siyanda							27,645 927	23,161 720	83.78%
	Tsantsabane							75,251 603	75,251 603	100%
<b>Total</b>										

Source: 2010/11 Section 46 reports



### **Compliance with Municipal Finance Management Act, 2003**

The Municipal Finance Management Act, 2003 stipulates that each municipality and municipal entity must timeously prepare and submit to the Auditor General an Annual Report for each financial year. This report consists mainly of the Annual Financial Statements (and their explanations thereof), the Auditor General's Report (including corrective action taken or to be taken based on the audit reports), audit committee recommendations, approved annual budgets and annual performance report (Section 46 Report). The Annual Financial Statements and the annual performance report (Section 46 report) must be submitted to the Auditor General's office by 31 August and the audited financial statement together with the audit reports must be ready by 31 December. The Annual Report must be tabled in council by 31 January. This annual reporting forms the basis for transparent governance and accountability and acts as a measure of performance for each previous financial year. The requirements for this statutory disclosure by municipalities are measured through their demonstration that they comply with the three Key Performance Indicators as follows:

### **Submission of Municipal Annual Financial Statements by 31 August 2011**

Section 126 1 (a) of MFMA provides as follows " The accounting officer of a municipality must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor General for auditing". They are the most important record of the financial status of a municipality and must be prepared and submitted to the Auditor-General no later than 31 August of each

The following audit opinions based on the audit of the financial statements of municipalities can be issued;

- **Unqualified opinion** - The opinion is expressed when the auditor concludes that the financial statements are fairly presented.
- **Qualified opinion** - The opinion is expressed when the auditor concludes that misstatements, individually or in the aggregate, are material, but not pervasive, to the financial statements; or the auditor is unable to obtain sufficient appropriate audit evidence on which to base the opinion, but concludes that the possible effects on the financial statements of undetected misstatements could be material, but not pervasive.
- **Disclaimer opinion** - The opinion is expressed when the auditor is unable to obtain sufficient appropriate audit evidence on which to base the opinion and the undetected misstatements on the financial statements are both material and pervasive.
- **Adverse opinion** - The opinion is expressed when the auditor concludes that misstatements, individually or in the aggregate, are **both material and pervasive** to the financial statements.

**Table 22: A-G Opinion per Province**

Districts	Names of Municipalities	Audit Opinion 2008/09				Audit Opinion 2009/10				Audit Opinion 2010/11			
		Unqualified	Qualified	Disclaimer	Adverse	Unqualified	Qualified	Disclaimer	Adverse	Unqualified	Qualified	Disclaimer	Adverse
Frances Baard	Dikgatlong			X				X				X	
	Frances Baard	X				X					X		
	Magareng			X				X				X	
	Phokwane			X				X				X	
	Sol Plaatje			X				X			X		
Pixley ka Seme	Emthanjeni			X			X				X		
	Kareeberg	X				X				X			
	Pixley ka Seme		X				X			X			
	Renosterberg			X				X				X	
	Siyancuma			X				X				X	
	Siyathemba			X				X				X	
	Thembelihle			X				X				X	
	Ubuntu			X			X					X	
	Umsobomvu			X			X					X	
John Taolo Gaetsewe	Gamagara		X			X				X			
	Ga-Segonyana			X				X				X	
	Joe Morolong			X				X				X	
	John Taolo Gaetsewe	X					X				X		
Namakwa	Hantam		X			X					X		
	Kamiesberg			X				X				X	

Districts	Names of Municipalities	Audit Opinion 2008/09				Audit Opinion 2009/10				Audit Opinion 2010/11			
		Unqualified	Qualified	Disclaimer	Adverse	Unqualified	Qualified	Disclaimer	Adverse	Unqualified	Qualified	Disclaimer	Adverse
	Karoo Hoogland			X			X				X		
	Khai-Ma	X				X				X			
	Nama-Khoi			X				X				X	
	Namakwa	X				X				X			
	Richtersveld	X				X				X			
Siyanda	!Kheis			X				X				X	
	//Khara Hais		X					X				X	
	Kai! Garib			X				X				X	
	Kgatelopele			X			X					X	
	Mier			X				X				X	
	Siyanda			X			X			X			
	Tsantsabane			X				X				X	
<b>Total</b>		<b>6</b>	<b>4</b>	<b>22</b>		<b>7</b>	<b>8</b>	<b>17</b>		<b>7</b>	<b>6</b>	<b>19</b>	

Source: 2010/11 Section 46 reports

Table 23: MPAC

Districts	Names of Municipalities	Increase in number disclaimers/adverse	Repeat disclaimers/adverse	Increase in number of qualified	Repeat qualified	Reduction in disclaimers /adverse/ qualified	Financially unqualified with findings 2010/11	% of Financially unqualified with findings 2009/10	Retained / progress to financially with no findings	Total reported on	Audits outstanding 2010/11
Frances Baard	Dikgatlong		X								
	Frances Baard			X							
	Magareng		X								
	Phokwane		X								
	Sol Plaatje					X					
Pixley ka Seme	Emthanjeni					X					
	Kareeberg						X				
	Pixley ka Seme						X				
	Renosterberg										X
	Siyancuma		X								
	Siyathemba		X								
	Thembelihle	X									
	Ubuntu	X									
John Taolo Gaetsewe	Gamagara						X				
	Ga-Segonyana	X									
	Joe Morolong	X									
	John Taolo Gaetsewe				X						

Districts	Names of Municipalities	Increase in number disclaimers/adverse	Repeat disclaimers/adverse	Increase in number of qualified	Repeat qualified	Reduction in disclaimers /adverse/ qualified	Financially unqualified with findings 2010/11	% of Financially unqualified with findings 2009/10	Retained / progress to financially with no findings	Total reported on	Audits outstanding 2010/11
Namakwa	Hantam			X							
	Kamiesberg	X									
	Karoo Hoogland				X						
	Khai-Ma	X									X
	Nama-Khoi	X									
	Namakwa						X				
	Richtersveld										
Siyanda	!Kheis	X									
	//Khara Hais						X				
	Kai! Garib	X									
	Kgatelopele	X									
	Mier	X									
	Siyanda						X				
	Tsantsabane	X									
Total		12	5	2	2	2	6				2

Source: 2010/11 Section 46 reports

Financial Viability

Table 24: Outstanding debt and debt management

Districts	Names of Municipalities	2008/09				2009/10				2010/11			
		Water & Electricity	Sewerage & Refuse	Housing	Other	Water & Electricity	Sewerage & Refuse	Housing	Other	Water & Electricity	Sewerage & Refuse	Housing	Other
Frances Baard	Dikgatlong					27,487 685	10,915 386	35,638 798	8,257 988	26,244 185	11,636 402	28,494 220	11,404 810
	Frances Baard	0	0	0	0	491	0	0	4,086 640	523	1151	0	2,182 984
	Magareng	19,245 858	21,345 839	473 451	13,246 927	15,429 847	11,187 941	784 699	3,844 338	13,496 033	13,753 255	478 980	3,626 840
	Phokwane	20,916 837	28,394 079	42 208	21,866 138	27,576 140	37,058 404	37 030	10,798 720	29,330 286	35,863 505	0	28,107 097
	Sol Plaatje	152,164 147	79,290 365	0	205,736 832	58,587 440	47,014 345	4,143 883	61,425 992	61,501 775	39,569 147	4,766 959	72,103 559
Pixley ka Seme	Emthanjeni	7,642 740	2,135 445	33 966	1,631 147	0	0	0	1,050 829	0	0	0	46 693
	Kareeberg	2,962 570	2,477 749	0	2,283 623	3,121 000	2,288 770	265 186	211913	2,922 122	2,215 685	310 229	991 775
	Pixley ka Seme												
	Renosterberg												
	Siyancuma	13,027 042	8,756 181	0	5,366 954	16,601 788	10,694 743	392 769	12,322 282	21,475 191	14,026 432	392 321	15,024 319
	Siyathemba	6,271 142	5,599 586	15 935	6,017 805	9,673 724	7,290 727	21 467	3,419 088				
	Thembelihle												
	Ubuntu	2,312 350	0	0	3,308 386	6,19 210	6,277 096	0	1,609 511	8,056 214	7,501 271	0	1,556 484
	Umsobomvu					23,440 846	22,309 635	0	222 343	17,825 578	17,310 712	0	1,409 209
John Taolo Gaetsewe	Gamagara	2,418 651	1,282 786	0	1,101 160	5,863 826	1,825 107	0	14,793 689	6,312 898	2,235 800	0	4,485 579
	Ga-Segonyana	0	0	0	25,745 895	5,401 638	8,127 153	0	12,626 770	5,106 918	9,789 224	0	11,093 701
	Joe Morolong	0	0	0	4,895 641	0	0	11 500	159808	0	0	16 700	64,929

Districts	Names of Municipalities	2008/09				2009/10				2010/11			
		Water & Electricity	Sewerage & Refuse	Housing	Other	Water & Electricity	Sewerage & Refuse	Housing	Other	Water & Electricity	Sewerage & Refuse	Housing	Other
	John Taolo Gaetsewe	585 090	247 020	0	2,523 132	884 109	200 656	0	2,553 146	1,319 691	187 170	0	5,989 024
Namakwa	Hantam					1,879 371	1,390 195	0	3,384 115	1,779 399	1,398 291	0	2,808 618
	Kamiesberg					2,013 540	766 133	0	6,790 651	2,169 218	498 353	0	3,537 534
	Karoo Hoogland					1,753 541	1,479 656	13 547	3,676 770	2,569 626	1,848 751	24 588	6,351 439
	Khai-Ma					2,590 214	1,716 938	0	2,011 432	3,228 963	2,188 031	0	1,349 456
	Nama Khoi					9,458 471	7,696 193	0	12,283 851	11,793 044	8,997 723	0	13,441 078
	Namakwa					0	0	0	728,026	0	0	0	1,150,016
	Richtersveld					7,048 946	9,261 744	190 469	9,010 148	8,867 107	10,790 928	201 827	9,108 354
Siyanda	!Kheis					4,423 676	4,381 778	0	860 660	37 857	50 914	0	4,557 303
	//Khara Hais	5,684 642	2,619 900	0	5,166 667	10,482 908	3,667 663	0	3,205 439				3,819 591
	Kai! Garib					20,255 330	8,499 109	0	16,757 857	28,374 109	11,332 273	0	22,660 483
	Kgatelopele					1,279 048	719 962	0	8,850 400	5,950 869	3,795 291	0	4,697 181
	Mier					2,196 637	2,773 799	0	265 624	624 729	979 167	0	274 150
	Siyanda												
	Tsantsabane					18,721 475	22,110 109	0	10,100 429	22,880 824	23,851 050	0	7,087 861
Total													

Source: 2010/11 Section 46 reports

## **Provincial Analysis**

### **Financial**

- Mayors and municipal managers did not ensure that formal codes of ethics and formal code of conduct were implemented.
- Mayors and municipal managers did not honour their commitments to monitor the implementation of key controls. Mayors should request key control reports on a monthly basis.
- Quarterly staff performance measurement was not implemented and poor performance was not addressed through training interventions and disciplinary action taken, where applicable.
- Municipal managers did not ensure that IT governance frameworks and processes were developed, implemented and monitored.
- Mayors and municipal managers did not, as part of their oversight functions, monitor the development and implementation of detailed action plan to address the prior year audit outcomes.
- The majority of municipalities did not employ skilled IT resources, resulting in the inability to address IT internal control matters.
- Mayors and municipal managers did not ensure that the audit committees and internal audit units that are properly capacitated are in place.

### **Performance (predetermined objectives)**

- The mayor and municipal manager did not ensure that performance reports are reliable and useful due to a general lack of oversight over the reporting of performance against predetermined objectives as greater priority is assigned to the financial outcomes by municipalities since the latter impact directly on the audit opinion.
- Mayors and municipal managers did not ensure that performance management systems are developed and implemented to comply with the regularity framework.
- Training interventions were not arranged to address the current lack of skills.

### **Compliance**

- The mayor and municipal managers did not monitor that compliance checklists are utilized in the internal control environment and related activities. The mayor should request oversight reports relating to compliance with laws and regulations.
- The municipal manager did not ensure that the monitoring of compliance with laws and regulations is included in the job descriptions of SCM officials, human resource officials and other officials dealing with compliance matters.
- Municipal managers did not ensure that the review of SCM units took place to ensure that the units are properly structured, staffed and functioning effectively, and that corrective action is taken where required.

## **Financial and performance management**

### **Financial**

- Proper records management systems that are maintained on a daily basis by systematically filing and reconciling supporting documentation with the accounting records were not implemented.
- Basic controls were not implemented to ensure that supporting documentation is obtained before the transactions are processed, is properly filed and is retained in a safe place.
- It was evident from the audit process that basic internal control in financial management did not exist. In some cases, no bank, asset, debtor, creditor and other reconciliations were performed thereby hampering the preparation of financial statements. In many cases, this was due to a lack of accounting discipline in the finance department and staff who are not properly trained or not appropriately skilled.
- Accounting systems to collate the information for all disclosure were not implemented, e.g. systems / procedures for the continuous identification and collation of irregular expenditure, accruals and commitments.
- Regular financial statements were not prepared.



#### Performance (predetermined objectives)

- Information management systems were not developed to ensure that all evidence that support the actual performance against predetermined objectives is filed and readily available.
- Performance reporting is not prioritized by the mayor at many municipalities in the province and this is evident from the number of municipalities not submitting performance information for audit.
- Audit work performed on performance information indicated that a system of ensuring complete and accurate information on performance information is lacking at many municipalities.
- The performance management functions, including the monitoring of compliance with the Local Government Municipal Systems Act and related regulations were not delegated to specific individuals.

#### Compliance

- The monitoring of compliance with laws and regulations was not integrated into the records management system to ensure that documentation supporting compliance is obtained and filed.
- Reporting of compliance with laws and regulations was not delegated to specific officials.
- Reports submitted to the council were not supported and evidenced by reliable information (financial records and performance information). The internal audit unit should be utilized to verify the completeness, accuracy and reliability of reported information.
- Municipalities did not develop and implement “compliance calendars” tracking compliance with legislated dates and compliance checklists ensuring compliance on a transaction by transaction basis. In addition, policies and procedures should include compliance issues to facilitate the monitoring of compliance.

#### Governance

##### Financial

- Risk assessments were not performed by management and/or strategies were not developed or implemented to address the identified risks.
- Internal audit units were not established, or were insufficiently resourced and inadequately capacitated.
- Municipalities find it difficult to attract suitably experienced persons who are willing to make themselves available as audit committee members. Municipalities should ensure that sufficient funds are provided in the budget for the audit committee.
- Training initiatives were not arranged to ensure that audit committee members are equipped to discharge their duties.

#### Performance (predetermined objectives)

- Risk assessments performed by municipalities did not specifically include risks related to the reporting on performance against predetermined objectives
- Internal audit functions did not include the risks related to predetermine objectives in their audit plans.
- Internal audit staff and audit committee members did not undergo continuous professional development to ensure that they stay abreast of new developments.
- Audit committees did not review quarterly reports of performance against predetermined objectives.

#### Compliance

- Risk assessments performed and strategies developed by municipalities did not specifically include risks related to non-compliance with laws and regulations. The internal audit function should include the identified risks in their audit plans.
- Internal audit units did not monitor the implementation of compliance checklists.

#### Overall challenges

- High vacancy rates in Senior positions (sect 57 & 56);
- Current incompetent, de-motivated staff are placed incorrectly;
- Appointments of Section 57 & 56 managers without the appropriate qualifications;

- Lack of mentorship within municipalities;
- Poor reporting, lack of capacity & oversight of municipalities results in poor or none compliance of Legislation;
- Poor record keeping of documents leads to non compilation of Audit Files;
- No skills transferred from Service Providers;
- None functional budget and treasury officers.

### **Interventions and Remedial actions**

The monitoring and assistance that is, and continues to be provided, to the municipalities includes the following:

- Monitoring and verifying the audit action plans to analyze the progress made to address issues raised in audit reports of municipalities.
- Facilitate the submission of the annual financial statements to the office of the Auditor General by 31 August and monitor the readiness of timeous submission of the financial statements.
- Monitor the effectiveness of the internal audit units and committees
- The Operation Clean Audit Committee established which comprises of COGHSTA, Provincial Treasury, SALGA, DBSA and Office of the Premier.
- A memorandum of understanding between COGHSTA and Provincial Treasury has been drafted which clearly outlines responsibilities of each department but it has not yet been finalized.

### **Interventions**

The Operation Clean Audit Committee was established which consists of COGHSTA, DBSA, Provincial Treasury, SALGA, Office of the Premier (Chairperson) and Auditor General as an advisor and observer. The purpose of the Committee is to jointly assist municipalities to achieve the 2014 operation clean audit by providing the required assistance and support.

COGHSTA and Provincial Treasury have strengthened its relationship by forming a technical committee that allows the two departments to work together and assist each other. In June 2007, a memorandum of understanding which clearly outlines each departments responsibilities in terms of the applicable legislations to municipalities was entered into by these two departments but it was not implemented and the memorandum of understanding has now been reviewed and amended and is awaiting to be discussed in the technical committee before being presented to the Head of the Departments for their approval.

### **Recommendations**

Leadership is concerned about the value for money derived from the use of consultants since audit outcomes did not improve. The leadership has undertaken to address the ongoing use of consultants.

The provincial executive endorsed the following decisions:

- In the affected municipalities the key position of CFO must be filled with immediate effect with persons with requisite financial skill and experience.
- Regular / continuous training interventions must be undertaken to capacitate officials in finance departments.
- The appointment of a single service provider must be coordinated to provide training on performance information.
- DBSA deployees or Provincial Treasury officials with skills should assist the municipalities on a regular basis.

## **Key Performance Area 5:**

### **Good Governance and Public Participation**

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#### **Introduction**

Good governance according to the democratic principles is achieved through effective public participation. Not only does public participation allow constituents to monitor the governance record of its elected officials, but it also encourages the public to take an active interest in the performance of their municipality and region. It is only through broad public participation that citizens will recognise that their interests are taken to heart – especially the needs of the most vulnerable members of society. This allows all citizens to be heard in determining the political, social and economic priorities through the establishment of a broad societal consensus that includes civil society, government and the private sector. Active ward-based plans and consultative forums are central structures through which public participation and, ultimately, good governance can be achieved.

This necessarily means that municipalities need to be enabled to perform their duties in order to ensure the implementation of good governance practices and public participation. Section 151 of Chapter 7 of the South African Constitution gives each municipality the right to govern the local government affairs of its community on its own initiative, subject to national and provincial legislation. Additionally, the by-laws of municipal councils are legislative acts that are not reviewable in terms of administrative law.

However, community participation alone is not sufficient in ensuring that good governance practices are adopted. Institutional integrity is of equal importance and individual municipalities should ensure that its Finance Committee, Audit Committee, Council and sub-committees are fully functional. This should be done through the adoption of effective by-laws and policies that entrench the effective performance of all aspects of municipal governance. As such, this chapter will analyse various indicators related to good governance and public participation in order to determine the extent to which municipalities in the provinces have succeeded in implementing these strategies.

#### **Ward Committees**

The Ward Committees were established in terms of Chapter 4 of the Municipal Structures Act, 1998. The ward committee system was designed to ensure that citizens' inputs are taken into account during planning and decision-making processes at local government level. However different municipalities used different approaches to the establishment of Ward Committees leading the COGTA to gazette guidelines for Establishment and Operation of Ward Committees in 2005 to ensure that there was similar understanding within the municipalities on the establishment and functioning of Ward Committees and also to provide a clear framework for the Ward Committee members, ward councillors, metropolitan, district and local municipalities on the formation and functioning of Ward Committees. The legislation did not make provision for the remuneration of ward committee members as a result it is difficult to find dedicated members of the community who are willing to serve without remuneration.

The structures Act also make it compulsory for the Ward Councillor to be the chairperson of the ward committee. Invariably he has been tasked with the responsibility of calling ward committee meetings. Majority of ward committee have not been sitting due to Ward Councillors not calling meetings. Municipalities do not provide sufficient administrative and human resource support to the ward committees for the effective and efficient operation.

The ward committee system was established and designed to ensure that the grassroots' inputs are considered in planning and decision-making processes at the municipal level. COGTA, Provincial Departments of Local Government and SALGA have supported this process through the provision of training and developing manuals for Ward Committee members. Table 16 below shows the progress that has been

made by the different provinces in establishing Ward Committees; against all odds the municipalities have to be faced with Good Governance and Public Participation is made up of the following three (3) KPIs:

- Ward Committees,
- Community Development Workers (CDW) and
- Traditional Leadership.

Municipalities are assessed on progress made in ensuring public participation. This is done through the Ward committees, IGR structures and public participation processes.

Table 25: Functionality of Ward Committees

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No. of functional Ward Committees	% of functional Ward Committees	No. of functional Ward Committees	% of functional Ward Committees	No. of functional Ward Committees	% of functional Ward Committees
Frances Baard	Dikgatlong	7	100%	7	100%	7	100%
	Magareng	5	100%	5	100%	5	100%
	Phokwane	9	100%	9	100%	9	100%
	Sol Plaatje	28	100%	28	100%	31	100%
John Taolo Gaetsewe	Gamagara	3	75%	3	75%	5	100%
	Ga-Segonyana	9	100%	9	100%	13	100%
	Joe Morolong	11	100%	11	100%	15	100%
Namakwa	Hantam	1	20%	1	20%	5	100%
	Kamiesberg	4	100%	4	100%	4 none functional	0%
	Karoo Hoogland	0	0%	4	100%	4 (2outstanding)	60%
	Khai-Ma	0	0%	3	75%	4	100%
	Nama Khoi	9	100%	9	100%	9	100%
	Richtersveld	3	75%	4	100%	4	100%
Pixley Ka Seme	Emthanjeni	7	100%	7	100%	7	100%
	Kareeberg	4	100%	4	100%	4	100%
	Renosterberg	4	100%	4	100%	4	100%
	Siyancuma	0	0%	5	100%	6	100%

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No. of functional Ward Committees	% of functional Ward Committees	No. of functional Ward Committees	% of functional Ward Committees	No. of functional Ward Committees	% of functional Ward Committees
	Siyathemba	4	100%		100%	4	100%
	Thembelihle	4	100%	4	100%	4 (2outstanding)	0%
	Ubuntu	0	0%	4	100%	4	100%
	Umsobomvu	0	0%	5	100%	5	100%
Siyanda	!Kheis	4	100%	4	100%	4	100%
	//Khara Hais	0	0%	12	100%	14	100%
	Kai! Garib	0	0%	8	100%	9	100%
	Kgatelopele	3	75%	0	0%	4 (1 outstanding)	0%
	Mier	8	88%	0	0%	4	100%
	Tsantsabane	6	100%	6	100%	6	0%
<b>Total</b>		<b>133</b>	<b>72.6%</b>	<b>133</b>	<b>72.6%</b>		

Source: 2010/11 Section 46 reports

## **Provincial Analysis**

### **Deployment of Community Development Workers**

The Community Development Workers (CDWs) programme is a presidential project announced by President Mbeki in his State of the Nation Address in February 2003 and was launched in 2004. It involves the deployment of CDWs in the wards within the municipalities to assist in strengthening the democratic social contract, advocating an organized voice for the poor and improvement of government community social networks.

Community Development Workers (CDW) serve as a channel for the provision of integrated information on government services and provide a channel for ensuring that community issues are taken forward at all levels of government. Community Development Workers (CDWs) play an important role in providing linkages between local communities and government services. These workers are defined as civil servants who are passionate about serving their local communities. As such, they have vast grassroots knowledge about local conditions and serve as a valuable resource to make service delivery more effective. Communities, especially in impoverished areas, are often unaware of their basic minimum service rights related to grant applications, service cuts and school enrolments. CDWs play a crucial role in this regard, informing local communities about government services and assisting in the clearing of service delivery backlogs. This means that these workers form an important communication link between government and communities in order to mobilize their communities to become active participants in government programmes.

**Table 26: Total number of deployed CDW's per province in 2008/09 compared to 2009/10**

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No of CDW posts approved	No of CDW's deployed to wards	No of CDW posts approved	No of CDW's deployed to wards	No of CDW posts approved	No of CDW's deployed to wards
Frances Baard	Dikgatlong		8		8	9	8
	Magareng		11		11	12	10
	Phokwane		11		11	11	7
	Sol Plaatje		54		54	54	52
Siyanda	!Kheis		8		8	9	6
	//Khara Hais		19		19	22	13
	Kai Garib		10		10	13	10
	Kgatelopele		8		8	8	7
	Mier		9		9	12	8
	Tsantsabane		7		7	7	4
Pixley Ka Seme	Emthanjeni		13		13	13	11
	Kareeberg		5		5	5	4
	Renosterberg		7		7	7	4
	Siyancuma		10		10	10	10
	Siyathemba		5		5	7	5
	Thembelihle		9		9	10	9
	Ubuntu		7		7	8	7



Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No of CDW posts approved	No of CDW's deployed to wards	No of CDW posts approved	No of CDW's deployed to wards	No of CDW posts approved	No of CDW's deployed to wards
	Umsobomvu		10		10	10	9
Namakwa	Hantam		6		6	5	4
	Kamiesberg		11		11	12	12
	Karoo Hoogland		6		6	5	5
	Khai-Ma		8		8	8	8
	Nama Khoi		17		17		
	Richtersveld		5		5	6	5
John Taolo Gaetsewe	Gamagara		10		10	10	9
	Ga-Segonyana		14		14	10	9
	Joe Morolong		24		24	25	24
<b>Total</b>			<b>312</b>		<b>312</b>	<b>308</b>	<b>260</b>

Source: 2010/11 Section 46 reports

## **Intergovernmental relations (IGR)**

For the municipalities to succeed in its developmental role, proactive cooperation between all the spheres of government is critical for efficient and effective service delivery. Each sphere of government has a role in the development planning, prioritization and resource allocation. The Intergovernmental Relations Framework Act (IGRFA) was passed in 2005. The Act provides a framework for the cooperation among the three spheres of government as distinctive, interdependent and interrelated, and it defines the responsibilities and institutional structures to support closer cooperation. The Intergovernmental Relations (IGR) Unit in the Department of Local Government and Housing came as a result of the introduction of legislation initiated and monitored by the Department of Provincial and Local Government with the aim to encourage and enforce cooperative governance amongst the three spheres of government, National, Provincial and Local Government (Municipalities).

A provincial IGR policy has been developed. In the province there is a technical forum, where municipal managers and sector departments are represented. Operational issues are discussed and recommendations are made and presented to the political forum. Only the mayors of the municipalities attend this forum.

The attendance of the sector departments is still a challenge.

Table 27: Good governance indicators as at May 2010

Districts	Names of Municipalities	All admin delegations adopted	S59 MSA Delegations adopted	Roles of Committees and Political Office Bearers defined	Meetings convened					Number of meetings where quorum was not achieved		Code of conduct adopted (Council & staff)	Code communicated to community	Interests of councillors and staff declared	Councillors and staff members in arrears with municipal accounts
					Council	Executive mayoral committee	Portfolio Committee	Municipal Management	IDP Representatives	Council	Executive mayoral committee				
Frances Baard	Frances Baard DM	No	No		14	8	44	-	-	0	1	Yes	No	Yes	0
	Sol Plaatje	-	-	-	19	11	147	22	-	-	-	-	-	Yes	-
	Dikgatlong	Yes		Yes	9	n/a	4	4	7	0	n/a	Yes	Yes/no	No	0
	Magareng														
	Phokwane	Yes		Yes	16	03	5	08	06	0	0	Yes	Yes	Yes	
Pixley Ka Seme	Pixley ka Seme														
	Emthanjeni	Yes	Yes	Yes	4	12	6	-	-	0	0	Yes	Yes	Yes	Yes
	Kareeberg														
	Thembelihle														
	Siyancuma	Yes	Yes	Yes		n/a	6			0	0	Yes	No	No	Yes
	Siyathemba	Yes		Yes	17	n/a	4		1	0	n/a	Yes		Yes	
	Ubuntu	Yes	Yes	Yes	5		2		1	3		Yes	No	Yes	Yes
	Umsobomvu	Yes	Yes	Yes	11	N/A	2	12	3	0	N/A	Yes	Yes	Yes	1 Clr.54 Officials
	Renosterberg	Yes		Yes	4	n/a	3	4	3	0	n/a	Yes	No	Yes	0
John Taolo	John Taolo														

Districts	Names of Municipalities	All admin delegations adopted	S59 MSA Delegations adopted	Roles of Committees and Political Office Bearers defined	Meetings convened					Number of meetings where quorum was not achieved		Code of conduct adopted (Council & staff)	Code communicated to community	Interests of councillors and staff declared	Councillors and staff members in arrears with municipal accounts
					Council	Executive mayoral committee	Portfolio Committee	Municipal Management	IDP Representatives	Council	Executive mayoral committee				
Gaetsewe	Gaetsewe														
	Ga-Segonyana														
	Gamagara	Yes	-	Yes	16	-	-	-	-	16	-	Yes	-	Yes	-
	Joe Morolong														
Namakwa	Namakwa DM	No	No	Yes	8	8	-			0	0	Yes	No	Yes	0
	Nama Khoi	Yes	Yes	Yes	12	8	9	-	-	None	None	-	-	-	-
	Richtersveld	Yes		Yes	11	0	0		6	0	0	Yes	No	Yes	0
	Karoo Hoogland	Yes	Yes	Yes	12	N/A	3	4	3	0	0	Yes	No	Yes	Yes
	Hantam	Yes			8		3	20				Yes		Yes	Yes
	Kamiesberg														
	Khai-Ma	0	Yes	No	15	N/A	N/A	-	1	0	N/A	No	No	Yes	Yes
Siyanda	Siyanda DM														
	Tsantsabane	-	-	-	5	-	-		-	0	-	Yes	Yes	Yes	
	Kgatelopele														
	!Kheis														
	//Khara Hais	Yes		Yes	11	11	55	12	4	0	0	Yes	Yes	Yes	2

Districts	Names of Municipalities	All admin delegations adopted	S59 MSA Delegations adopted	Roles of Committees and Political Office Bearers defined	Meetings convened					Number of meetings where quorum was not achieved		Code of conduct adopted (Council & staff)	Code communicated to community	Interests of councillors and staff declared	Councillors and staff members in arrears with municipal accounts
					Council	Executive mayoral committee	Portfolio Committee	Municipal Management	IDP Representatives	Council	Executive mayoral committee				
	Mier														
Total		!Kai Garib	0	0	1	6	11	6			0	0	Yes	0	Yes

Source: 2010/11 Section 46 reports

## Anti-corruption

Table 28: Progress on the implementation of anti-corruption strategies by municipalities

District	Names of Municipalities	2007/08			2008/09			2009/10		
		Anti-corruption Plan compiled	Have council adopted the Anti-corruption Plan	Anti-corruption Plan implemented	Anti-corruption Plan compiled	Have council adopted the Anti-corruption Plan	Anti-corruption Plan implemented	Anti-corruption Plan compiled	Have council adopted the Anti-corruption Plan	Anti-corruption Plan implemented
Frances Baard	Dikgatlong	No	No	No	Yes	Yes	No	No	No	No
	Frances Baard	Yes	Yes	No	No	No	No	No	No	No
	Magareng	No			Yes	Yes	No	No	No	No
	Phokwane	Yes	Yes	No	No	No	No	No	No	No
	Sol Plaatje	No	No	No	No	No	No	Yes	Yes	No
Pixley ka Seme	Emthanjeni	No	No	No	No	No	No	Yes	Yes	No
	Kareeberg	No	No	No	No	No	No	No	No	No
	Pixley ka Seme	No	No	No	Yes	Yes	No	No	No	No
	Renosterberg	Yes	Yes	No	No	No	No	No	No	No
	Siyancuma	No	No	No	No	No	No	Yes	Yes	No
	Siyathemba	No	No	No	Yes	Yes	No	No	No	No
	Thembelihle	No	No	No	No	No	No	No	No	No
	Ubuntu	Yes	Yes	No	No	No	No	No	No	No
	Umsobomvu				No	No	No	No	No	No
John Taolo Gaetsewe	Gamagara	Yes	Yes	No	No	No	No	No	No	No
	Ga-Segonyana	Yes	Yes	No	No	No	No	No	No	No
	Joe Morolong	No	No	No	No	No	No	No	No	No

District	Names of Municipalities	2007/08			2008/09			2009/10		
		Anti-corruption Plan compiled	Have council adopted the Anti-corruption Plan	Anti-corruption Plan implemented	Anti-corruption Plan compiled	Have council adopted the Anti-corruption Plan	Anti-corruption Plan implemented	Anti-corruption Plan compiled	Have council adopted the Anti-corruption Plan	Anti-corruption Plan implemented
	John Taolo Gaetsewe	Yes	Yes	No	No	No	No	No	No	No
Namakwa	Hantam	No	No	No	No	No	No	Yes	Yes	No
	Kamiesberg	No	No	No	No	No	No	No	No	No
	Karoo Hoogland	No	No	No	No	No	No	No	No	No
	Khai-Ma	No	No	No	No	No	No	No	No	No
	Nama Khoi	No	No	No	No	No	No	No	No	No
	Namakwa	No	No	No	No	No	No	No	No	No
	Richtersveld	No	No	No	No	No	No	No	No	No
Siyanda	!Kheis	No	No	No	No	No	No	Yes	Yes	No
	//Khara Hais	Yes	Yes	No	No	No	No	No	No	No
	Kai! Garib	No	No	No	No	No	No	No	No	No
	Kgatelopele	No	No	No	No	No	No	No	No	No
	Mier	Yes	Yes	No	No	No	No	No	No	No
	Siyanda	No	No	No	Yes	Yes	No	No	No	No
	Tsantsabane	Yes	Yes	No	No	No	No	No	No	No
<b>Total</b>		<b>10</b>	<b>10</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>

Source: 2011/11 Section 46 reports

**Provincial Analysis**

All the municipalities do not implement the plans. It is not clear what challenges impede them from implementing. It is however clear that the department of Cooperative governance needs to assist the municipalities with Anti-corruption.



## **Traditional Leadership**

The Directorate Traditional Affairs submitted a memorandum to the MEC advising on the importance of reviewing Section 81 of the Municipal Structures Act in order to regulate the participation of traditional leaders in the municipalities. The absence of guidelines, rules and regulations makes it difficult for the directorate to enforce participation and also to monitor and evaluate the level of participation of traditional leaders in these municipalities.

### **Challenges faced by traditional leaders in municipalities:**

- The traditional leaders who participate in municipalities are playing an advisory role;
- They don't have voting rights; this limits their ability to influence decisions taken by the municipality which impact negatively on their communities;
- The directorate during its interaction with traditional leaders has encouraged them to build a good working relationship with ward councillors, local councillors and district councillors.
- Traditional leaders and their communities were advised to participate fully in the development of the IDP and LED of the municipalities.

## **Land administration**

The directorate actively intervened during the land dispute between Gasegonyana Municipality and Ba Ga Jantjie traditional council, the outcome of which led to the withdrawal of the matter which was already referred to Mmabatho High Court.

Land administration in JTG district is extremely sensitive due to the ongoing illegal land occupation and allocation of residential sites by individuals who are not authorised to deal with this function. The directorate has advised that a Land Summit should be arranged for the JTG region where traditional leaders, municipalities, demarcation board and relevant stakeholders will resolve on this matter.

The Ba Ga Phetlhu traditional council at Camden donated land for the construction of RDP houses. A Provincial workshop was held in Kuruman assessing the state of governance within the institution of traditional affairs. Stakeholders such as municipalities, traditional leaders, Khoisan representatives, government departments and officials dealing with traditional affairs attended the two-day workshop. The outcome of which identified the following:

- Stakeholders should cooperate in order to support municipalities in development planning processes;
- Communicate community needs to municipalities and other spheres of government
- Recommend appropriate interventions to government to bring about development and service delivery;
- Promote indigenous knowledge systems for sustainable development in traditional communities;
- Participate in the development programmes of municipalities and other spheres of government;
- Participate in the development of policy and legislation at local level.

## Cross Cutting Interventions

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### Introduction

Cross-cutting interventions are specific issues that are not addressed directly by the 5 key performance areas. The interventions deal with how municipalities should organize themselves and mobilize human and financial support to discharge their mandate as provided in the Constitution of the Republic of South Africa. Progress in municipal performance in this KPA had been assessed in the following 5 focus areas:

- Integrated development planning;
- Disaster management;
- Realigned municipalities;
- Urban and rural nodes; and
- Municipal Performance (Vuna) Awards

This is to be achieved through:

- capacitating municipalities to deliver quality services to communities;
- promoting participative, integrated and sustainable communities;
- ensuring municipal plans reflect national, provincial and local priorities and resources through sound intergovernmental relations;
- being the first port of call for municipalities for advice and support;
- Facilitating delivery through sound administration and the engagement of all spheres of government and social partners.

### Integrated Development Planning

The White Paper on Local Government envisaged the IDP to be one of the mechanisms to promote and support the process towards developmental local government. The Municipal Systems Act entrenched the integrated development planning process as a legislated requirement for all municipalities to engage in and develop Integrated Development Plans. The IDP is a municipality's 5-year strategic plan that must be reviewed on an annual basis to track progress in implementation of the development programmes and inform future years' development planning. It has become the central pillar for development planning in South Africa, as it seeks to integrate development planning and programmes across all the three spheres of government into one document. During the first years of the implementation of Chapter of the MSA, many municipalities failed to submit their 5-year IDP's and others submitted very late. However, the main deficiency of the IDP's was the lack of integration and credibility in the strategic plans. COGTA developed a credibility framework and facilitated an intergovernmental IDP engagement process that was intended to improve the submission rate and credibility of IDP's.

**Table 29: Compliance of municipalities on the analysis, public participation, development, adoption and implementation of the IDP**

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No of municipalities that reviewed their IDP's	No of stakeholders who participated	No of municipalities that reviewed their IDP's	No of stakeholders who participated	No of municipalities that reviewed their IDP's	No of stakeholders who participated
<b>Frances Baard</b>	Frances Baard	✓	5	✓	5	✓	5
	Dikgatlong	✓	8	✓	8	✓	8
	Magareng	✓	6	✓	6	✓	6
	Phokwane	✓	10	✓	10	✓	10
	Sol Plaatje	✓	32	✓	32	✓	32
<b>John Taolo Gaetsewe</b>	John Taolo Gaetsewe	✓	4	✓	4	✓	4
	Gamagara	✓	5	✓	5	✓	5
	Ga-Segonyana	✓	14	✓	14	✓	14
	Joe Morolong	✓	16	✓	16	✓	16
<b>Siyanda</b>	Siyanda	✓	7	✓	7	✓	7
	!Kheis	✓	5	✓	5	✓	5
	//Khara Hais	✓	15	✓	15	✓	15
	Kai Garib	✓	10	✓	10	✓	10
	Kgatelopele	✓	5	✓	5	✓	5
	Mier	✓	5	✓	5	✓	5
	Tsantsabane	✓	7	✓	7	✓	7
<b>Pixley Ka Seme</b>	Pixley Ka Seme	✓	9	✓	9	✓	9
	Emthanjeni	✓	8	✓	8	✓	8
	Kareeberg	✓	5	✓	5	✓	5
	Renosterberg	✓	5	✓	5	✓	5
	Siyancuma	✓	7	✓	7	✓	7
	Siyathemba	✓	5	✓	5	✓	5
	Thembelihle	✓	5	✓	5	✗	-
	Ubuntu	✓	5	✓	5	✓	5
	Umsobomvu	✓	6	✓	6	✓	6
<b>Namakwa</b>	Namakwa	✓	7	✓	7	✓	7
	Hantam	✓	6	✓	6	✓	6

Districts	Names of Municipalities	2008/09		2009/10		2010/11	
		No of municipalities that reviewed their IDP's	No of stakeholders who participated	No of municipalities that reviewed their IDP's	No of stakeholders who participated	No of municipalities that reviewed their IDP's	No of stakeholders who participated
	Kamiesberg	✓	5	✓	5	✓	5
	Karoo Hoogland	✓	5	✓	5	✓	5
	Khai-Ma	✓	5	✓	5	✓	5
	Nama Khoi	✓	10	✓	10	✓	10
	Richtersveld	✓	5	✓	5	✓	5
<b>Total</b>		<b>32</b>		<b>32</b>		<b>31</b>	

Source: 2010/11 section 46 reports

The table above highlight no of wards participated during the IDP review processes within Municipalities and one has been added for sector department's participation during the rep forum meetings.

### Provincial Analysis

- The main challenges experienced during analysis assessment are the lack of participation of the key sectors (Health, Public Works and Mineral Resources).
- Thembelihle Municipality did not submit its IDP neither participated during Provincial Analysis Session due to political tension since the Local Government Election.

### Spatial Development Frameworks (SDF's)

The disintegrated nature of development planning confronted the government during its first term into democracy. The situation was compounded by a lack of clear guiding planning principles that support strategic interventions to address the country's skewed spatial settlement patterns. In 2003 government published the guiding principles in the National Spatial Development Perspective (NSDP). As part of the implementation of the NSDP principles, Cabinet approved the intergovernmental planning framework that crystallized the harmonization and alignment of the NSDP, Provincial Growth and Development Strategies and IDP's.

As provided in the Municipal Systems Act, the IDP's of municipalities must include Spatial Development Frameworks (SDF's). The intergovernmental planning framework thus sets the tone for spatial frameworks of all three spheres to be aligned and be guided by the NSDP principles. Failure by some municipalities to adopt Spatial Development Frameworks had resulted in continuous misdirected public and private sector investment. The development outcome of creating sustainable human settlements cannot be achieved if municipalities fail to create a development environment that is well planned

Table 30: Development, submission and implementation rate of SDF's

Districts	Names of Municipalities	2008/09			2009/10			2010/11			Reasons
		SDFs approved	SDFs submitted	SDFs Implemented	SDFs approved	SDFs submitted	SDFs Implemented	SDFs approved	SDFs submitted	SDFs Implemented	
Frances Baard	Frances Baard										
	Dikgatlong										
	Magareng										
	Phokwane										
	Sol Plaatje							✓	✓	✓	
John Taolo Gaetsewe	John Taolo Gaetsewe										
	Gamagara										
	Ga-Segonyana										
	Joe Morolong										
Siyanda	Siyanda										
	!Kheis										
	//Khara Hais										
	Kai Garib										
	Kgatelopele										
	Mier										
	Tsantsabane										
Pixley Ka Seme	Pixley Ka Seme										
	Emthanjeni										
	Kareeberg							✓	✓	✓	
	Renosterberg										
	Siyancuma										
	Siyathemba										

Districts	Names of Municipalities	2008/09			2009/10			2010/11			Reasons
		SDFs approved	SDFs submitted	SDFs Implemented	SDFs approved	SDFs submitted	SDFs Implemented	SDFs approved	SDFs submitted	SDFs Implemented	
	Thembelihle										
	Ubuntu										
	Umsobomvu							✓	✓	✓	
Namakwa	Namakwa										
	Hantam							✓	✓	✓	
	Kamiesberg							✓	✓	✓	
	Karoo Hoogland							✓	✓	✓	
	Khai-Ma							✓	✓	✓	
	Nama Khoi										
	Richtersveld							✓	✓	✓	
<b>Total</b>								8	8	8	

Source: 2010/11 Section 46 reports

### Provincial Analysis

The 8 SDFs that were approved in the 2010/2011 financial year was done in line with the Northern Cape Planning and Development Act, Act 7 1998. Previously SDFs were not approved by the MEC for Local Government in line with the Provincial Act and therefor did not comply.

## **Disaster Management**

The aim of the Disaster Management Act (Act No.57 of 2002) is to ensure a uniform approach to disaster risk management in each sphere of government. According to the National Disaster Management Centre's (NMDM) The Disaster Management Act focuses on disaster prevention and risk reduction, mitigation of severity and consequences of disasters, emergency and preparedness, and a rapid and effective response to disasters leading to restoration of normal conditions. In terms of the Sections in the Constitution of the Republic of South Africa that provide for disaster management includes the Intergovernmental Relations Framework Act, 2005 (Act number 13 of 2005), the Local Government: Municipal Systems Act, 2000 (Act number 32 of 2000), the Disaster Management Act, 2002 (Act number 57 of 2002) and the National Disaster Risk Management Policy Framework of 2005. These sections provide for:

- the establishment, implementation and maintenance of an integrated rapid and effective disaster response system, post-disaster recovery and rehabilitation;
- the identification, assessment, classification and prioritisation of hazards and vulnerable elements;
- the development, implementation, monitoring and evaluation of disaster risk reduction (prevention, mitigation and preparedness) programmes, projects and measures;
- and the establishment, implementation and maintenance of systems and structures through and across the three spheres of government, the state-owned enterprises (SOEs), the Private Sector, non-governmental organisations (NGOs), communities and individuals.

These policies require the metropolitan and district municipalities to:

- Establish a fully functional disaster management centre
- Appoint a head of the centre
- Establish disaster management forums
- Finalise disaster management plans

The NDMC is located within the COGTA. Its main objective is to contribute to the overall resilience of communities and infrastructure to disaster risk, to strengthen the capacity of provinces and municipalities in pre-empting and responding to disasters, as well as ensuring cross-functional disaster management in all spheres of government.

The effects of global warming and climate change are beginning to be felt in South Africa. Managing disasters such as floods, drought, tornadoes, or veld fires requires government and people working together in a coordinated way through a coherent disaster management system. Municipalities for instance, have an important first response role to disasters, and therefore must always be in a position to combat disasters. Disaster management plans must be included in the municipal IDPs. The success of disaster management at the local level is dependent on the capacity and capabilities to combat disaster at national and provincial levels.

Table 31: State of readiness on National Disaster implementation per Provinces

Districts	Names of Municipalities	2008/09				2009/10				2010/11			
		Functional disaster management centre	No. of municipalities with Heads appointed	No. of disaster management forums established	No. of municipalities with disaster management plans	Functional disaster management centre	No. of municipalities with Heads appointed	No. of disaster management forums established	No. of municipalities with disaster management plans	Functional disaster management centre	No. of municipalities with Heads appointed	No. of disaster management forums established	No. of municipalities with disaster management plans
Frances Baard	Frances Baard	Yes (1)	One (1) HOC	None only IGRF	One (1)	Yes (1)	One (1) HOC	None, only IGRF	One (1)	Yes (1)	One (1) HOC	None only IGRF	One (1)
	Dikgatlong	None	None	None	One (1)	None	None	None	One (1)	Yes (1) satellite	One (1) (official)	None	One (1)
	Magareng	None	None	None	One (1)	None	None	None	One (1)	Yes (1) satellite	One (1) (official)	None	One (1)
	Phokwane	None	None	None	One (1)	None	None	None	One (1)	Yes (1) satellite	One (1) (official)	None	One (1)
	Sol Plaatje	Yes (1) satellite	None	None	One (1)	Yes (1) satellite	None	None	One (1)	Yes (1) satellite	One (1) (official)	One (1)	One (1)
Siyanda	Siyanda	Yes (1)	One (1) HOC	One (1)	None	Yes (1)	One (1) HOC	One (1)	None	Yes (1)	One (1) HOC	One (1)	One (1)
	IKheis	None	None	None	None	None	None	None	None	None	None	None	One (1)
	//Khara Hais	Yes (1) satellite	One (1) official	One (1)	One (1)	Yes (1) satellite	One (1) official	One (1)	One (1)	Yes (1) satellite	One (1) (official)	One (1)	One (1)
	Kai Garib	None	None	None	None	Yes (1) satellite	None	None	None	Yes (1) satellite	One (1) (official)	None	One (1)
	Kgatelopele	None	None	None	None	N/A	None	None	None	N/A	None	None	One (1)
	Mier	None	None	None	None	N/A	None	None	None	N/A	None	None	One (1)
	Tsantsabane	None	None	None	None	N/A	None	None	None	N/A	None	None	One (1)
Pixley Ka Seme	Pixley Ka Seme	Yes (1)	One (1) HOC	None	None	Yes (1)	One (1) HOC	One (1)	None	Yes (1)	One (1) HOC	One (1)	One (1)
	Emthanjeni	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
	Kareeberg	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
	Renosterberg	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
	Siyancuma	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
	Siyathemba	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
	Thembelihle	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
	Ubuntu	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
	Umsobomvu	None	None	None	None	N/A	None	None	None	None	None	None	One (1)
Namakwa	Namakwa	Yes (2)	One (1) HOC	None	None	Yes (2)	One (1) HOC	Yes	None	Yes (2)	One (1) HOC	One (1)	One (1)
	Hantam	None	None	None	None	None	None	None	None	None	None	None	One (1)



Districts	Names of Municipalities	2008/09				2009/10				2010/11			
		Functional disaster management centre	No. of municipalities with Heads appointed	No. of disaster management forums established	No. of municipalities with disaster management plans	Functional disaster management centre	No. of municipalities with Heads appointed	No. of disaster management forums established	No. of municipalities with disaster management plans	Functional disaster management centre	No. of municipalities with Heads appointed	No. of disaster management forums established	No. of municipalities with disaster management plans
	Kamiesberg	None	None	None	None	None	None	None	None	None	None	None	One (1)
	Karoo Hoogland	None	None	None	None	None	None	None	None	None	None	None	One (1)
	Khai-Ma	None	None	None	None	None	None	None	None	None	None	None	One (1)
	Nama Khoi	None	None	None	None	None	None	None	None	None	One (1) (official)	None	One (1)
	Richtersveld	None	None	None	One (1)	None	None	None	One (1)	None	None	None	One (1)
<b>John Taolo Gaetsewe</b>	John Taolo Gaetsewe	Yes (1)	One (1) HOC	None	One (1)	Yes (1)	One (1) HOC	One (1)	One (1)	Yes (1)	One (1) HOC	One (1)	One (1)
	Gamagara	One (1) satellite	None	None	One (1)	One (1) satellite	None	None	One (1)	One (1) satellite	One (1) (official)	None	One (1)
	Ga-Segonyana	One (1) satellite	None	None	One (1)	One (1) satellite	None	None	One (1)	One (1) satellite	One (1) (official)	None	One (1)
	Joe Morolong	One (1) satellite	None	None	One (1)	One (1) satellite	None	None	One (1)	One (1) satellite	One (1) (official)	None	One (1)
<b>Total</b>													

Source: 2010/10 Section 46 reports

## Provincial Analysis

### Challenges

- Limited budget for implementation of Disaster Management Act and Fire Brigade Act in the province
- Lack of Disaster Management expertise in the province
- The establishment of a Provincial Disaster Management Centre (PDMC)
- Local Municipalities must assign a person to be the nodal point for disaster management activities in municipality
- Insufficient or no Fire Fighting Equipment and dedicated personnel at Local Municipalities
- Local Municipalities do not budget for Disaster Management and Fire Services programmes or relief funds

### Interventions

- The Provincial Department Co-operative Governance, Human Settlements and Traditional Affairs (COGHSTA) have been providing Grant Funding to the District Municipalities for upgrading their radio communication network and centres to fully Operational Disaster Management Centres to the tune of R5 333 000-00.

**Recommendations**

- All vacant posts in Disaster Management & Fire Services Sub-directotae been filled with necesary expertise, skills and committed people.
- Sufficient budget for Disaster Management and Fire Services in the province.

**Table 32: Functionality of National Disaster in municipalities**

Districts	Names of Municipalities	Disaster Management Centre established and fully functional	Disaster Management framework	Disaster Management Plans finalised
<b>Frances Baard</b>	Frances Baard	One (1) Disaster Management Communication Centre is 24/7 fully functional, office space, 10 Control Room operators	Yes	Yes – Level 3 plan completed which include all four (4) Local Municipalities
	Dikgatlong	Satellite Centre 08h00 – 16h30 weekdays functional	N/A for LM's	Yes
	Magareng	Satellite Centre 08h00 – 16h30 weekdays functional	N/A for LM's	Yes
	Phokwane	Satellite Centre 08h00 – 16h30 weekdays functional	N/A for LM's	Yes
	Sol Plaatje	Satellite Centre is 24/7 fully functional	N/A for LM's	Yes
<b>Siyanda</b>	Siyanda	One (1) Disaster Management Communication Centre is 24/7 fully functional, office space, 7 Control Room operators	Yes	Yes – Level 1 plan completed which include all four (6) Local Municipalities
	!Kheis	None	N/A for LM's	Yes
	//Khara Hais	Satellite Centre is 24/7 fully functional	N/A for LM's	Yes
	Kai Garib	Satellite Centre is 24/7 fully functional	N/A for LM's	Yes
	Kgatelopele	None	N/A for LM's	Yes
	Mier	None	N/A for LM's	Yes
	Tsantsabane	None	N/A for LM's	Yes
<b>Pixley Ka Seme</b>	Pixley Ka Seme	One (1) Disaster Management Communication Centre is 24/7 fully functional, office space, 7 Control Room operators	Yes	Yes – Level 1 plan completed which include all four (8) Local Municipalities
	Emthanjeni	None	N/A for LM's	Yes
	Kareeberg	None	N/A for LM's	Yes
	Renosterberg	None	N/A for LM's	Yes
	Siyancuma	None	N/A for LM's	Yes
	Siyathemba	None	N/A for LM's	Yes
	Thembelihle	None	N/A for LM's	Yes
	Ubuntu	None	N/A for LM's	Yes
	Umsobomvu	None	N/A for LM's	Yes
<b>Namakwa</b>	Namakwa	Two (2) Disaster Management Communication Centres (Springbok & Calvinia) is 24/7 fully functional, office space, 8 Control Room operators	Yes	Yes – Level 2 plan completed which include all four (6) Local Municipalities
	Hantam	None	N/A for LM's	Yes
	Kamiesberg	None	N/A for LM's	Yes
	Karoo Hoogland	None	N/A for LM's	Yes
	Khai-Ma	None	N/A for LM's	Yes
	Nama Khoi	Satellite Centre 08h00 – 16h30 weekdays functional	N/A for LM's	Yes
	Richtersveld	None	N/A for LM's	Yes
<b>John Taolo Gaetsewe</b>	John Taolo Gaetsewe	One (1) Disaster Management Communication Centre is 24/7 fully functional, office space, 7 Control Room operators	Yes	Yes – Level 3 plan completed which include all four (3) Local Municipalities
	Gamagara	Satellite Centre 08h00 – 16h30 weekdays functional	N/A for LM's	Yes
	Ga-Segonyana	Satellite Centre 08h00 – 16h30 weekdays functional	N/A for LM's	Yes
	Joe Morolong	Satellite Centre 08h00 – 16h30 weekdays functional	N/A for LM's	Yes
<b>Total</b>				

Source: 2010/11 Section 46 reports

## **Provincial Analysis**

### **Challenges**

- Limited budget for implementation of Disaster Management Act and Fire Brigade Act in the province
- Lack of Disaster Management expertise in the province
- The establishment of a Provincial Disaster Management Centre (PDMC)
- Local Municipalities must assign a person to be the nodal point for disaster management activities in municipality
- Insufficient or no Fire Fighting Equipment and dedicated personnel at Local Municipalities
- Local Municipalities do not budget for Disaster Management and Fire Services programmes or relief funds

### **Interventions**

- The Provincial Department Co-operative Governance, Human Settlements and Traditional Affairs (COGHSTA) have been providing Grant Funding to the District Municipalities for upgrading their radio communication network and centres to fully Operational Disaster Management Centres to the tune of R5 333 000-00.

### **Recommendations**

- All vacant posts in Disaster Management & Fire Services Sub-directorate been filled with necessary expertise, skills and committed people.
- Sufficient budget for Disaster Management and Fire Services in the province

## Urban and rural nodes

The main developmental outcomes of the Urban Renewal Programme (URP) and the Integrated Sustainable Rural Development Programme are to eradicate urban and rural poverty in the poorest areas within South Africa as well as to attain social cohesion and equity. The rural node is as follows:

**Table 33: Functionality of rural node**

Districts	Names of Municipalities	2008/09	2009/10	2010/11
John Taolo Gaetsewe	Ga-Segonyana	✓	✓	✓
	Gamagara	✓	✓	✓
	Joe Morolong	✓	✓	✓
Total				

Source: 2010/11 Section 46 reports

## Performance Assessment and Evaluation

### Summary of assessment results per KPA

### Other Highlights of Municipal Performance by KPA

District	Municipality	Focus Area	Highlights
Frances Baard	Dikgatlong	KPA 1: Municipal Transformation and Organisational Development	Seven middle management positions have been filled.
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	The financial position of the municipality moved from a negative to a positive bank balance. Debt collection improved by 14,69%
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Frances Baard	KPA 1: Municipal Transformation and Organisational Development	The municipality has maintained good Human Resources and General administrative practices through policy implementation.
		KPA 2: Basic Service Delivery	The municipality has achieved level 1 and 2 accreditation to deliver houses. The municipality achieved 95% blue drop rating for the Koopmansfontein water management system. The municipality reviewed the District's Integrated Waste Management plan and the District Environmental Management framework.
		KPA 3: Local Economic Development	213 jobs were created in this financial year.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	The municipality successfully conducted the council meets the people programme from 13 – 16 September 2010.
		Cross Cutting Intervention	The municipality has instituted the IDP Steering Committee and IDP Representative forums. The municipality successfully completed the Disaster recovery plan and established disaster management satellite offices for the local municipalities.
	Magareng	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Phokwane	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	231 household received electricity connection in Ganspan and Bonita Park. Storm water and streets were upgraded in Pampierstad and Masakeng. The municipality constructed water reticulation plants to benefit 1675 stands/ households. The municipality constructed sewer reticulation plants to benefit 2290 households/stands in Jan Kempdorp, Pampierstad, Masakeng and Sakhhhile. 100 houses were built in the financial year. The municipality completed the construction of the Hartswater Landfill site
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public	

District	Municipality	Focus Area	Highlights
	Sol Plaatje	Participation	
		Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	The tendering process for the construction of the Electricity and sewerage works bulk infrastructure projects has started for Homevale. Ritchie and Beaconsfield have been concluded. The municipality's blue drop score increased from 64% to 84%. The Green drop score achieved is 71%.
		KPA 3: Local Economic Development	A total of 110 880 jobs were created through the EPWP programme. The municipality received the national Kamoso award for the best performing municipality.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	A mayoral committee has been appointed on a full time basis from November 2012. A risk management plan has been developed in order to mitigate the risks.
		Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
Pixley ka Seme	Emthanjeni	KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Kareeberg	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	The phasing out of the bucket system has been completed.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Pixley ka Seme	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	The municipality has achieved level 1 and 2 accreditation to deliver houses. The municipality hosted the Investment and Renewable Energy Conference and the district was declared a renewable energy hub.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	The municipality intensified the council meets the people programmes within the district.
		Cross Cutting Intervention	
	Renosterberg	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Siyancuma	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	

District	Municipality	Focus Area	Highlights
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Siyathemba	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Thembelihle	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Ubuntu	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Umsobomvu	KPA 1: Municipal Transformation and Organisational Development	All senior management positions have been filled Organisational systems have been developed Employee wellness programmes has been adopted.
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	The credit control and Debt collection policy and by-law are being implemented.
		KPA 5: Good Governance and Public Participation	All by-laws have been developed
		Cross Cutting Intervention	
John Taolo Gaetsewe	Gamagara	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Ga-Segonyana	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Pre-paid meters connections have been installed. The municipality does operations and maintenance regularly. Geotechnical and Environmental Impact assessment studies have been done to prepare for the construction a new reservoir in Kuruman Credible indigent registers are in place.
		KPA 3: Local Economic Development	SMME and Job Creation targets were met.
		KPA 4: Municipal Financial Viability and Management	Grant dependency has been reduced by 35%.
		KPA 5: Good Governance and Public	



District	Municipality	Focus Area	Highlights
	Joe Morolong	Participation	
		Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	All senior management positions have been filled A performance management system has been established.
		KPA 2: Basic Service Delivery	The provision of Basic services has been expanded to more villages and thus a larger proportion of the community has access to basic services.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	The District management area has been incorporated into the municipality's boundaries and jurisdiction.
		Cross Cutting Intervention	
	John Taolo Gaetsewe	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
Namakwa	Hantam	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Kamiesberg	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Karoo Hoogland	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Khai-Ma	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Nama Khoi	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and	

District	Municipality	Focus Area	Highlights
		Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Namakwa	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	SMME's were stimulated during the world cup through the coverage of the tournament throughout the district.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Richtersveld	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
Siyanda	!Kheis	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	//Khara Hais	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	56 household got access to electricity. 16 High mast lights have been installed. A new main sewer line connecting to the sewer network in Rosedale has been completed. 95% of households have access to refuse removal.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Kai! Garib	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Kgatelopele	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Mier	KPA 1: Municipal Transformation and Organisational Development	

District	Municipality	Focus Area	Highlights
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Siyanda	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Tsantsabane	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Sewage has been installed for 212 households. Roads have been tarred to connect the poorer communities to places of economic importance and services. The taxi rank has been refurbished. Houses have been provided for a diverse group of households.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	

Source: 2010/11 Section 46 reports

## Underperforming municipalities per KPA

District	Municipality	Focus Area	Under-performing municipalities
Frances Baard	Dikgatlong	KPA 1: Municipal Transformation and Organisational Development	Performance Management not in place, Vacant critical positions
		KPA 2: Basic Service Delivery	Underutilisation of the Municipal Infrastructure Grant
		KPA 3: Local Economic Development	Local Economic Development not in place
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	The Integrated development plan was not submitted on time.
	Frances Baard	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Magareng	KPA 1: Municipal Transformation and Organisational Development	Performance Management Sytem not in place
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local economic development not in place
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Phokwane	KPA 1: Municipal Transformation and Organisational Development	Performance Management System not in place
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development on in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Sol Plaatje	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
Pixley ka Seme	Emthanjeni	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
	Kareeberg	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Blue drop not at the required levels.
		KPA 3: Local Economic Development	No capacity to implement LED
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
	Pixley ka Seme	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	

District	Municipality	Focus Area	Under-performing municipalities
	Renosterberg	Cross Cutting Intervention	Lack of proper disaster management operations processes.
		KPA 1: Municipal Transformation and Organisational Development	Municipality did not submit the annual report.
		KPA 2: Basic Service Delivery	Blue Drop not at the required levels, underutilisation of the Municipal Systems Grant
		KPA 3: Local Economic Development	No capacity to implement LED
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
	Siyancuma	KPA 1: Municipal Transformation and Organisational Development	Municipality did not submit the annual report
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
	Siyathemba	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
	Thembelihle	KPA 1: Municipal Transformation and Organisational Development	Municipality did not submit annual report
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	Ward committees are not functional
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
	Ubuntu	KPA 1: Municipal Transformation and Organisational Development	Municipality did not submit annual report
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
	Umsobomvu	KPA 1: Municipal Transformation and Organisational Development	Vacant critical positions
		KPA 2: Basic Service Delivery	Blue drop not at the required levels.
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	Lack of proper disaster management operations processes.
John Taolo Gaetsewe	Gamagara	KPA 1: Municipal Transformation and Organisational Development	Municipality did not submit annual report
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	No capacity to implement LED
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Ga-Segonyana	KPA 1: Municipal Transformation and Organisational Development	

District	Municipality	Focus Area	Under-performing municipalities
		KPA 2: Basic Service Delivery	Blue drop not at the required levels.
		KPA 3: Local Economic Development	Local economic development not in place
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Joe Morolong	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local economic development not in place
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	John Taolo Gaetsewe	KPA 1: Municipal Transformation and Organisational Development	Municipality did not submit annual report
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
Namakwa	Hantam	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Kamiesberg	KPA 1: Municipal Transformation and Organisational Development	Underutilisation of the Municipal Infrastructure Grant
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	Ward committees are not functional
		Cross Cutting Intervention	
	Karoo Hoogland	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Underutilisation of the Municipal Infrastructure Grant
		KPA 3: Local Economic Development	No capacity to implement LED
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	40% of the ward committees are not functional.
		Cross Cutting Intervention	
	Khai-Ma	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local economic development not in place
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Nama Khoi	KPA 1: Municipal Transformation and Organisational Development	Vacant critical positions
		KPA 2: Basic Service Delivery	Underutilisation of the Municipal Infrastructure Grant
		KPA 3: Local Economic Development	Local economic development not in place
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	Ward committees are not functional
		Cross Cutting Intervention	
	Namakwa	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	

District	Municipality	Focus Area	Under-performing municipalities
	Richtersveld	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	Vacant critical positions
		KPA 2: Basic Service Delivery	Blue drop not at the required levels.
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
Siyanda	!Kheis	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
	//Khara Hais	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Underutilisation of the Municipal Infrastructure Grant
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
	Kai! Garib	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Local Economic Development in not in place, there is no capacity to implement.
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
	Kgatelopele	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	No capacity to implement LED
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	Ward committees are not functional
	Mier	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Blue Drop not at the required levels, underutilisation of the Municipal Systems Grant
		KPA 3: Local Economic Development	No capacity to implement LED
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	
	Siyanda	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
	Tsantsabane	Cross Cutting Intervention	
		KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	No capacity to implement LED
		KPA 4: Municipal Financial Viability and Management	Audit Opinion - Disclaimer
		KPA 5: Good Governance and Public Participation	Ward committees are not functional
		Cross Cutting Intervention	

Source: 2010/11 Section 46 reports

## Key challenges

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### High level challenges as identified by province and per KPA

#### KPA 1

Performance reporting, both quarterly and annually is an issue that needs to be addressed with our municipalities. Employment equity representivity, especially regarding the appointment of women in the 6 critical positions in the municipalities requires attention. The development and implementation of Human Resource Policies is a key problem that requires attention.

#### KPA 2

The inadequate provision of basic services is influenced by the municipality's inability to effectively use the Municipal Infrastructure Grant for projects that would facilitate the delivery of basic services. The lack of synergy between supporting sector departments and municipalities lead to the non-achievement of their service delivery goals.

#### KPA 3

Municipalities do not have the capacity, financially or otherwise, to enable Local Economic Development to take off the ground.

#### KPA 4

Municipalities do not comply with the regulatory framework to ensure that municipalities effect their operations viably.

#### KPA 5

Municipalities are still not implementing plans to improve governance processes. Non-compliance with legislation is one of the issues that have been raised with municipalities.



## Future outlook for 2011 - 2016

### Addressing the key challenges per KPA: Outlook for 2011-2016 including timeframes

Type of Support to be provided to Municipalities/Supporting Action	Responsible Provincial Department/Section	By When
<b>KPA 1:</b> Implementation of Performance Management System  Performance Reporting and Compliance with legislation, especially Systems Act and MFMA  Development of human resource policies and filling of critical posts in municipalities by ensuring gender representivity	<b>COGHSTA:</b> Municipal Finance unit  Municipal Performance Monitoring and Evaluation unit  Municipal Administration unit  <b>PROVINCIAL TREASURY</b>	June 2014
<b>KPA 2:</b> Facilitated support through the deployment of Municipal Infrastructure Support Agency (MISA) experts to improve delivery of basic services	<b>COGHSTA:</b> Municipal Infrastructure Grant unit	June 2015
<b>KPA 3:</b> Development of capacity in all municipalities to ensure local economic development initiatives are taking-off the ground	<b>COGHSTA:</b> Integrated Development Plan unit  <b>Department of Economic Affairs and Tourism</b>	September 2014
<b>KPA 4:</b> Municipal viability and sustainability programmes	<b>COGHSTA:</b> Municipal Finance unit  Municipal Public Participation unit  Disaster Management unit	June 2015
<b>KPA 5:</b> Development of plans to improve governance processes within municipalities	<b>COGHSTA:</b> Public Participation unit  Municipal Finance unit	June 2014

## Conclusion

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Although there has been an overall improvement in the level of compliance in some matters as indicated in the report, there are however areas where compliance deteriorated and where municipalities require assistance.

The areas that need attention include:

- The functioning and effectiveness of Section 79 Committees/Oversight Committees of Councils, audit committees, internal audit divisions and the fulfilment of their responsibilities as set out in both the Municipal Structures Act and MFMA;
- Timeous submission of the annual financial statements to the auditor-general;
- The submission of annual reports to the Auditor-General prior to the date of the Auditor-General's report;
- The availability of expected information and/or the unavailability of senior management; and
- The implementation of previous external audit recommendations.

In general, municipalities on average did not perform well in the province. Unfortunately the assessments were influenced by the fact that some municipalities did not submit information, such as John Taolo Gaetsewe, Ubuntu, Thembelihle, Siyancuma and Renosterberg.

## Acronyms

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5YLGSA	Five-year Local Government strategic agenda
ABET	Adult basic education and training
AFS	Annual financial statements
CBM	Cross-boundary municipality
CDW	Community development worker
CMIP	Consolidated municipal infrastructure programme
DBSA	Development Bank of Southern Africa
DIF	District mayors' intergovernmental forum
DIM	District information management system
DM	District municipality
DORA	Division of Revenue Act
COGTA	Department of Provincial and Local Government
COGHSTA	Department of Cooperative Governance, Human Settlements and Traditional Affairs
dpsa	Department of Public Service and Administration
dti	Department of Trade and Industry
DWA	Department of Water Affairs
FBE	Free basic electricity
FBS	Free basic services
FBW	Free basic water
GRAP	Generally Recognised Accounting Practice
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IGRFA	Intergovernmental Relations Framework Act
ISRDP	Integrated sustainable rural development programme
KPA	Key performance area

KPI	Key performance indicator
LED	Local economic development
LGSETA	Local Government Sector Education and Training Authority
LOGOLA	Local Government Learning Academy
MEC	Member of executive committee
MFMA	Municipal Finance Management Act
MIG	Municipal infrastructure grant
MIIP	Municipal infrastructure investment plans
MIIU	Municipal infrastructure investment unit
MSA	Municipal Systems Act
NCBF	National capacity building framework
NSDP	National Spatial Development Perspective
PDIs	Previously Disadvantaged Individuals
PGDS	Provincial growth and development strategy
PIF	Premiers' intergovernmental relations forum
PMS	Performance management systems
PMU	Project management unit
RDP	Reconstruction and development programme
SAICA	SA Institute for Chartered Accountants
SALGA	South African Local Government Association
SAPI	South African Planning Institute
SDF	Spatial development framework
SEDA	Small entrepreneurship development agencies
SMME	Small, medium and micro-enterprises
SSP	Sector Skills Plan
URP	Urban Renewal Programme

## References

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Auditor-General Reports: 2008/09, 2009/10 and 2010/11

Department of Human Settlements Database

Department of Cooperative Governance, Human Settlements and Traditional Affairs Database

Municipal Finance Management Act, Act No. 56 of 2003

Municipal Systems Act, Act No. 32 of 2000

Municipal Financial Statements: 2008/09, 2009/10 and 2010/11

Provincial Treasury Database

Provincial Treasury: Socio-Economic Profiles of Local Government 2009/10

Questionnaires compiled by Department of Local Government and populated by municipalities during June 2009/10 FY