

CONSOLIDATED ANNUAL MUNICIPAL PERFORMANCE REPORT FOR THE NORTHERN CAPE FOR 2011/12 FINANCIAL YEAR



What gets measured get done

If you don't measure results,
you can't tell success from failure

If you can't see success,
you can't reward it

If you can't reward success,
you are probably rewarding failure

If you can't see success,
you can't learn from it

If you can't recognise failure,
you can't correct it

If you can demonstrate results,
you can win public support"

(Osborne L. Gaebler, 1992)

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FOREWORD BY THE MEC

Amilcar Cabral once asserted that “Responsible members must take life seriously, conscious of their responsibilities, thoughtful about carrying them out, and with a comradeship, based on work and duty done...Nothing of this is incompatible with the joy of living, or with love for life and its amusements, or with confidence in the future and in our work.’ This characterisation commensurate with our own appreciation that Developmental Local Government requires us to be conscious and serious about our responsibilities, and be thoughtful about carrying them out.

In terms of section 47 of the Local Government: Municipal Systems Act No. 32 of 2000, as MEC responsible for local government in the province, we must annually compile and submit to the Provincial Legislature and the Minister a Consolidated Annual Municipal Performance report.

Of the 32 Municipalities in the Northern Cape, only 5 Municipalities have not tabled their Annual and Oversight reports to their councils.

This report is based on the performance of Municipalities in the Northern Cape for 2011/12 financial year and includes their key successes and challenges that they have experienced during the year under review. The compilation of this report was an interactive and consultative process with all municipalities.

The report is largely based on the information contained section 46 Reports. The observation was that the reports were not structured and no uniform format, thus the information contained in the reports could to a large degree not be comparative.


One of the challenges facing Northern Cape Municipalities is the attraction and retention of skilled staff due to the topography and the vastness of the province. This drastically impact negatively on service delivery at the local government level.

Despite all the challenges faced by our Municipalities, I can say without any contradiction that the local government system in the Province has in general matured and such maturity has resulted in the improvement of provision of Human Settlements as well as basic service delivery: water, electricity, sanitation and refuse removal. This report illustrates that most municipalities have complied with their legislative obligations and their efforts should be applauded especially in the light of the challenges they face.

We must in light of the above, use the past to arm ourselves for the future: to learn lessons and to strengthen our resolve and commitment to realise a Better Life for All our People. We are debtors to the fine example of our President Nelson Mandela. We are called upon to copy his example of sacrifice, which means that it is incumbent on all of us wherever we are and whoever we are, to do our duty.

We must give our best service for our people, and strive for excellence in Local Government.

We must be Proud of our Past, and be Confident about our Future.



Alvin Botes, MPL

MEC for Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA)
NORTHERN CAPE

EXECUTIVE SUMMARY

In recent years there has been a major thrust to establish developmental local government through a reform of the local government system. It has by now become a norm that local government has a critical role to play in re-building local communities and environments as the basis for promoting effective service delivery, the creation of integrated cities, towns and rural areas as well as the promotion of a good, clean and effective local government system.

This has seen a number of interventions and initiatives aimed at boosting the state of local government and this essentially, out of the appreciation for the fact that a weak local government sector equals to a lack or rather poor quality of basic services. Coupled to this, a significant number of policy and legislative measures have been adopted in order to facilitate the creation of developmental local government and an efficient and integrated planning and development systems.

This report is therefore submitted in terms of Section 47 of the Municipal Systems Act (32 of 2000) which determines that:

- 1) The MEC for Local Government must annually compile and submit to the provincial legislatures and the
- 2) Minister consolidated report on the performance of municipalities in the province.
The report must—
 - (a) identify municipalities that underperformed 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 critical content that will facilitate the development and implementation of the measures prescribed above, largely emanates from the municipalities' annual performance reports (Section 46 reports), 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 for this purpose.

Following the assessment of the various reports and the various engagements with the varied set of stakeholders a summarised set of outcomes from the process can be stated as follows:

1. THE SUBMISSION OF ANNUAL REPORTS BY MUNICIPALITIES

While the submission rate from municipalities appears to be good the information contained in the reports has not been quantified and the quality has not been verified. In some instances the templates included have not been populated, this may be due to the fact that we are in the transition phase from one reporting format to another. In other instances the templates had no relevance to municipalities.

It is anticipated that this challenge of submission will continue even in the medium term and it would be prudent for the MEC to devise measures that will compel municipalities to comply. One such measure could be to withhold certain benefits due to municipalities or even gazetting the submission process.

2. DEVELOPMENT AND IMPLEMENTATION OF SPECIFIC HR POLICIES PER MUNICIPALITY

It is clear from the outcomes of the assessment that municipalities don't know how to approach their Human Resources related challenges, in this regard, the current lack of policies could be attributed to the persistence of this challenge. It might be prudent for Provincial Government and SALGA to consider a provincial intervention in this regard.

3. NUMBER OF APPROVED, FILLED AND VACANT SECTION 57 POSTS

The information pertaining to the filling of vacant section 57 posts was not properly addressed in the Section 46 Reports. It however needs to be noted that the amended Local Government Municipal Systems Act of 2011, Act 7 of 2011, will have a positive effect on the shortening of the filling of the vacancies. It is also worth highlighting that the amended act has to be monitored with regards to section 57 vacancies vigorously in the following financial years. It is also critical to note that this monitoring needs to also be in relation both section 56 and 57 positions

4. APPOINTMENT OF WOMEN AND DISABLED PEOPLE IN SECTION 57 POSITIONS AND YOUTH EMPLOYMENT IN GENERAL

From the assessment of the reports it has emerged that, the Northern Cape only has 2 women Municipal Managers. It is to be noted that a great deal of Annual Reports don't specify such data and therefore a possible verification exercise may reach a different conclusion. Furthermore it has emerged that Municipalities still need to put more effort into

youth and disabled people's employment. It is also anticipated that the situation is much worse as it relates to projects related to the empowerment of Youth, children and disability.

5. IMPLEMENTATION OF PMS IN MUNICIPALITIES

Even though some municipalities have a PMS framework, alignment between SDBIP and IDP, signed contracts and agreements, the full implementation remains a serious challenge. From the information gathered it seems that PMS is limited to the monitoring of the administration rather than the entire organizational process. In this regard, it needs to be noted with serious concern that councilors have shifted focus from their oversight responsibilities and the result of this, in some instances has been an inability of councils to function and hold meetings. The committee system has also become ineffective.

6. WORKPLACE SKILLS PLANS SUBMITTED BY MUNICIPALITIES

Municipalities continued to experience challenges during 2011/12 in attracting and retaining skilled staff, especially in technical areas such as engineering and finance. This was largely due to an overall lack of skilled personnel, combined with budget constraints. Most municipalities spent their personnel training budget in enhancing and capacitating their employees with the necessary skills to perform their duties.

7. BACKLOGS ON ACCESS TO BASIC SERVICES WITHIN MUNICIPALITIES

The general trend seems that none of the municipalities were able to eradicate their backlogs and or targets. The increasing demand for services are still greater than the provision rate. There is however a need for the province to provide a general definition for backlogs as the definition varies from municipality to municipality

8. ACCESS TO ADEQUATE SERVICES PER MUNICIPALITY

Although information on service delivery was included in most annual reports the data was often not quantified. In some instance services delivery data is reflected as a percentage but could not be determined on what base number. Some municipality's information is outdated using statistics SA 2001 data. Lack of quantified data makes progress assessment impossible. However the overall impression is that services delivery has increased in most municipalities. Eradication of backlog in most municipalities is slower than the increasing demand. The average percentage of housing allocations spent remained steady during the 2011/12 financial year. There was an increase in the total number of houses built during the financial year.

9. BLUE DROP WATER CERTIFICATION PER MUNICIPALITY

The average blue drop performance of the province is 35%

Top 3 performers:

The Hantam Local Municipality is a worthy first place with an Impressive 81.64%. Thembelihle municipality continues to impress with a second place and a score of 72.82%. Marginally in the third place is Magareng Municipality with a scoring of 72.66%. These Municipalities can be seen as motivation to inspire others to reach the same heights in terms of Blue Drop performance.

Most Improved:

Ga-Segonyana Municipality is acknowledged for consistent improvement in performance over the past 3 years. The municipal score for this water service authority increased from a meagre 25.40% in 2010, to 37.32% in 2011 and an impressive 72.27% in 2012. The significant improvement serves as promise for even better performances in the future.

Lowest Performer(s):

According to the records Umsobomvu Municipality is noted to be the worst performer in the Northern Cape Province scoring only 15.76%. Serious turnaround is required for this municipality serving the local communities. Other Municipalities that also raises some serious concerns are Renosterberg Municipality, Siyancuma Municipality and Mier Municipality who all scored below 30%.

10. INDIGENT POLICIES AND REGISTERS

From the above situation it is clear that the general trend is that for those that reviewed their policies implementation did happen. However, as part of this exercise, no verification was done and therefore the implementation cannot be stated in terms of quality of life of the communities.

11. STATUS ON THE PROVISION OF FREE BASIC SERVICES BY MUNICIPALITIES

During the 2011/2012 financial year, the total number of indigent households receiving free basic services in the Province was 80 757. It should be noted that this figure cannot be accepted as a final reflection as 13 municipalities information is not included in the calculation.

According to the data received, there is generally an increase of 73% in the number of households receiving free basic services in the Province as compared to the 59 438

indigent households in 2010/2011. This has been attributed to, unemployment, seasonal employment and poverty which are contributing factors to this trend.

MIG Expenditure

The municipalities in the province spent an average of 67% of their allocated MIG during 2011/12. Comparing with the previous financial year, there was a decline in MIG expenditure from 73% during the previous financial year. Hantam, Karoo Hoogland, Kareeberg, Siyathemba, !Kheis and Mier Local Municipalities spent 100% of their MIG allocation for 2011/2012 financial year. Dikgatlong, Ubuntu and Kamiesberg Municipalities showed the highest increase in spending their allocated MIG funds. The local municipalities in John Taolo Gaetsewe District, with exception of Gamagara showed an overall decrease in expenditure. This could also be indicative of the technical capacity of municipalities.

12. LED STRATEGIES

Whilst the Department of Economic Development provided LED related information, the information on implementation of LED strategies is very limited. The true success of LED projects can only be measured once clear cut deliverables are set. Based on the info the general capacity of municipalities to implement LED cannot be quantified.

13. THE NUMBER OF JOBS CREATED IN THE PROVINCE

The number of EPWP jobs created in the Province has increased from 3 821 in 2010/11 to 6 751 in 2011/12. Overall the number of jobs created per municipality has increased with the top three performers being; Sol Plaatje (1814), \Khara Hais (733) and Joe Morolong (471). It is clear from the info above that these programmes can be a vehicle for job creation. The Province might consider the desirability of creating more similar projects for the Province.

14. OUTSTANDING DEBT AND DEBT MANAGEMENT

The total quantified debt for water and electricity is just over R 38 million. The total quantified debt for sewage and refuse is in excess of R 19 million. The total quantified debt for other services is in excess of R 2.2 million.

15. PERFORMANCE AGAINST BUDGET BY 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.

It is concerning that the situation above exists in light of the standardization of AFS through the GAMAP/GRAP process.

16. TOTAL GRANTS, DONATIONS AND CONTRIBUTIONS RECEIVED

The total average grant dependency increased year-on-year from 20% in 2010/11 to 32% in 2011/12. Since the abolishment of Regional Services Council (RSC) levies as a revenue source for district municipalities, they have been increasingly dependent on government grants to fund their operations. It might be desirable to explore a Provincial process aimed at improving the revenue sources for District Municipalities.

17. MUNICIPAL AUDIT OPINIONS

7 out of 32 municipalities received unqualified outcomes. 6 out of 32 municipalities received qualified outcomes. 19 out of 32 municipalities received disclaimers. The audit outcomes mirror the same opinions as the previous financial year. It is clear that the targets for Operation Clean Audit 2014 will not be met if things remain as they are.

18. MUNICIPAL PUBLIC ACCOUNTS COMMITTEES (MPAC)

27 out of 32 municipalities have established MPAC committees. 5 out of 32 municipalities do not have established committees. 2 of the 5 municipalities established their committees after the deadline of July 2012. The functionality of the committees could not be tested based on the limited information provided. It can be assumed that quarterly reports are received from the internal audit committees by the MPACs.

19. GOOD GOVERNANCE INDICATORS

Based on the information obtained from the annual reports, 3 municipalities have adopted administrative delegations, 1 municipality did not adopt while 29 did not provide the information. 2 of 32 municipalities have complied with the adoption of delegations according to Section 59 of the Municipal Systems Act, while 25 municipalities did not provide the information. 6 municipalities have defined the roles of committees and political office bearers, 1 has not, and 23 did not provide any information.

Furthermore, Council, Executive Mayoral Committee, Portfolio Committee, Municipal Management and IDP Forum meetings took place regularly and there were very few meetings where a quorum was not achieved. 9 municipalities provided feedback on meetings convened while only 5 quantified their information.

20. FUNCTIONALITY OF WARD COMMITTEES

Only 6 municipalities did report on community participation. Out of the 6 municipalities all have indicated that their ward committees are 100% functional. 26 municipalities did not report on community participation of which 8 did not quantify their information.

21. TRADITIONAL LEADERSHIP

There is a challenge with regards to the role of traditional leadership in councils. There is a process of amending sections of the law to enable traditional leadership to play a more meaningful role in local government affairs.

22. STATUS OF IDPS

31 of the 32 Municipalities reviewed their IDP. Only Hoogland Karoo Municipality did not review their IDP due to Council not functioning. The quality and state of IDPs has improved over time and maybe the time is right for municipalities to move towards the “simplified” IDP.

23. LINKAGE BETWEEN IDP AND SDBIP

There were an overall improvement in compliance and submission of IDP aligned to SDBIP for this period. All 32 municipalities complied in relation to the previous year where 22 local municipalities did not comply. There is however a need to test the quality of SDBIPs.

24. DEVELOPMENT, SUBMISSION AND IMPLEMENTATION RATE OF SDF'S

16 out of the 32 Municipalities are in the process of reviewing their SDFs. John Taolo Gaetsewe is the only municipality that completed their SDF review process. 15 municipalities did not provide any feedback on the status of their SDF review.

25. STATE OF READINESS OF DISASTER MANAGEMENT IMPLEMENTATION

Limited budget for implementation of disaster management and fire brigade in the province is a problem. There is a lack of disaster management in the province generally. Local municipalities must assign a dedicated person to be the nodal point for disaster management activities per municipality even if a centre doesn't exist. Local municipalities do not budget for disaster management. Once more the matter of the quantification of the information in the annual reports might have skewed the reality.

26. FUNCTIONALITY OF NATIONAL DISASTER CENTRES IN MUNICIPALITIES

Frances Baard and Namakwa District municipality, including their local municipalities, have established disaster management centres. Disaster Management frameworks are only applicable to district municipalities. Four district municipalities have disaster management frameworks. Siyanda is in the process of developing theirs. Siyanda District municipality's disaster management centre is semi established.

1. INTRODUCTION

1.1. BACKGROUND TO MUNICIPAL PERFORMANCE REPORTING

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

In terms of the MSA, municipalities are required to prepare an Annual Performance Report that is to form part of the Annual Report to be prepared in terms of the Municipal Finance Management Act. The report is closely aligned to Performance Management System (PMS) which is in turn linked to the Integrated Development Plan (IDP) and Budget in order to ascertain that developments are related to the strategies, objectives of the IDP and budget available.

It encourages accountability and transparency because the annual results must be published as prescribed by Section 121(3) c of the MFMA in accordance to the Municipal Systems Act, 2000 (Act, 32 of 2000). It also helps the municipality to establish future priorities and allocate budgets accordingly and more appropriately to achieve desired results. Most importantly, annual performance reporting can lead to improved service delivery because it focuses on results and how effectively and efficiently resources are being used.

Performance Management and reporting was initiated by the Ministry of Cooperative Governance & Traditional Affairs in response to a proposal for the development thereof in the White Paper on Local Government. It was subsequently enacted in the Municipal Systems Act, and the Municipal Planning and Performance Management Regulations of 2001 as a means of improving service delivery to all South African residents.

Section 38 of the Act and the regulations requires a municipality to establish a performance management system that is best suited to its circumstances and which is in line with its priorities, objectives and targets, as contained in its IDP. The MSA further provides a mechanism to ensure that performance processes and system are effectively implemented, continually monitored and improved.

1.2. PURPOSE OF THE REPORT

The main purpose of this report is to account to MEC for Local Government, The Provincial Legislature, NCOP, Minister of Cooperative Governance and Traditional Affairs, National Treasury, Auditor-General and to the citizens of the Northern Cape 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.

1.3. LEGISLATIVE BACKGROUND

The South African constitution establishes the framework of governmental relations. It sets out the principles for co-operative governance and the application of these in the relations between national, provincial and local government. Local Government in South Africa is the sphere of government closest to communities and has a key role to play in ensuring service delivery and facilitating growth and development. A wide range of legislation guides Local Government to fulfil this important mandate, of which the most important acts are highlighted below.

a) Constitutional status of municipalities:

- ☐ The executive and legislative authority of a municipality is vested in its Municipal Council.
- ☐ A municipality has the right to govern, on its own initiative, the Local Government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.
- ☐ The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

b) The objectives of Local Government include:

- ☐ to provide democratic and accountable government for local communities;
- ☐ to ensure the provision of services to communities in a sustainable manner;
- ☐ to promote social and economic development;
- ☐ to promote a safe and healthy environment; and

- ❑ to encourage the involvement of communities and community organisations in the matters of local government.

The Local Government Municipal Systems Act, 2000 established a framework for planning, performance-management systems, effective use of resources and organisational change in a business context. The Act also established a system for municipalities to report on their performance, and gives an opportunity to residents to compare this performance to the performance of other municipalities.

The Local Government Municipal Finance Management Act, 2003 (Act 56 of 2003) is aimed at modernising municipal budgeting and financial management. It facilitates the development of a long-term municipal lending/bond market. It also introduces a governance framework for separate entities created by municipalities and it fosters transparency at the Local Government sphere through budget and reporting requirements.

In terms of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000), all municipalities are required to prepare IDPs. Integrated development planning is a process by which municipalities prepare five-year strategic plans that are reviewed annually in consultation with communities and stakeholders. The aim is to achieve service delivery and development goals for municipal areas in an effective and sustainable way. National and provincial-sector departments, development agencies, private-sector bodies, non-governmental organisations and communities all have a key role to play in the preparation and implementation of municipal IDPs.

This report is submitted in terms of Section 47 of the Municipal Systems Act (32 of 2000) which determines that:

- 4) The MEC for Local Government must annually compile and submit to the provincial legislatures and the
- 5) Minister consolidated report on the performance of municipalities in the province.

The report must—

- (a) identify municipalities that underperformed during the year;
 - (b) propose remedial action to be taken; and
 - (c) be published in the Provincial Gazette.
- 6) The MEC for Local Government must submit a copy of the report to the National Council of Provinces.

1.4. 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.

The MEC must then, on the basis of these afore mentioned report, compile a section 47 report for presentation to the Provincial Legislature and subsequently to the Minister of Cooperative Governance, who will in return compile a Section 47 report.

The compilation of this report was based on a methodology involving various data-gathering exercises, followed by a desktop analysis of available data. The main sources of the data-gathering process were all 32 municipalities of the Northern Cape, the Department of Cooperative Government and other sector departments.

The first step in the process involved the conceptualization of the Section 47 report. Relevant legislation was consulted in an effort to establish the exact parameters of the report. Unfortunately, national standardized reporting formats have not been finalized, which led to substantial uncertainty regarding its exact specifications. As a result, the annual reports of individual municipalities were consulted in order to determine the most used parameters in the compilation of reports. In addition, previous versions of this report were analysed. The outcome of this process was the establishment of a consensus on what information was relevant and needed to be included in order to satisfy the legislated requirements.

The second step in the process involved assessing the availability of the required information. The first source that was consulted in this regard was the Annual Reports submitted by individual municipalities. The relevant data from these reports was uploaded onto data templates. The next step was to determine what information was not available through these channels. This was transferred onto a template which was discussed with the project team during November 2013.

As expressed through the datasets included in this report, many municipalities did not comply with this deadline. Once all relevant data was gathered and uploaded

onto the datasets, a comprehensive analysis was carried out. This was done on both a quantitative and qualitative basis, allowing for concrete conclusions to be reached regarding municipal performance within the Northern Cape Province.

Data included in the data set was categorised as follows:

- ① Annual Reports not submitted
- ② No information on subjects
- ③ Information/data was not quantified

Due to the limited info from the Municipalities, it needs to be noted that in some instances, only limited conclusions could be drawn and detailed in this report. This is due to the fact that information was often outstanding, incomplete or in a varying formats. It is in this regard that the lack of standardization had its most adverse impact. Even though this analysis is constrained by the above-mentioned lack of formatting requirements and standardization, it has become possible to track the progress of municipalities during the past three financial years on various matters.

It needs to be noted that however limited the information, the conclusion cannot be verified and tested unless if a separate verification process is undertaken.

1.5. COMPILATION AND STRUCTURE OF THE REPORT

The report presents an analysis and comparison of past and current progress on performance which 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 consequent sub-section. The performance report on each KPA ends 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 also outlines 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** gives 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** presents an analysis of the performance information provided in the municipal Section 46 reports and provincial trend analysis report. This also gives a trend analysis of performance over a period of three years previous years (2009/10, 2010/11 and 2011/12). This information is categorized under each of the five Key Performance Areas, cross-cutting issues and a comparison of the 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** furnishes 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** examines what still needs to be achieved in the remaining leg of local government transformation up to the year 2014.

1.6. 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	Municipal Annual Report '2011/12 (MAR)	Municipal Financial Statements (2011/12)	Auditor General Repot (AGR)
Frances Baard	Frances Baard	Yes	Yes	Yes
	Dikgatlong	No	No	No
	Magareng	No	No	No
	Phokwane	Yes	No	No
	Sol Plaatje	Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	Yes	No
	Gamagara	Yes	No	No
	Ga-Segonyana	Yes	No	No
	Joe Morolong	Yes	Yes	No
Namakwa	Namakwa	Yes	Yes	Yes
	Hantam	Yes	Yes	No
	Kamiesberg	Yes	Yes	No
	Karoo Hoogland	No	No	No
	Khai-Ma	Yes	Yes	Yes
	Nama Khoi	Yes	Yes	Yes
	Richerveld	Yes	No	Yes
Pixley ka Seme	Pixley ka Seme	Yes	Yes	Yes
	Emthanjeni	Yes	Yes	Yes
	Kareeberg	Yes	Yes	Yes
	Renosterberg	Yes	No	No
	Siyathemba	Yes	Yes	Yes
	Siyancuma	Yes	Yes	No
	Thembelihle	Yes	No	No
	Ubuntu	No	Yes	Yes
	Umsobomvu	Yes	Yes	Yes
Siyanda	Siyanda	Yes	Yes	Yes
	!Kheis	Yes	No	No
	//Khara Hais	Yes	Yes	No
	Kai! Garib	No	No	No
	Kgatelopele	Yes	No	No
	Mier	Yes	Yes	Yes
	Tsantsabane	Yes	Yes	No
Total Submitted (Yes)		27	20	14
Total Not-Submitted (No)		5	12	18
Total Municipalities		32	32	32

(Source: 2011/12 Section 46 reports and 2011/12)

1.7. PROVINCIAL REPORTING PROCESS

Section 47 of the Municipal Systems Act, 32 of 2000 states 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 section 46 reports 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.

1.8. LIMITATIONS IN PROVINCIAL REPORTING

The biggest limitation is the fact that the section 47 report are 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 could to a large degree not be comparative. It should be acknowledged that there are a capacity constraints in a number of the municipalities to produce these reports.

2. GEOGRAPHIC, DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE OF THE MUNICIPALITIES

2.1. INTRODUCTION

The Northern Cape population has been estimated at 1,103 900 according to the 2010 mid-year population estimates which represents a 2.4 percentage share to the total national population. This section covers the demographic profile in terms of the province's population size and distribution, distribution by gender as well as population size and distribution for district municipalities.

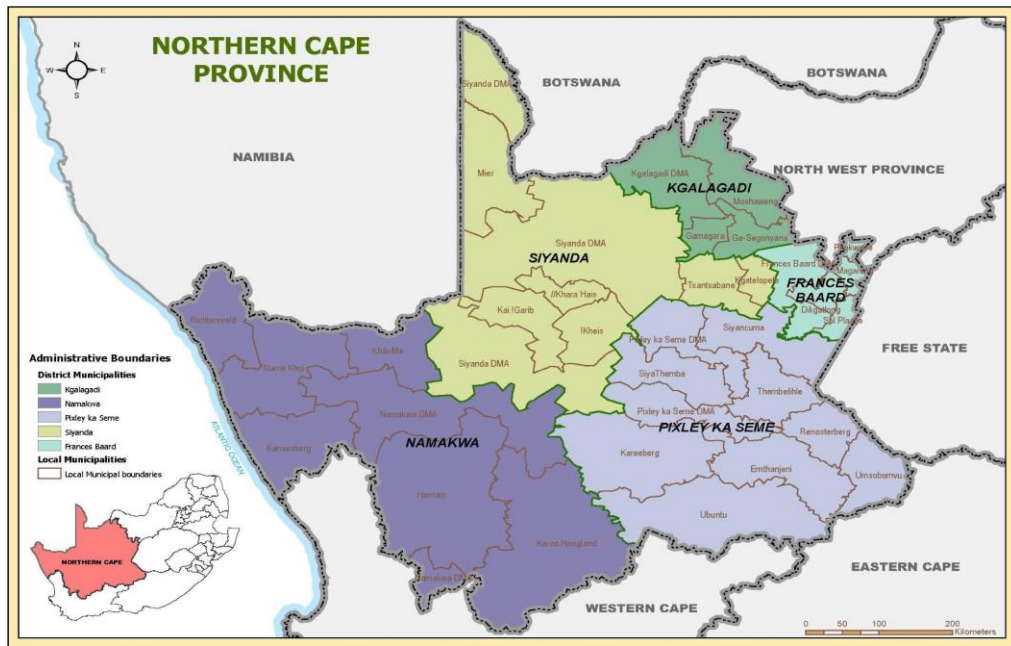
The vast and arid Northern Cape is by far the largest province, slightly bigger than Germany and taking up nearly a third of South Africa's land area. Yet it has the country's smallest population, a little over 1-million people, and an extremely roomy population density of three people per square kilometer.

The province lies to the south of its most important asset, the mighty Orange River, which feeds the agriculture and alluvial diamonds industries. The river forms the border with the country of Namibia in the north, while the Molopo River is at the border with Botswana to the northeast.

The Northern Cape landscape is characterised by vast arid plains with outcroppings of haphazard rock piles. The cold Atlantic Ocean forms the western boundary.



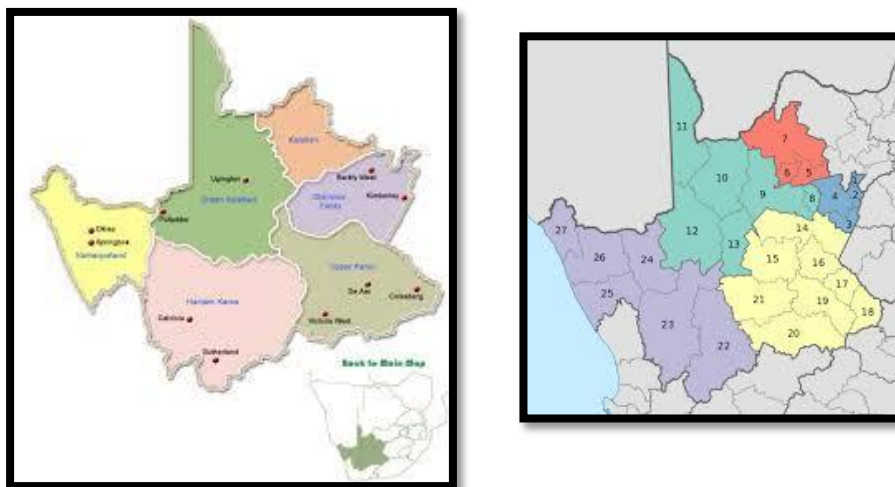
The capital is Kimberley, on the province's eastern border. Other important towns are Upington, centre of the karakul sheep and dried fruit industries, and the most northerly wine-making region of South Africa; Springbok, in the heart of the Namaqualand spring flower country; Kuruman, founded by the Scottish missionary Robert Moffat; and De Aar, hub of the South African railway network.

MAP 1: Northern Cape Province

Northern Cape share boundaries with Free State, North West, Eastern Cape and Western Cape Provinces, and international borders with Botswana and Namibia.

Northern Cape is rich in minerals. The country's chief diamond pipes are found in the Kimberley district. Between Alexander Bay and Port Nolloth, alluvial diamonds are extracted from the beaches and sea. The Sishen Mine near Kathu is the biggest source of iron ore in South Africa, and the copper mine at Okiep is one of the oldest in the country. Copper is also mined at Springbok and Aggenys. The province is also rich in asbestos, manganese, fluorspar, semi-precious stones and marbles.

The Northern Cape Province comprises 32 Municipalities, 5 District Municipalities and 27 Local Municipalities.

MAP 2: NORTHERN CAPE – DISTRICT AND LOCAL MUNICIPALITIES



Frances Baard District Municipality is the smallest district in the Northern Cape. However, it accommodates the largest proportion of the population of the Province. The municipality is located in the far eastern portion of the province. It shares its northern borders with the North West province and its eastern border with the Free State province.

Kimberley, which is where the district municipality is located, is less than 500km away from Johannesburg in the north, and less than 1 000km away from Cape Town in the south and the Port of Durban in the east. It comprises the four local municipalities of Dikgatlong, Magareng, Phokwane and Sol Plaatje.

John Taolo Gaetsewe District Municipality is the municipality formerly known as Kgalagadi. It comprises the three local municipalities of Gamagara, Ga-Segonyana and Joe Morolong (Moshaweng), and 186 towns and settlements, of which the majority (80%) are villages. The boundar



ies of this district were demarcated in 2006 to include the once north-western part of Joe Morolong and Olifantshoek, along with its surrounds into the Gamagara Local Municipality. It has an established rail network from Sishen South and between Black Rock and Dibeng. It is characterised by a mixture of land uses, of which agriculture and mining are dominant. The district holds potential as a viable tourism destination and has numerous growth opportunities in the industrial sector.



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Namakwa District Municipality is located in the Northern Cape province and is comprised seven local municipalities: Nama Khoi, Hantam, Khai-Ma, Kamiesberg, Karoo Hoogland, Richtersveld and Namaqualand. It is bordered by the republic of Namibia in the north, Siyanda Local Municipality in the north-east, Pixley ka Seme District Municipality in the east, Central Karoo District Municipality in the south-east, Cape Winelands District Municipality (Boland District Municipality) in the south, West Coast District Municipality in the south-west, and the Atlantic Ocean in the west. The seat of Namakwa District Municipality is Springbok.

Pixley ka Seme District Municipality lies in the south-east of the Northern Cape province and shares its



borders with three other provinces, namely the Free State province to the east, the Eastern Cape province to the south-east and the Western Cape province to the south-west. It is comprised of eight local municipalities: Ubuntu, Umsobomvu, Emthanjeni, Kareeberg, Renosterberg, Thembelihle, Siyathemba and Siyancuma. Its main town is De Aar. It is one of the five district municipalities in the province and is the second-largest. Traffic flows through the region, linking the major industrial areas of the country. The area has a low rainfall, while the largest river in South Africa flows through it. Two of the major dams in South Africa, the Vanderkloof and Gariep Dams, are situated on the borders of the district municipality.

Siyanda District Municipality. It is a Category C municipality and forms the mid-northern section of the province on the frontier with Botswana. It covers almost 30% of the entire province, out of which 65 000km² comprise the vast Kalahari Desert, Kgalagadi Transfrontier Park and the former Bushmanland. This district comprises six



local municipalities: Mier, Kai! Garib, //Khara Hais, Tsantsabane, !Kheis and Kgatelopele. Upington is the district municipal capital where the municipal government is located. The District Management Area (DMA) consists mainly of areas in the Kalahari, private farmlands in the Kenhardt and

surrounding areas, as well as the community of Riemvasmaak. In spite of the vast area that the DMA covers, it is scarcely populated due to the predominant agricultural characteristic.

The aim of this chapter is to provide an overview of some basic information about the Northern Cape including the specification of municipal boundaries, geographic, socio-economic and demographic information and the political composition of individual municipalities. The chapter aims to set the tone for the subsequent in-depth analysis of municipal performance throughout the Province by introducing the reader to some of its basic characteristics.

TABLE 2: GEOGRAPHIC INFORMATION PER MUNICIPALITY

Municipality	Municipal Area	Total Population
Frances Baard	12836	382,086
Dikgatlong	7315	46,841
Magareng	1542	24,204
Phokwane	834	63,000
Sol Plaatje	3145	248,041
John Taolo Gaetsewe	27283	224,798
Gamagara	2619	41,617
Ga-Segonyana	4492	93,651
Joe Morolong	20172	89,53
Namakwa	126836	115,841
Hantam	36128	21,578
Kamiesberg	14210	10,187
Karoo Hoogland	32274	12,588
Khai-Ma	16628	12,465
Nama Khoi	17989	47,041
Richterveld	9608	11,982
Pixley ka Seme	103410	186,352
Emthanjeni	13472	42,356
Kareeberg	17702	11,673
Renosterberg	5527	10,978
Siyathemba	14725	21,591
Siyancuma	16753	37,076
Thembelihle	8023	15,701
Ubuntu	20389	18,601
Umsobomvu	6819	28,376
Siyanda	102524	236,783
!Kheis	11107	16,637
//Khara Hais	21780	93,494
Kai! Garib	26358	65,869
Kgatelopele	2478	18,687
Mier	22468	7,003
Tsantsabane	18333	35,093

(Source Stats SA, 2011)



Within the Northern Cape Province the highest population rate is within the Sol Plaatje Municipality followed by Ga Segonyana Municipality and //Khara Hais Municipality. The Municipal areas with the lowest population are Mier Municipality, followed by Kamiesberg Municipality and Renosterberg.

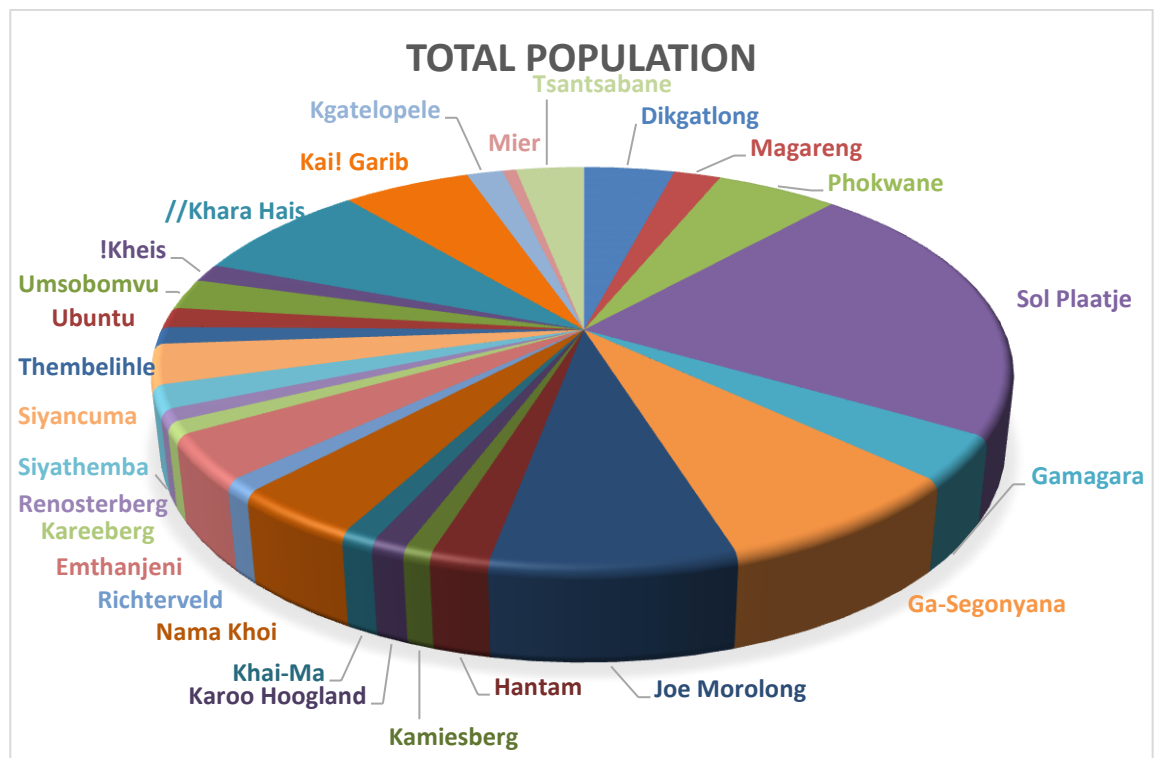
2.2. DEMOGRAPHIC INFORMATION PER MUNICIPALITY

The Northern Cape's demographic information is shown in the following table:

With a population of just more than 840 000 people, the Northern Cape has the lowest population in the country, the Census'96 figures have revealed. Of these, around 412 000 are male and 427 000 are female. The results represent the population of South Africa as on the night of 9 to 10 October 1996.

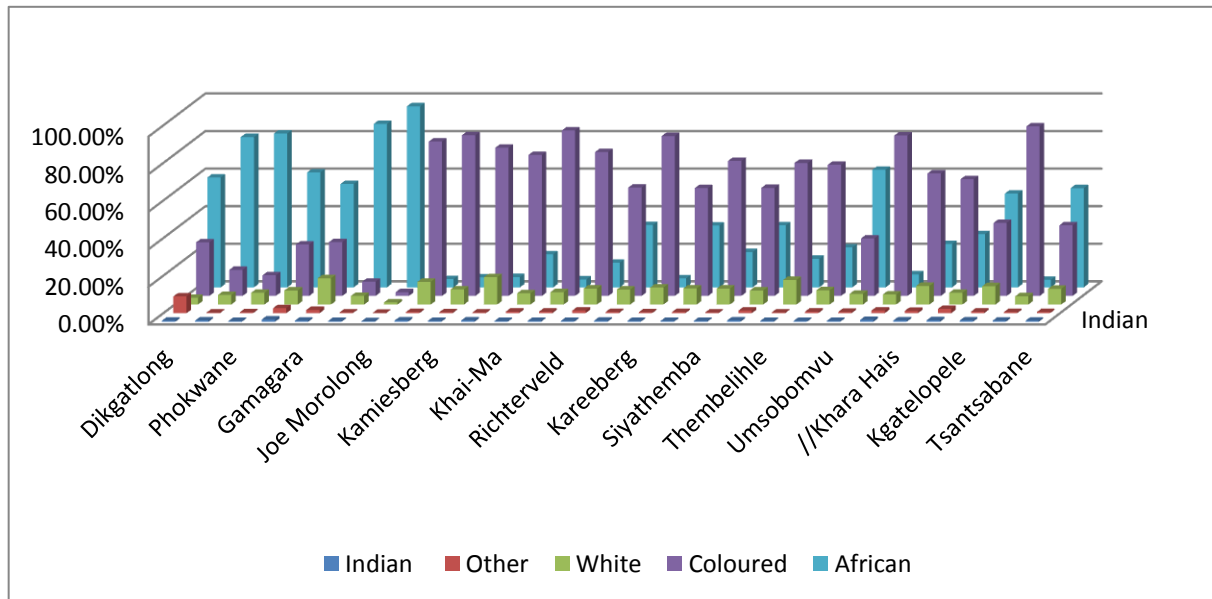
The Black African population group constitute the majority in the province, though there are disparities across districts. The Coloured population constitute the majority in all the districts except in Frances Baard and John Gaetsewe. The Black African population group increased while the White population declined over time. The Indian/Asian population remained constant between 1996 and 2001, but increased in 2011.

FIGURE 1: THE POPULATION DISTRIBUTION



(Source Stats SA, 2011)

FIGURE 2: DEMOGRAPHICAL DISTRIBUTION



(Source Stats SA, 2011)



TABLE 3: DEMOGRAPHICS

Municipality	African	Coloured	Indian	White	Other
Frances Baard					
Dikgatlong	58.50%	28.50%	0.60%	3.60%	8.90%
Magareng	80%	13.90%	0.70%	5.10%	0.30%
Phokwane	81.90%	11%	0.40%	6.30%	0.50%
Sol Plaatje	61.20%	27.40%	1.20%	7.50%	2.70%
John Taolo Gaetsewe					
Gamagara	55%	28.70%	0.60%	14%	1.70%
Ga-Segonyana	87%	7.60%	0.40%	4.60%	0.40%
Joe Morolong	96.40%	2%	0.30%	1.20%	0.20%
Namakwa					
Hantam	4.40%	82.20%	0.70%	12.10%	0.60%
Kamiesberg	5.30%	85.60%	0.50%	8.10%	0.50%
Karoo Hoogland	5.50%	78.90%	0.70%	14.60%	0.40%
Khai-Ma	17.60%	75.10%	0.40%	6%	0.80%
Nama Khoi	4.20%	88.10%	0.50%	6.60%	0.80%
Richtersveld	13.10%	76.60%	0.50%	8.50%	1.40%
Pixley ka Seme					
Emthanjeni	33.20%	57.70%	0.60%	8%	0.60%
Kareeberg	4.80%	85.10%	0.50%	9.10%	0.50%
Renosterberg	32.90%	57.40%	0.50%	8.60%	0.60%
Siyathemba	18.80%	71.90%	0.50%	8.50%	0.40%
Siyancuma	33%	57.50%	0.70%	7.50%	1.40%
Thembelihle	15.20%	70.80%	0.50%	13.10%	0.40%
Ubuntu	21.30%	69.80%	0.50%	7.60%	0.80%
Umsobomvu	62.60%	30.60%	0.50%	5.70%	0.70%
Siyanda					
!Kheis	6.90%	85.40%	1.00%	5.40%	1.40%
//Khara Hais	23.10%	65.20%	0.70%	9.90%	1.20%
Kai! Garib	28.30%	62.20%	0.80%	6.30%	2.30%
Kgatelopele	49.90%	38.90%	0.70%	9.80%	0.80%
Mier	4%	90.30%	0.60%	4.40%	0.60%
Tsantsabane	52.80%	37.60%	0.60%	8.40%	0.60%

(Source Stats SA, 2011)

Frances Baard had the largest population share at 32.9 percent while Namakwa district had the least share at 11.2 for both years. Frances Baard also has the highest population density of approximately 26.9 people per km². In terms of the population growth, Siyanda and Namakwa district municipalities recorded the highest growth rates at 1.29 and 1.27 percent respectively while John Taolo Gaetsewe district municipality experienced the lowest rate at 0.58 percent between 2007 and 2009.



The significant population growth in Siyanda could be due to the economic development activities in Upington and the surrounding towns.

According to StatsSA the majority of the population is younger than 15 and represents 29 percent of the total population. Overall there are more females than males although the younger age groups from 24 downwards is characterised by a high number of males.



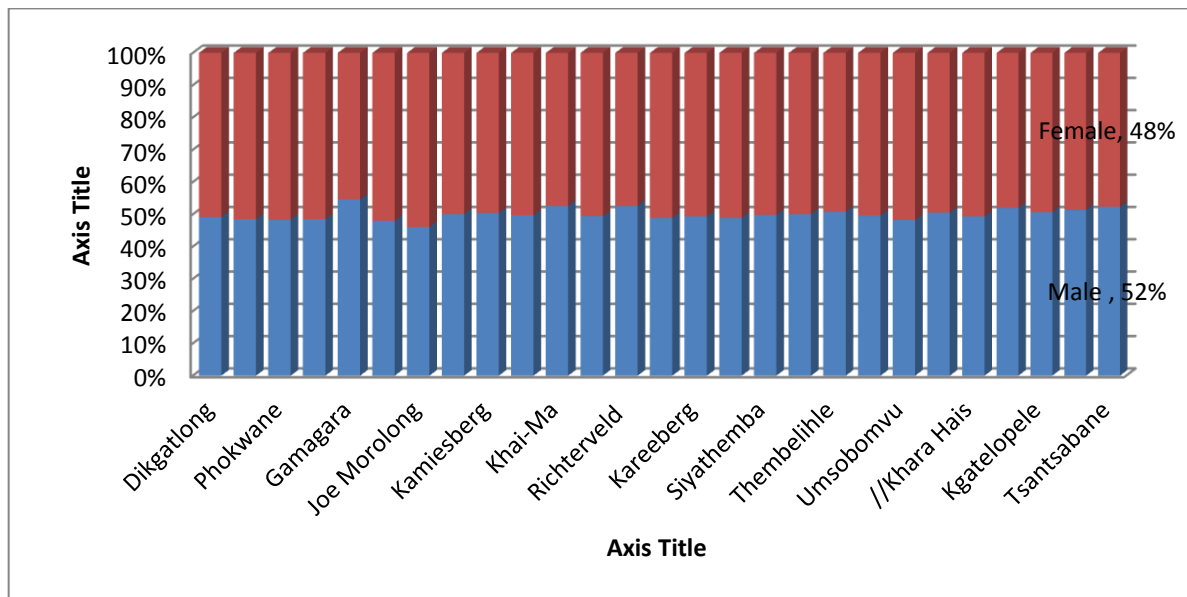
The trend begins to change in the age group 25 to 34 years old.

The province has a dependency ratio of 55 percent which means that about 55 percent of the economically inactive population depends on the economically active.

TABLE 4: GENDER INFORMATION PER MUNICIPALITY

Municipality	Male	Female
Frances Baard		
Dikgatlong	49.20%	50.80%
Magareng	48.50%	51.50%
Phokwane	48.40%	51.60%
Sol Plaatje	48.50%	51.50%
John Taolo Gaetsewe		
Gamagara	54.60%	45.40%
Ga-Segonyana	48.00%	52.00%
Joe Morolong	46.10%	53.90%
Namakwa		
Hantam	50.10%	49.90%
Kamiesberg	50.40%	49.60%
Karoo Hoogland	49.70%	50.30%
Khai-Ma	52.60%	47.40%
Nama Khoi	49.40%	50.60%
Richterveld	52.60%	47.40%
Pixley ka Seme		
Emthanjeni	48.90%	51.10%
Kareeberg	49.30%	50.70%
Renosterberg	48.90%	51.10%
Siyathemba	49.80%	50.20%
Siyancuma	50.10%	49.90%
Thembelihle	50.80%	49.20%
Ubuntu	49.60%	50.40%
Umsobomvu	48.20%	51.80%
Siyanda		
!Kheis	50.50%	49.50%
//Khara Hais	49.30%	50.70%
Kai! Garib	52.00%	48.00%
Kgatelopele	50.70%	49.30%
Mier	51.40%	48.60%
Tsantsabane	52.30%	47.70%

(Source Stats SA, 2011)

FIGURE 3: GENDER DISTRIBUTION

(Source Stats SA, 2011)

The number of households increased significantly from 264 653 in 2007 to 293 964 in 2009 while the average number of people per household has decreased from 4 to 3.8 during the same period.

The increase in the number of households may be attributed to the increase in population size from 1 058 060 in 2007 to 1 128 799 in 2009 on the other end the decline in the average number of people could be as a result of the increase in number of houses built.



3. BACKGROUND

3.1. 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 basic 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.

3.2. 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.

3.3. 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.

3.4. 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?

3.5. 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 their 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.

3.6. 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 are 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.

3.7. 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-operate fully to ensure a unified approach within their interventions.

3.8. THE LOCAL GOVERNMENT 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 Affairs 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 South African Government Review (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

3.9. 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.

3.10. THE MINISTER SIGNED A PERFORMANCE AGREEMENT BASED ON THE ACHIEVEMENT OF THE FOLLOWING AREAS:

3.10.1. 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.

3.10.2.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:

- | | | |
|--------------------------|----------------|------------------|
| <input type="checkbox"/> | Water | from 92% to 100% |
| <input type="checkbox"/> | Sanitation | from 69% to 100% |
| <input type="checkbox"/> | Refuse removal | from 64% to 75% |
| <input type="checkbox"/> | 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.

3.10.3.OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME (CWP)

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.

3.10.4.OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES

Since COGSTA has minimal direct control over the issues identified in the human settlement outcome, specific deliverables where COGSTA 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 COGSTA 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 COGSTA, 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.

3.10.5.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.

3.10.6.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%

3.10.7. 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.

3.11. ANALYSIS OF MUNICIPAL PERFORMANCE INFORMATION FOR FINANCIAL YEAR

The analysis of this performance information consists of the following Key Performance Areas (KPA's):

- ☐ KPA 1: Municipal Transformation and Organizational 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
- ☐ KPA 6: Cross-Cutting Issues

4. KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

4.1. 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 Act 108 of 1996 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 32 of 2000 (amended) 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:

- ☐ Integrated Development Planning;
- ☐ Service delivery budget implementation plans (SDBIP)
- ☐ 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 submitted information in all of the above-listed six focus areas. The reporting varied from one municipality to the other, but some reported on the 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.

4.2. SUBMISSION OF ANNUAL REPORTS

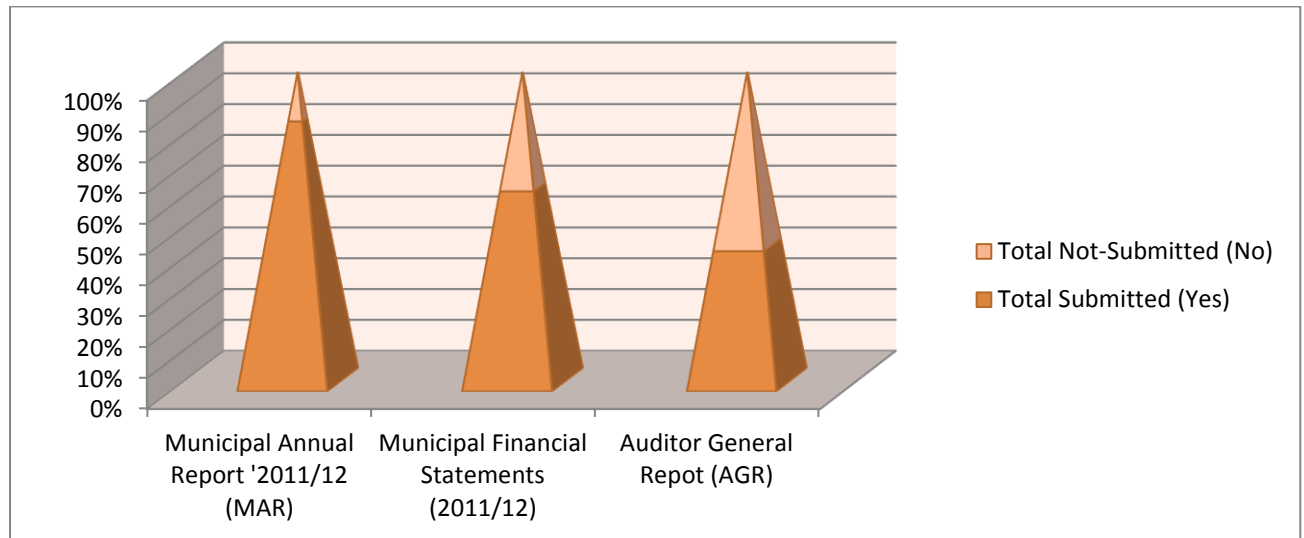
In terms of section 127(2) of the MFMA, the Mayor must within seven months (by end January) of the financial year, table in the municipal council the annual report of the municipality containing all elements as prescribed by section 121(3) of the MFMA.

Section 127(5)(b) then requires that immediately after the annual report has been tabled in the council in terms of 127(2), the accounting officer of a municipality must submit the annual report to the Auditor-General, the relevant provincial treasury and the provincial department responsible for local government in the province. The following table indicates the compliance of municipalities with the tabling in council and submission of Annual reports to the Department of Local Government.

TABLE 5: SUBMISSIONS OF REPORTS

Name of District	Names of Municipalities	2009/10	2010/11	2011/12
		No. of submissions	No. of submissions	Doc Submitted
Frances Baard	Frances Baard	Yes	Yes	Yes
	Dikgatlong	Yes	Yes	No
	Magareng	No	Yes	No
	Phokwane	Yes	Yes	Yes
	Sol Plaatje	Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	No	Yes
	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	No
	Khai-Ma	Yes	Yes	Yes
	Nama Khoi	Yes	Yes	Yes
	Richterveld	Yes	Yes	Yes
Pixley ka Seme	Pixley ka Seme	Yes	Yes	Yes
	Emthanjeni	Yes	Yes	Yes
	Kareeberg	Yes	Yes	Yes
	Renosterberg	Yes	No	Yes
	Siyathemba	Yes	No	Yes
	Siyancuma	Yes	No	Yes
	Thembelihle	Yes	Yes	Yes
	Ubuntu	Yes	No	No
	Umsobomvu	Yes	No	Yes
Siyanda	Siyanda	Yes	No	Yes
	!Kheis	Yes	Yes	Yes
	//Khara Hais	Yes	Yes	Yes
	Kai! Garib	Yes	Yes	No
	Kgatelopele	Yes	Yes	Yes
	Mier	Yes	Yes	Yes
	Tsantsabane	Yes	Yes	Yes
Total Submitted		31	25	27
Total Not Submitted		1	7	5
Total Municipalities		32	32	32

(Source: 2011/12 Section 46 reports)

FIGURE 4: SUBMISSION CHART

(Source: 2011/12 Section 46 reports)

Provincial Analysis

✖ Annual Reports

- 27 of out the 32 Municipalities submitted their annual reports. This amounts to 84% submission rate.
- Dikgatlong, Magareng, Karoo Hoogland, Ubuntu and Kai! Garib Municipalities did not submit their annual reports within the given timeframe.

✖ AFS

- 20 of out the 32 Municipalities submitted their annual reports. This amount to 62% submission rate.

✖ AGR

- 14 of out the 32 Municipalities submitted their annual reports. This amount to 43% submission rate.

✖ Synoptic Analysis:

- While the submission rate appears to be good the information contained in the reports has not been quantified.
- In some instances the templates included have not been populated, this may be due to the fact that we are in the transition phase from one reporting format to another. In other instances the temples had no relevance to municipalities.
- It is anticipated that this challenge of submission will continue even in the medium

term and it would be prudent for the MEC to devise measures that will compel municipalities to comply. One such measure could be to withhold certain benefits due to municipalities or even gazetting the submission process

4.3. DEVELOPMENT AND IMPLEMENTATION OF SPECIFIC HUMAN RESOURCE 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.

TABLE 6: DEVELOPMENT AND IMPLEMENTATION OF SPECIFIC HR POLICIES AND SYSTEMS PER MUNICIPALITY

Districts	Names of Municipalities	2011/12											
		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	3	3	3	Yes	Yes	Yes	Yes	Yes	Yes
	Dikgatlong	1	1	1	1	1	1	1	1	1	No	No	No
	Magareng	1	1	1	1	1	1	1	1	1	No	No	No
	Phokwane	3	3	3	Yes	3	3	3	3	3	Yes	No	No
	Sol Plaatje	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
	Gamagara	2	2	2	2	2	2	2	2	2	No	No	No
	Ga-Segonyana	2	2	2	2	2	2	2	2	2	No	No	No
	Joe Morolong	No	Yes	2	Yes	Yes	Yes	Yes	2	Yes	No	No	No
Namakwa	Namakwa	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Hantam	3	3	3	3	3	3	3	3	3	No	No	No
	Kamiesberg	3	3	3	3	3	3	3	3	3	Yes	Yes	Yes
	Karoo Hoogland	1	1	1	1	1	1	1	1	1	No	No	No
	Khai-Ma	Yes	No	No	Yes	No	No	Yes	No	No	Yes	No	No
	Nama Khoi	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Richterveld	Yes	No	No	Yes	No	No	Yes	No	No	Yes	No	No
Pixley ka Seme	Pixley ka Seme	2	2	2	2	2	2	2	2	2	Yes	Yes	Yes
	Emthanjeni	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Kareeberg	2	2	2	2	2	2	2	2	2	No	No	No
	Renosterberg	2	2	2	2	2	2	2	2	2	Yes	Yes	Yes
	Siyancuma	2	2	2	2	2	2	2	2	2	No	No	No
	Thembelihle	No	No	No	No	No	No	No	No	No	No	No	No
	Ubuntu	1	1	1	1	1	1	1	1	1	Yes	Yes	Yes
	Umsobomvu	2	2	2	2	2	2	2	2	2	Yes	Yes	Yes
Siyanda	Siyanda	2	2	2	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
	!Kheis	2	2	2	2	2	2	2	2	2	No	No	No
	//Khara Hais	2	2	2	2	2	2	2	2	2	Yes	Yes	Yes
	Kai! Garib	1	1	1	1	1	1	1	1	1	Yes	Yes	Yes
	Kgatelopele	2	2	2	2	2	2	2	2	2	No	No	No
	Mier	2	2	2	2	2	2	2	2	2	No	No	No
	Tsantsabane	2	2	2	2	2	2	2	2	2	Yes	Yes	Yes
Total													

Total (Yes)		8	7	6	10	7	7	10	7	8	17	14	13
Total (No)		3	3	3	1	3	3	1	3	3	15	18	19
Total documents not submitted	1	5	5	5	5	5	5	5	5	5			
Total subject not addressed	2	12	12	13	11	11	11	11	12	11			
Total information not quantified	3	3	3	3	3	4	4	3	3	3			
Total Municipalities		31	30	30	30	30	30	30	30	30	32	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ Out of the 32 municipalities only 7 have approved their recruitment and selection policy of which only 6 Municipalities have implemented the policy.
- ✘ 10 municipalities out of the 32 have reviewed their skills development plan of which only 7 was approved and implemented.
- ✘ All 7 municipalities who approved their EE plans have also implemented them.
- ✘ Only 17 out of the 32 municipalities have reviewed/developed their HRM and HRD policies. Only 13 out of the 14 approved plans have been implemented.
- ✘ 12 out of the 32 municipalities did not address the above subjects while 3 have not quantified the information in such a format that comparative analysis could be made.

Synoptic Analysis

From the above situation it can be concluded that:

1. A great number of Municipalities don't have a guide on how to approach the HR situation.
2. The limited capacity could be contributed to the absence of these policies.
3. A possible intervention needs to be considered in this regard

4.1. STATUS OF EXECUTIVE MANAGEMENT APPOINTMENTS AND TRANSFORMATION

Section 51 of the Municipal Systems Act of 2000 identifies the various institutional objectives applicable to municipalities. The objectives are linked to the particular needs of the municipality and necessitate the implementation of appropriate organizational structures. Municipalities need to ensure that procedures are adopted to guide institutional transformation, ensure capacity development and that all posts are filled by competent staff. The Municipal Manager is primarily responsible for the adoption of staff establishment policies, including the approval of job descriptions and other conditions of service for each municipal staff member. The Municipal Manager also has the responsibility of conducting reviews and evaluations of staff establishments and conditions of service.

Human Resources management is to enhance the individual and collective contribution of employee Human Resources management is to enhance the individual and collective contribution of employees to the success of the

organization. To this end the Municipal Systems Act, 2000 refers to capacity building issues.

A municipality should also ensure that its recruitment, employment and career development practices are aligned to the objectives of the Employment Equity Act. These obligations are encompassed in Section 67(1) of the Municipal Systems Act, 2000.

4.2. 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”.

TABLE 7: NUMBER OF APPROVED, FILLED AND VACANT S57 POSTS

Districts	Names of Municipalities	2010/11			2011/12		
		No of posts approved	No of posts filled	No of vacancies	No of posts approved	No of posts filled	No of vacancies
Frances Baard	Frances Baard				5	5	0
	Dikgatlong				1	1	1
	Magareng				1	1	1
	Phokwane				2	2	2
	Sol Plaatje				3	3	3
John Taolo Gaetsewe	John Taolo Gaetsewe				2	2	2
	Gamagara				2	2	2
	Ga-Segonyana				2	2	2
	Joe Morolong				2	4	2
Namakwa	Namakwa				4	1	0
	Hantam				3	3	3
	Kamiesberg				3	3	3
	Karoo Hoogland				1	1	1
	Khai-Ma				2	1	1
	Nama Khoi				9	7	2
	Richterveld				3	3	3
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni				4	4	0
	Kareeberg				2	2	2
	Renosterberg				2	2	2
	Siyathemba				2	2	2
	Siyancuma				2	2	2
	Thembelihle				4	2	2
	Ubuntu				1	1	1
	Umsobomvu				2	2	2
Siyanda	Siyanda				2	2	2
	!Kheis				2	2	0
	//Khara Hais				5	5	0
	Kai! Garib				1	1	1

Districts	Names of Municipalities	2010/11			2011/12		
		No of posts approved	No of posts filled	No of vacancies	No of posts approved	No of posts filled	No of vacancies
	Kgatelopele				2	2	2
	Mier				2	2	2
	Tsantsabane				2	2	2
Total							
<i>Total Submitted</i>					12	14	12
<i>Total documents not submitted</i>					5	5	5
<i>Total subject not addressed</i>					10	8	10
<i>Total information not quantified</i>					4	4	4
Total Municipalities					32	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ A total 35 Section 57 post were approved of which 31 was filled.
- ✘ There is still 7 vacancies in the following municipalities; Khai Ma, Nama Khoi, Thembelihle, Umsobomvu.
- ✘ Information pertaining to Section 57 managers was not quantified especially on the demographics of and the position filled.
- ✘ No information could be extracted from those municipalities who did not submit their Section 46 reports.

Synoptic Analysis

- ✘ It needs to be noted that the amended LG MSA of 2011, Act 7 of 2011, will have a positive effect on the shortening of the filling of the vacancies.
- ✘ It is also worth noting that the amended act has to be monitored with regards to section 57 vacancies vigorously in the following financial years.
- ✘ It is also critical to note that this monitoring needs to also be in relation both section 56 and 57 positions

TABLE 8: WOMEN APPOINTMENTS – SECTION 57 MANAGERS

Districts	Names of Municipalities	2010/11			2011/12		
		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		5	1	
	Dikgatlong	3			1	1	1
	Magareng	5	0		1	1	1
	Phokwane	4	0		2	2	2
	Sol Plaatje	7	2		3	3	3
John Taolo Gaetsewe	John Taolo Gaetsewe	No Info			2	2	2
	Gamagara	5			2	2	2
	Ga-Segonyana				2	2	2
	Joe Morolong				2	2	2
Namakwa	Namakwa	7			4	1	0
	Hantam	4			3	3	3
	Kamiesberg	3			3	3	3
	Karoo Hoogland	4			1	1	1
	Khai-Ma	5			2	0	0
	Nama Khoi	4	1		9	3	3
	Richterveld	5			3	3	3
Pixley ka Seme	Pixley ka Seme	5			1	1	1
	Emthanjeni				4	1	0
	Kareeberg			0	2	5	0
	Renosterberg				2	2	2
	Siyathemba				2	2	2
	Siyancuma				2	2	2
	Thembelihle				2	2	2
	Ubuntu				1	1	1
	Umsobomvu	4			2	2	2

Districts	Names of Municipalities	2010/11			2011/12		
		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
Siyanda	Siyanda	4			2	2	2
	!Kheis	4	1		2	2	2
	//Khara Hais				5	0	0
	Kai! Garib	4			1	1	1
	Kgatelopele				2	2	2
	Mier	4			2	2	2
	Tsantsabane				2	2	2
Total					16	7	0
<i>Total Submitted</i>					8	8	8
<i>Total documents not submitted</i>		1				5	5
<i>Total subject not addressed</i>		2				13	13
<i>Total information not quantified</i>		3				5	5
Total Municipalities					32	32	32

(Source: 2011/12 Section 46 reports)

TABLE 9: EMPLOYMENT OF PEOPLE WITH DISABILITIES

Districts	Names of Municipalities	2010/11			2011/12		
		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			0	0	0
	Dikgatlong				1	1	1
	Magareng	No indication			1	1	1
	Phokwane	No indication			2	2	2
	Sol Plaatje	4			3	3	3
John Taolo Gaetsewe	John Taolo Gaetsewe	Did not submit			2	2	2
	Gamagara				2	2	2
	Ga-Segonyana				2	2	2
	Joe Morolong	1	1		2	2	2
Namakwa	Namakwa	No Info			3	3	3
	Hantam				3	3	3
	Kamiesberg				3	3	3
	Karoo Hoogland				1	1	1
	Khai-Ma				3	3	3
	Nama Khoi				3	3	3
	Richterveld				3	3	3
Pixley ka Seme	Pixley ka Seme	No Info			2	2	2
	Emthanjeni				0	0	0
	Kareeberg				2	2	2
	Renosterberg				2	2	2
	Siyathemba				2	2	2

Districts	Names of Municipalities	2010/11			2011/12		
		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
	Siyancuma				2	2	2
	Thembelihle				2	2	2
	Ubuntu				1	1	1
	Umsobomvu				2	2	2
Siyanda	Siyanda				2	2	2
	!Kheis				2	2	2
	//Khara Hais				2	2	2
	Kai! Garib				1	1	1
	Kgatelopele				2	2	2
	Mier				2	2	2
	Tsantsabane				2	2	2
Total					0	0	0

Total Submitted			5	5	5
Total documents not submitted	1		5	5	5
Total subject not addressed	2		15	15	15
Total information not quantified	3		7	7	7
Total Municipalities			32	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis:

- ✘ Out of the 35 approved Section 57 posts 3 women were appointed.
- ✘ 22 out of the 32 Municipalities provided no or un-quantified information.
- ✘ Municipalities provided very limited information on disable people.
- ✘ No comparative assessment could be done on the information provided.

Synoptic Analysis

- ✘ From the above situation, the Northern Cape only has 2 women Municipal Managers.
- ✘ It is to be noted that a great deal of Annual Reports don't specify such data and therefore a possible verification exercise may reach a different conclusion.

TABLE 10: EMPLOYMENT OF EMPLOYEES THAT ARE AGED 35 OR YOUNGER

Districts	Names of Municipalities	2010/11			2011/12		
		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
Frances Baard	Frances Baard	93	93		3	3	3
	Dikgatlong				1	1	1
	Magareng				1	1	1
	Phokwane				2	2	2
	Sol Plaatje	No Info			3	3	3
John Taolo Gaetsewe	John Taolo Gaetsewe	Did not submit AR			2	2	2
	Gamagara	No Info			2	2	2
	Ga-Segonyana				2	2	2
	Joe Morolong				2	2	2
Namakwa	Namakwa				3	3	3
	Hantam				3	3	3
	Kamiesberg				3	3	3
	Karoo Hoogland				1	1	1
	Khai-Ma				3	3	3
	Nama Khoi				3	3	3
	Richterveld				3	3	3
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni				3	3	3
	Kareeberg				2	2	2
	Renosterberg				2	2	2

Districts	Names of Municipalities	2010/11			2011/12		
		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
	Siyathemba				2	2	2
	Siyancuma				2	2	2
	Thembelihle				2	2	2
	Ubuntu				1	1	1
	Umsobomvu				2	2	2
Siyanda	Siyanda				2	2	2
	!Kheis				2	2	2
	//Khara Hais				2	2	2
	Kai! Garib				1	1	1
	Kgatelopele				2	2	2
	Mier				2	2	2
	Tsantsabane	No Info			2	2	2
Total							

Total Submitted			2	2	2
Total documents not submitted	1		5	5	5
Total subject not addressed	2		16	16	16
Total information not quantified	3		9	9	9
Total Municipalities			32	32	32

Provincial Analysis:

- ✘ Out of the 32 municipalities only 2 documents addressed youth employment subjects while 7 of the 18 did not quantify the information.
- ✘ 15 municipalities did not address the subject of youth employment.
- ✘ No comparative assessment could be done due to the lack of information provided.

Synoptic Analysis:

- ✘ For the above situation it is clear that Municipalities still need to put more effort into youth and disabled people's employment.
- ✘ It is also anticipated that the situation is much worse as it relates to projects related to the empowerment of Youth, children and disability.

4.3. PMS

The Municipal Planning and performance Management Regulations set out in detail the requirements for Municipal PM systems. The regulations state that any PMS must entail a framework that describes a represent how the Municipality's cycle and process of performance management including measurement, review, reporting and improvement, will be conducted. The system must also comply with the requirements of The Systems Act, relates to the municipality's employee performance management processes and be inked to the Municipality's IDP In terms of the Regulation a municipality must:

- ☐ Set key performance indicators (KPI's) including input, output and outcome indicators in consultation with communities.
- ☐ For each financial year set performance targets
- ☐ Measure and report on 9 nationally prescribed KPI's
- ☐ Report on performance to Council at least twice a year
- ☐ As part of its internal audit process audit the results of performance measurement
- ☐ Annually appoint a performance audit committee
- ☐ Provide secretarial support to the said audit committee

TABLE 11: IMPLEMENTATION OF PMS IN MUNICIPALITIES

Districts	Names of Municipalities	2011/12										
		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
Frances Baard	Frances Baard	Yes, 21 /11/2011	Yes	Yes		Yes	Yes	Yes	Yes	No	Not fully	PMS casted to middle management only
	Dikgatlong	No	Yes	Yes		Yes	No	No	No	No	No	
	Magareng	Yes	Yes	Yes		Yes	No	No	No	No	No	Using the district internal audit services
	Phokwane	No	Yes	Yes		Yes	No	No	No	No	No	
	Sol Plaatje	Yes,07/07/2010	Yes	Yes		Yes	Yes	Yes	Yes	No	Not fully	Only to managers reporting to section 56 managers
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes, 29/08/ 2006	Yes	Yes		Yes	No	Yes	No	No	Not	
	Gamagara	No	Yes	Yes		Yes	No	No	Yes	No	No	Using District internal audit shared service
	Ga-Segonyana	No	Yes	Yes		Yes	No	No	No	No	No	Using District internal audit shared service
	Joe Morolong	No	Yes	Yes		Yes	No		No	No	No	Using District internal audit shared service
Namakwa	Namakwa	Yes, 2002	Yes	Yes		Yes	No	No	No	No	No	Using Internal Audit Committee for Performance Audit functions
	Hantam	No	Yes	Yes		Yes	No	No	No	No	No	
	Kamiesberg	No	Yes	Yes		Yes	No	No	No	No	No	
	Karoo											
	Hoogland	No	Yes	Yes		No	No	No	No	No	No	
	Khai-Ma	No	Yes	Yes		Yes	No	No	No	No	No	
	Nama Khoi	Yes	Yes	Yes		Yes	Yes	Yes	No	No	No	
Pixley ka Seme	Richterveld	No	Yes	Yes		Yes	No	No	No	No	No	Using District internal audit shared service
	Pixley ka Seme	Yes	Yes	Yes		Yes	No	No	No	No	No	Using Internal Audit Committee for Performance Audit functions
	Emthanjeni	Yes	Yes	Yes		Yes	No	No	No	No	No	The district serves all the local municipalities with the internal audit function.
	Kareeberg	Yes. 29/11/2011	Yes	Yes		Yes	No	No	No	No	No	The internal Audit committee is used for the Performance Audit Function
	Renosterberg	No	Yes	Yes		No	No	No	No	No	No	
	Siyathemba	No	Yes	Yes		Yes	No	No	No	No	No	

Districts	Names of Municipalities	2011/12										
		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
	Siyancuma	No	Yes	Yes		Yes	No	No	No	No	No	
	Ubuntu	No	Yes	Yes		Yes	No	No	No	No	No	
	Umsobomvu	Yes, 18/11/2009	Yes	Yes		Yes	No	NO	No	No	No	
Siyanda	Siyanda	Yes	Yes	Yes		Yes	Yes	Yes	Yes	No	No	
	!Kheis	Yes	Yes	Yes		No	No	No	No	No	No	
	//Khara Hais	Yes	Yes	Yes		Yes,	Yes	Yes	No	No	No	
	Kai! Garib	Yes	Yes	Yes		Yes	No	No	No	No	No	
	Kgatelopele	No	Yes	Yes		Yes	No	No	No	No	No	
	Mier	No	Yes	Yes		Yes	No	No	No	No	No	
	Tsantsabane	No	Yes	Yes		Yes	No	No	No	No	No	Acting officials did not sign performance agreements
Total												
<i>Total (Yes)</i>		14	32	32		32	5	6	4			
<i>Total (No)</i>		18	0	0		0	27	26	28	32	30	
<i>Not fully</i>											2	
Total		32	32	32	0	32	32	32	32	32	32	

(Source: 2011/12 Section 46 reports)

Provincial Assessment:

- ✘ 14 out of the 32 Municipalities have approved PMS systems, out of the 14 only Frances Baard District Municipality and Sol Plaatje Local Municipality have implementation of the PMS to middle management level.
- ✘ 18 out of 32 municipalities have PMS frameworks.
- ✘ 32 out of 32 municipalities have analyzed IDP's
- ✘ 32 out of 32 municipalities have Performance Agreements .
- ✘ 6 out of 32 municipalities have their PMS audited.
- ✘ 4 out of 32 municipalities have oversight reports made public.
- ✘ 0 of 32 municipalities reported that they have quarterly reports.
- ✘ With the exception of four local municipalities within John Taolo Gaetsewe District Municipality most of the remaining local municipalities utilizes the District internal audit shared service.

Synoptic Analysis:

- ✘ Even though some municipalities have a PMS framework, alignment between SDBIP and IDP, signed contracts and agreements, the full implementation is a challenge.
- ✘ From the information gathered it seems that PMS is limited to the monitoring of the administration rather than the entire organisational process.
- ✘ In this regard, councilors have shifted focus from their oversight responsibilities

4.4. ADOPTION OF WORKPLACE SKILLS PLANS

The importance of human resource development as a means of ensuring that the organisation and institution maintain their competitiveness cannot be over-emphasised. Training and development of employees are critical to organisations, because it ensures the acquisition of required skills, which is paramount for the provision of effective service delivery, in particular local sphere of government. The Workplace Skills training that refers to the strategic human resource training and development, aims at developing the workforce, labour skills capacity, thereby achieving the institutional goals, policies and objectives of the institution.

The Workplace Skills Plan is the key strategic planning document relating to workplace training, career path and employment equity for the Municipality. It details the training planned by a municipality in a given financial year as legislated by the Local Government Sector Education Training Authority (LGSETA). Workplace Skills Plan, through LGSETA, the Skills Development Legislative framework and the Employment Equity Act, makes provision, ensuring that employees in the public service should enhance their skills in order to deliver effective services to its customers, the public.

For quality and effective service delivery at Local Municipality to take place, the implementation of the Workplace Skills training is imperative for the enhancement of a skill workforce that will be able to ensure that the customer is satisfied with the product and service rendered by the employees (Source; Thesis (M. Development and Management)--North-West University, Vaal Triangle Campus, 2009).

TABLE 12: WORKPLACE SKILLS PLANS SUBMITTED BY MUNICIPALITIES

Districts	Names of Municipalities	2010/11		2011/12	
		Total No of staff approved	No. of staff trained	Total No of staff approved	No. of staff trained
Frances Baard	Frances Baard	176	0	3	3
	Dikgatlong	1565	430	1	1
	Magareng	244	0	1	1
	Phokwane			3	3
	Sol Plaatje			3	3
John Taolo Gaetsewe	John Taolo Gaetsewe			2	2
	Gamagara			2	2
	Ga-Segonyana	242	40	2	2
	Joe Morolong	109		2	2
Namakwa	Namakwa	121		50	50
	Hantam	135		3	3
	Kamiesberg			3	3
	Karoo Hoogland	111		1	1
	Khai-Ma	61		8	17
	Nama Khoi	315		3	3
	Richterveld	122		3	3
Pixley ka Seme	Pixley ka Seme	164		2	2
	Emthanjeni	348		164	164
	Kareeberg			2	2
	Renosterberg			2	2
	Siyathemba			2	2
	Siyancuma			2	2
	Thembelihle			8	8
	Ubuntu			1	1
	Umsobomvu			3	3
Siyanda	Siyanda	189		55	55
	!Kheis	101		2	2
	//Khara Hais	818		81	54
	Kai! Garib	287		1	1
	Kgatelopele	71		3	28
	Mier	48		3	5
	Tsantsabane	248		2	2
Total		5475	470	366	381

<i>Total Submitted</i>			6	8
<i>Total documents not submitted</i>	1		5	5
<i>Total subject not addressed</i>	2		11	11
<i>Total information not quantified</i>	3		10	8
Total Municipalities			32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis:

- ✘ Out of the 27 reports received only 6 municipalities quantified total number of staff approved and 8 municipalities quantified number of staff trained.
- ✘ 10 of the reports did not address work plan skills developed and 9 did not quantify in the information pertaining to above.

Synoptic Analysis:

- ✘ Northern Cape municipalities continued to experience challenges during 2011/12 in attracting and retaining skilled staff, especially in technical areas such as engineering and finance.
- ✘ This was largely due to an overall lack of skilled personnel, combined with budget constraints. Most municipalities spent their personnel training budget in enhancing and capacitating their employees with the necessary skills to perform their duties.

4.5. SKILLS DEVELOPMENT

Human Resource management is aimed at strengthening institutional capacity. This is contained in the Chapter 1: Governance of the Municipal Systems Act 32 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).

Northern Cape municipalities continued to experience challenges during 2011/12 in attracting and retaining skilled staff, especially in technical areas such as finance. This was largely due to an overall lack of skilled personnel, combined with budget constraints.

5. KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY

5.1. INTRODUCTION

The Constitution of the Republic of South Africa (1996) states that municipalities have the responsibility to ensure that all citizens are provided with services to satisfy their basic needs. The provision of basic services has a direct and immediate effect on the quality of the lives of people in communities across the country.

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 wide-spread 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 Department of Co Operative Governance 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. Information used throughout this chapter was submitted by municipalities 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

5.2. ERADICATION OF BACKLOGS

Within the Northern Cape Province, the municipal service delivery backlogs vary from one municipality to another. The most evident type of service that has a major backlog in the province is housing, with 32 municipalities indicating to have backlogs in different locations in the municipal area. Municipalities have specified a significant amount of money that is needed to address the backlog, amounting to billions of Rand. The following table shows the service delivery backlogs per type of service for each municipality.

TABLE 13: BACKLOGS ON ACCESS TO BASIC SERVICES MUNICIPALITY

Districts	Names of Municipalities	2011/2012									
		Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Frances Baard	Frances Baard	3	2,895	3	1,510	3	7,053	3	0	3	3
	Dikgatlong	1	1	1	1	1	1	1	1	1	1
	Magareng	1	1	1	1	1	1	1	1	1	1
	Phokwane	3	3	3	3	3	3	3	3	3	3
	Sol Plaatje	3	7,846	8,290	1,587	8,290	800	10,000	10,000	9,131	934
John Taolo Gaetsewe	John Taolo Gaetsewe	2	2	2	2	2	2	2	2	2	2
	Gamagara	2	2	2	2	2	2	2	2	2	2
	Ga-Segonyana	2	2	2	2	2	2	2	2	2	2
	Joe Morolong	300	225	100	0	1491	2722	2	2	N/A	N/A
Namakwa	Namakwa	3	3	3	3	3	3	3	3	3	3
	Hantam	3	100	3	3	3	3	3	3	3	201
	Kamiesberg	3	90	3	131	3	195	3	3	3	3
	Karoo Hoogland	1	1	1	1	1	1	1	1	1	1
	Khai-Ma	3	384	3	148	3	57	3	350	3	85
	Nama Khoi	3	3,230	3	3	3	106	3	3	3	5,544
	Richterveld	200	3	3	3	3	3	3	3	3	3
Pixley ka Seme	Pixley ka Seme	2	2	2	2	2	2	2	2	2	2
	Emthanjeni	3	4,114	3	0	3	0	3	0	3	0
	Kareeberg	3	3	3	3	3	277	3	3	3	3
	Renosterberg	2	202	2	2	2	230	2	2	2	2
	Siyancuma	2	2	2	2,620	2	2	2	2	2	2
	Siyathemba	3	346	3	2,620	3	0	3	3	3	1,751
	Thembelihle	3	3	3	28	3	1,101	3	0	3	1,501
	Ubuntu	1	1	1	1	1	1	1	1	1	1
	Umsobomvu	3	192	3	701	3	198	3	3	3	3
Siyanda	Siyanda	2	2	2	2	2	2	2	2	2	2
	!Kheis	2	2	2	2	2	2	2	2	2	2
	//Khara Hais	2	2	2	2	2	2	2	2	2	2
	Kai! Garib	1	1	1	1	1	1	1	1	1	1
	Kgatelopele	2	2	2	2	2	2	2	2	2	2
	Mier	2	2	2	2	2	2	2	2	2	2
	Tsantsabane	146	2	2	2	2	2	2	2	2	2
Total											

Total Submitted	3	11	2	10	2	11	1	4	2	8
Total documents not submitted	5	5	5	5	5	5	5	5	5	5
Total subject not addressed	11	10	12	11	12	12	13	14	12	12
Total information not quantified	13	6	13	6	13	4	13	9	13	7
Total Municipalities	32	32	32	32	32	32	32	32	32	32

(Source: 2011/1 Section 46 reports)

Provincial Analysis:

- ✘ 26 out of the 32 municipalities did not provide adequate information on services backlog information.
- ✘ Joe Morolong and Richterveld Municipalities were the only municipalities to quantify targets set for housing.
- ✘ None of the annual reports reflected the targets for each of the sub-category of services.
- ✘ Sol Plaatje municipality were the only municipality to quantify all of the sub-category for services delivery.

Synoptic Analysis:

- ✘ The general trend seems that none of the municipalities were able to eradicate their backlogs and or targets. The increasing demand for services are still greater than the provision rate.

5.3. PROVISION OF BASIC SERVICES

Government's objective is to ensure that all South Africans have access to basic water and sanitation services. Government has prioritised not only the rollout of infrastructure necessary for the rendering of these services but also the provision of free basic services to poor households.

A basic water supply service refers to the infrastructure necessary to supply 25 litres of potable water per person per day from a source within 200m of a household and with a minimum flow of 10 litres per minute (in the case of communal water points) or 6 000 litres of potable water supplied per formal connection per month (in the case of house connections). A basic sanitation service refers to the provision of a basic sanitation facility which is easily accessible to a household, and the sustainable operation of the facility. This includes the safe removal of human waste and wastewater from the premises where this is appropriate and necessary, and the communication of good sanitation, hygiene and related practices.

While there have been substantial improvements in the rollout of water services infrastructure and the rendering of free basic water and sanitation, the sector does face some challenges going forward as implementation capacity remains a constraint. Furthermore, the sustainability of existing infrastructure cannot be neglected and is requiring more and more funding as infrastructure ages. Also, the cost of extending the network infrastructure to outlying communities is not cost-effective or sustainable, which points to the need to explore alternative service delivery options.

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.

In 2001, 25% of Northern Cape households living in informal settlement had piped water in their dwelling or on their yard. A further 36% could obtain piped water within 200 metres of their dwellings. 35% had access to piped water in excess of 200 metres from their dwellings (there is no indication of how far away the water source is) while 3% had no access at all. 15% of households in informal settlement EAs had flush toilets, 16% used pit latrines, 34% used bucket latrines and 1% had chemical toilets; the remaining 34% had no access to toilet facilities. 19% of households in informal settlement EAs used electricity for lighting and 51% had their refuse removed by the local authority.

Access to services appears to have improved between 2001 and 2007. In 2007, 51% of households living in shacks not in backyards had access to piped water in their dwellings or on their yards, up from 34% in 2001. In 2007, 17% of households in the province living in shacks not in backyards used flush toilets, the same proportion as in 2001. The proportion of households living in shacks not in backyards who used electricity for lighting increased between 2001 and 2007 from 31% to 51%. In 2001, 53% of households that live in shacks not in a backyard in the province had their refuse removed by the local authority. In 2007, 56% of households had their refuse removed by the local authority or a private company (Source; NC Housing Report 2008).

As has been highlighted, a word of caution is required in interpreting this data given potential biases in the sample design towards more established settlements where service provision is better.

5.3.1. 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.

5.3.2. SANITATION

The absence of proper sanitation services is a serious threat to health. Forty percent of the population in the Northern Cape live with sanitation services below acceptable standards. A total of 6846 buckets remain in the province. The lack of water in the region and the provision of basic services to the Moshaweng community in particular was a major challenge in the province.

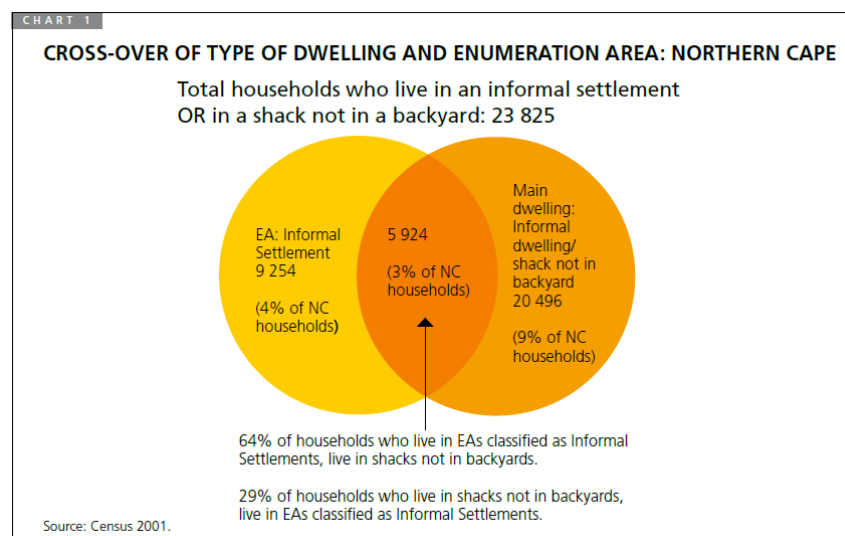
The Impumelelo project aims at implementing affordable sanitation services that can be maintained by a household. The target group is rural communities where poverty is usually high. The lead agency for this project is the Department of Water Affairs & Forestry Northern Cape Region, working with the Provincial Department of Housing & Local Government, several District

Councils and Mvula Trust, a development agency in the field of water issues. The objectives of the programme are to create awareness regarding diseases caused by unhealthy behaviour and practices, and provide health and hygiene education that will enable people to improve their health through correct hygiene practices. Importantly, the project seeks to assist households with a R600 subsidy to improve their own sanitation services. Rural communities are informed on the availability of the subsidy and the service, and given the option to participate in the programme. Once the community agrees, they are requested to elect a committee to oversee the project. The implementing agents commence with general awareness by explaining the scheme and imparting basic health and hygiene information. This is followed by the building of demonstration toilets either at a house or at a school or other public facility.

5.3.3. HOUSING

According to the 2001 Census, 20,000 households in the Northern Cape (9% of households) lived in an informal dwelling or shack not in a backyard in 2001 while 9,000 households (4% of households) lived in EAs that are characterised as Informal Settlements. Just under 6,000 households lived in both.

FIGURE 5: CROSS-OVER OF TYPE OF DWELLING



According to the 2007 Community Survey, 24,000 households (approximately 9% of households in the Northern Cape) live in shacks not in backyards, up

from 20,000 households (9% of households) as reported by the 2001 Census. In terms of absolute numbers there was an increase of around 4,000 in the number of households living in shacks not in backyards between 2001 and 2007.

According to the Community Survey roughly 2% of households in shacks not in backyards live in this province (roughly 2% of all households in the country live in this province). Survey-based estimate of the number of households who live in shacks not in backyards vary, sometimes quite significantly.

The table below gives the total number of households with access to each service for each municipality and the number of indigent households in each municipality in the province.

TABLE 14: ACCESS TO ADEQUATE SERVICES PER PROVINCE

Districts	Names of Municipalities	2011/2012									
		Housing		Water (on site)		Sanitation		Refuse removal		Electricity (in house)	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Frances Baard	Frances Baard	3	3	3	3	3	3	3	3	3	3
	Dikgatlong	1	1	1	1	1	1	1	1	1	1
	Magareng	1	1	1	1	1	1	1	1	1	1
	Phokwane	3	3	3	3	3	3	3	3	3	3
	Sol Plaatje	60,299	52,453	0	60,299	60,299	50,956	51,000	51,000	3	3
John Taolo Gaetsewe	John Taolo Gaetsewe	2	2	2	2	2	2	2	2	2	2
	Gamagara	2	2	2	2	2	2	2	2	2	2
	Ga-Segonyana	2	2	2	2	2	2	2	2	2	2
	Joe Morolong	2	2	2	2	2	2	2	2	2	2
Namakwa	Namakwa	3	3	3	3	3	3	3	3	3	3
	Hantam	3	3	3	3	3	3	3	3	3	3
	Kamiesberg	3	3	3	3,012	3	2,924	3	3	3	3
	Karoo Hoogland	1	1	1	1	1	1	1	1	1	1
	Khai-Ma	3	3	3	2,025	3	1,990	3	2,047	3	1,805
	Nama Khoi	3	3	3	3	3	2,370	3	3	3	8,084
	Richterveld	3	3	3	3	3	3	3	3	3	3
Pixley ka Seme	Pixley ka Seme	2	2	2	2	2	2	2	2	2	2
	Emthanjeni	3	11,748	3	7,852	3	7,931	3	8,041	3	8,041
	Kareeberg	3	3	3	195	3	971	3	2,058		838
	Renosterberg	2	2	2	2	2	2	2	2	2	1,400
	Siyathemba	2	2	2	2	2	2	2	2	2	2
	Siyancuma	3		3	9,109	3	5,766	3	3	3	7827
	Thembelihle	3	2,831	3	2,560	3	2,229	3	4,061	3	2,560
	Ubuntu	1	1	1	1	1	1	1	1	1	1
	Umsobomvu	3	5,680	3	3,141	3	6,935	3	5,242	3	5,162
Siyanda	Siyanda	2	2	2	2	2	2	2	2	2	2
	!Kheis	2	2	2	2	2	2	2	2	2	2
	//Khara Hais	2	2	2	2	2	2	2	2	2	2
	Kai! Garib	1	1	1	1	1	1	1	1	1	1
	Kgatelopele	2	2	2	2	2	2	2	2	2	2
	Mier	2	2	2	2	2	2	2	2	2	2
	Tsantsabane	2	2	2	2	2	2	2	2	2	2
Total		60,299	72,712	0	88,193	60,299	82,072	51,000	72,449	0	35,717

Total documents submitted	1	5	1	8	1	9	1	6	1	8
Total documents not submitted	5	5	5	5	5	5	5	5	5	5
Total subject not addressed	13	13	13	13	13	13	13	13	13	12
Total information not quantified	13	9	13	6	13	5	13	9	13	7
Total Municipalities	32	32	32	32	32	32	32	32	32	32

(Source: 2011/12 Section 46 reports)

Provincial and Synoptic Analysis:

- ✘ Although information on services delivery was included in most annual reports the data was often not quantified. In some instance services delivery data is reflected as a percentage but could not be determined on what base number. Some municipality's information is outdated using statistics SA 2001 data. Lack of quantified data makes progress assessment impossible.
- ✘ The overall impression is that services delivery has increased in most municipalities. Eradication of backlog in most municipality's is slower than the increasing demand.
- ✘ The average percentage of housing allocations spent remained steady during the 2011/12 financial year. There was an increase in the total number of houses built during the financial year.

5.4. BLUE DROP

The Minister of the Department of Water Affairs and Forestry has stated on various occasions that she has a high level of confidence in the way drinking water quality is managed by various municipalities. However, the general public is not aware of the basis of this confidence. To facilitate a more transparent way of reporting, it is proposed that a method of awarding Water Services Authorities with Blue and/or Green Drop status if they are compliant with drinking water and wastewater legislative and other best practice requirements is implemented. In this way, the Department of Water Affairs and Forestry is promoting incentive-based regulation and acknowledging excellence in drinking and wastewater quality management.

Blue and Green Drop status will also provide the citizen's with credible information on the confidence that DWAF, the Regulator, has in drinking water and wastewater management within the various Water Services Authorities.

This table presents Municipal Performance based on Blue Drop scores for water supply systems the Water Services Authority is responsible for. This performance is listed to present the Provincial Blue Drop Log to allow for comparison in municipal performance.

TABLE 15: BLUE DROP WATER CERTIFICATION PER PROVINCE

Districts	Names of Municipalities	2009/10		2010/11		2011/2012	
		No of municipalities that received blue drop	No of municipalities that did not qualify for blue drop	No of municipalities that received blue drop	No of municipalities that did not qualify for blue drop	No of municipalities that received blue drop (5 received)	No of municipalities that did not qualify for blue drop
Frances Baard	Frances Baard			95.00%			
	Dikgatlong		83.80%		67.48%		55.32%
	Magareng		54%		65.56%		72.66%
	Phokwane		33%		49.44%		60.16%
	Sol Plaatje		64.30%		84.23%		72.10%
John Taolo Gaetsewe	John Taolo Gaetsewe				62.30%		
	Gamagara		42.40%		49.87%		40.00%
	Ga-Segonyana		25%		37.32%		72.27%
	Joe Morolong		37.10%		6.01%		33.42%
Namakwa	Namakwa				52.25%		
	Hantam		68.50%		75.07%		81.64%
	Kamiesberg		29.39%		53.18%		35.63%
	Karoo Hoogland		39%		50.53%		39.96%
	Khai-Ma		33.50%		46.62%		53.11%
	Nama Khoi		22%		63.47%		63.47%
	Richterveld		25.90%		36.44%		36.77%
Pixley ka Seme	Pixley ka Seme				60.42%		
	Emthanjeni		68.40%		35.06%		63.18%
	Kareeberg		62.40%		25.36%		39.35%
	Renosterberg		28.70%		29.49%		17.60%
	Siyathemba						62.40%
	Siyancuma		54.60%		40.49%		19.66%
	Thembelihle		55.10%		45.87%		72.82%
	Ubuntu		66.60%		67.15%		72.63%
	Umsobomvu		23.40%		35.18%		15.76%
Siyanda	Siyanda				44.24%		
	!Kheis		45.90%		53.43%		50.33%
	//Khara Hais		37.80%		43.57%		71.70%
	Kai! Garib		42.60%		47.08%		68.99%
	Kgatelopele				54.21%		66.03%
	Mier		25.10%		25.56%		25.03%
	Tsantsabane		74.70%		59.47%		66.18%
Average			45.8%		48.88%		53%

(Source; Blue drop report 2012)

Provincial and Synoptic Analysis

Average of province = 35%

Top 3 performers:

The Hantam Local Municipality is a worthy first place with an Impressive 81.64%. The municipality of Thembelihle continues to impress with a second place and a score of 72.82%. Marginally in the third place is the Municipality of Magareng with a scoring of 72.66%. These Municipalities can be seen as motivation to inspire others to reach the same heights in terms of Blue Drop performance.

Most Improved:

Ga-Segonyana Municipality is acknowledged for consistent improvement in performance over the past 3 years. The municipal score for this water service authority increased from a meagre 25.40% in 2010, to 37.32% in 2011 and an impressive 72.27% in 2012. The significant improvement serves as promise for even better performances in the future.

Lowest Performer(s):

According to the records Umsobomvu Municipality is noted to be the worst performer in the Northern Cape Province scoring only 15.76%. Serious turnaround is required for this municipality serving the local communities. Other Municipalities that also raises some serious concerns are Renosterberg Municipality, Siyancuma Municipality and Mier Municipality who all scored below 30%.

(Source; Blue drop report 2012)

5.5. 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.

TABLE 16: INDIGENT POLICIES AND REGISTERS

Districts	Names of Municipalities	2010/2011			2011/2012		
		Reviewed /developed indigent policies	Indigent policy implemented	i No of municipalities with indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	No of municipalities with indigent registers in place
Frances Baard	Frances Baard				2	2	2
	Dikgatlong	Yes	Yes	Yes	No	1	1
	Magareng	Yes	Yes	Yes	1	1	1
	Phokwane	Yes	Yes	Yes	3	3	3
	Sol Plaatje				Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	Yes	Yes	2	2	2
	Gamagara	Yes	Yes	Yes	2	2	2
	Ga-Segonyana	Yes	Yes	Yes	Yes	Yes	3
	Joe Morolong				2	2	2
Namakwa	Namakwa				Yes	Yes	Yes
	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	2
	Nama Khoi	Yes	Yes	Yes	2	2	2
	Richterveld	Yes	Yes	Yes	2	2	2
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni	Yes	Yes	Yes	Yes	Yes	3
	Kareeberg	Yes	Yes	Yes	Yes	Yes	3
	Renosterberg	Yes	Yes	Yes	2	2	2
	Syiathemba				2	2	2
	Siyancuma	Yes	Yes	Yes	Yes	Yes	3
	Thembelihle	Yes	Yes	Yes	Yes	Yes	3
	Ubuntu	Yes	Yes	Yes	Yes	Yes	Yes
	Umsobomvu	Yes	Yes	Yes	Yes	Yes	Yes
Siyanda	Siyanda				2	2	2
	!Kheis	Yes	Yes	Yes	2	2	2
	//Khara Hais	Yes	Yes	Yes	3	3	Yes
	Kai! Garib	Yes	Yes	Yes	1	1	1
	Kgatelopele	Yes	Yes	Yes	Yes	Yes	Yes
	Mier	Yes	Yes	Yes	2	2	2
	Tsantsabane	Yes	Yes	Yes	3	3	3
Total		27	27	27			

Total (Yes)		13	14	9
Total (No)		1	0	0
Total documents not submitted	1	5	5	5
Total subject not addressed	2	12	12	13
Total information not quantified	3	4	3	7
Total Municipalities		32	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ 13 out of the 32 municipalities reviewed/developed their Indigent policy of which all were implemented
- ✘ 12 municipalities did not address the subject of which 4 did not quantify the information.

Synoptic Analysis

- ✘ From the above situation it is clear that the general trend is that for those that reviewed their policies implementation did happen.
- ✘ However, as part of this exercise, no verification was done and therefore the implementation cannot be stated in terms of quality of life of the communities.

TABLE 17: STATUS ON THE PROVISION OF FREE BASIC SERVICES BY MUNICIPALITIES

Districts	Names of Municipalities	2010/11								2011/12							
		Electricity		Water		Sanitation		Refuse removal		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 house- hold	No of indigent households receiving free service	Units/ R value pm per house- hold	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 house- hold	No of indigent households receiving free service	Units/ R value pm per house- hold
Frances Baard	Frances Baard	32	50	32	6	32	32			3	3	3	3	3	3	3	3
	Dikgatlong									1079	50	1079	6	1079	55632,40	1079	183209,16
	Magareng	1518	50	1518	6	1518	1518			1468	50	1468	6	1468	433182	1468	366,117.00
	Phokwane									1,808	2	2	2	2	2	2	2
	Sol Plaatje	19184	50	19184	6	19184	19184			19,000	50	15,000	3	12,000	3	9,000	3
John Taolo Gaetsewe	John Taolo Gaetsewe									2	2	2	2	2	2	2	2
	Gamagara	1442	50	1442	6	1442	1442			1649	50	1649	6	1649	110591,91	1649	677686,65
	Ga-Segonyana	261	50	261	6	261	261			6149	50	145	6	228	3	228	3
	Joe Morolong									2	2	2	2	2	2	2	2
Namakwa	Namakwa	4181	50	4181	6	4181	4181			10,343	3	12,190	3		3	2	2
	Hantam									1,429	3	1,429	3		3	2	2
	Kamiesberg									1,493	50	1,493	2	268	585,82	1,493	184,318.00
	Karoo Hoogland									1,210	50	1,210	6	1210	247,141.00	1210	291,598.00
	Khai-Ma									1,801	50	2,047	6	1,617	3	1,969	3
	Nama Khoi	4186	50	4186	6	3462	4101			4,500	3	4,490	3		3	2	2
	Richerveld									1,180	3	1,180	3	3	3	2	2
Pixley ka Seme	Pixley ka Seme									2	2	2	2	2	2	2	2
	Emthanjeni	8306	50	1382	6	753	1382			2,333	50	2,333	6	2,333	268,554.00	2,333	2,293,557.00
	Kareeberg	1518	50	1518	10	1518	1518			1,163	50	1,261	10	1,107	2189683,56	1,261	1590675,84
	Renosterberg									2248	50	2248	6	2248		2248	2
	Siyathemba									2441	50	2441	6	2441	2	2	2
	Siyancuma	2277	50	2277	6	2277	2277			2,826	50	2,826	6	2,826	431,039.00	2,826	499,577.00
	Thembelihle	620	50	620	6	620	620			1,476	50	1,476	6	1,476	96973,20	1,476	60663,60
	Ubuntu	1622	50	1622	6	1622	1622			1622	50	1622	6	1622	132030,80	1622	132030,80
	Umsobomvu	2737	50	2489	6	2489	2489			2861	50	2861	6	2861	707410,80	2861	538239,93
Siyanda	Siyanda	2420	50							2	2	2	2	2	2	2	2
	!Kheis	2420	50	2420	6	875	875			811	50	811	6	811	509,859.00	811	700,801.00
	//Khara Hais	6711	50	10464	10	6711	6711			6,711	50	10,464	10	10,464	2867033,48	10,464	813477,31
	Kai! Garib									204	50	2820	10	2410	2,362,764.00	2621	1,593,358.00
	Kgatelopele									2	2	2	2	2	2	2	2
	Mier									473	50	473	6	473	209,204	473	338,902.00
	Tsantsabane									2,479	50	2,479	6	2,479	800667,42	2,479	521184,96
Total		59144	800	56037	104	49386	50654			80,757	1,050	77,495	128	53,070	4,461,743	49,571	6,268,228
Total documents not submitted		1								5	5	5	5	5	5	5	5
Total subject not addressed		2								4	5	5	5	5	6	10	11
Total information not quantified		3								1	5	1	6	3	7	1	4
Total Municipalities										32	32	32	32	32	32	32	32

Provincial Analysis:

- ✘ Sol Plaatje and Magareng Municipalities were the only two of which the number of indigent households have decreased while there are an overall increase in the number of indigent household within the Province.
- ✘ Namakwa Municipality has the highest increase in its number of indigent households with a 150% increase from 4 181 in 2010/11 to 10 343 in 2011/12.

Synoptic Analysis:

- ✘ During the 2011/2012 financial year, the total number of indigent households receiving free basic services in the Province was 80 757.
- ✘ It should be noted that this figure is not the true reflection as 13 municipalities information is not included in the calculation.
- ✘ According to the data received, there is generally an increase of 73% in the number of households receiving free basic services in the Province as compared to the 59 438 indigent households in 2010/2011.
- ✘ This has been attributed to, unemployment, seasonal employment and poverty which are contributing factors to this trend.

5.6. MUNICIPAL INFRASTRUCTURE GRANT (MIG)

Poverty eradication is still one of the biggest challenges facing our country. Within this context our government has committed itself to the World Summit on Sustainable Development Millennium targets to eradicate poverty as well as accelerating service delivery. The most important step we have taken towards addressing these targets is the establishment of the Municipal Infrastructure Grant (MIG) Programme.

The programme is aimed at providing all South Africans with at least a basic level of service by the year 2013 through the provision of grant finance to cover the capital cost of basic infrastructure for the poor. It is part of government's overall strategy to eradicate poverty and to create conditions for local economic development. The programme will therefore maximise opportunities for employment creation and enterprise development. The MIG programme fits within the overall development framework of government, which is built on three cornerstones: basic services, food security, HIV/AIDS. Whilst the MIG programme directly addresses basic services, it also contributes to the other elements since access to basic services improves opportunities for communities to live healthier lives and to be more productive (Source; MIG Handbook 2004: *from programme to projects to sustainable services*)

TABLE 18: MIG EXPENDITURE

Districts	Names of Municipalities	2010/2011			2011/2012		
		Allocations	Amount spent	% spent	Allocations	Amount spent	% spent
Frances Baard	Frances Baard	6,446,000.00	6,446,000.00	100%			
	Dikgatlong	14,336,000.00	6,766,083.18	47%	21,118,000	13,075,195	62%
	Magareng	8,978,000.00	6,291,909.64	70%	10,798,000	6,412,897	59%
	Phokwane	18,072,000.00	18,072,000.00	100%	21,735,000	19,117,766	88%
	Sol Plaatje	34,494,000.00	29,219,921.22	85%	45,363,000	38,361,074	85%
John Taolo Gaetsewe	John Taolo Gaetsewe	17,367,000.00	17,267,000.00	100%	-	-	
	Gamagara	7,332,000.00	7,331,778.83	100%	14,249,000	14,137,084	99%
	Ga-Segonyana	24,958,000.00	24,957,802.65	100%	45,474,000	32,364,664	71%
	Joe Morolong	43,196,000.00	34,193,788.12	100%	41,128,000	36,031,349	88%
Namakwa	Namakwa	5,242,000.00	5,241,852.67	100%	-	-	
	Hantam	7,686,000.00	6,471,860.62	84%	10,505,000	10,505,000	100%
	Kamiesberg	6,962,000.00	2,588,296.08	37%	9,634,000	6,832,423	71%
	Karoo Hoogland	6,753,000.00	3,321,221.39	49%	9,383,000	9,383,000	100%
	Khai-Ma	6,301,000.00	6,301,000.00	100%	8,840,000	134,768	2%
	Nama Khoi	9,979,000.00	4,187,134.29	42%	13,263,000	6,106,086	46%
	Richterveld	5,914,000.00	3,836,124.20	65%	7,113,000	1,306,182	18%
Pixley ka Seme	Pixley ka Seme	5,973,000.00	3,603,750.40	60%	-	-	
	Emthanjeni	9,570,000.00	9,586,487.96	100%	13,306,000	6,486,282	49%
	Kareeberg	6,562,000.00	6,561,831.98	100%	7,892,000	7,892,003	100%
	Renosterberg	6,793,000.00	2,565,125.43	38%	8,170,000	4,834,033	59%
	Siyathemba				10,246,000	10,246,000	100%
	Siyancuma	12,567,000.00	6,983,970.07	56%	16,910,000	3,809,840	23%
	Thembelihle	7,807,000.00	5,279,810.48	68%	11,186,000	5,119,060	46%
	Ubuntu	7,889,000.00	4,971,286.58	63%	9,488,000	9,488,000	100%
	Umsobomvu	9,782,000.00	10,055,521.53	103%	11,765,000	4,123,626	35%

Districts	Names of Municipalities	2010/2011			2011/2012		
		Allocations	Amount spent	% spent	Allocations	Amount spent	% spent
Siyanda	Siyanda	6,913,000.00	3,462,789.88	50%			
	!Kheis	8,124,000.00	6,871,921.60	85%	11,434,000	11,434,000	100%
	//Khara Hais	14,923,000.00	5,342,003.68	36%	19,611,000	9,593,889	49%
	Kai! Garib	12,996,000.00	6,471,818.28	50%	17,293,000	16,116,142	93%
	Kgatelopele	6,424,000.00	7,997,634.26	124%	7,727,000	132,891	2%
	Mier	6,420,000.00	1,603,230.18	25%	9,385,000	9,342,983	100%
	Tsantsabane	8,501,000.00	8,501,000.00	100%	11,888,000	7,936,328	67%
Total					424,904,000	300,322,565	67%

(Source MIG funding 2011/12)

Provincial and Synoptic Analysis:

- ✘ The municipalities in the province spent an average of 67% of their allocated MIG during 2011/12.
- ✘ Comparing with the previous financial year, there was a decline in MIG expenditure from 73% during the previous financial year.
- ✘ Hantam, Karoo Hoogland, Kareeberg, Siyathemba, !Kheis and Mier Local Municipalities spent 100% of their MIG allocation for 2011/2012 financial year.
- ✘ The Dikgatlong, Ubuntu and Kamiesberg Local Municipalities showed the highest increase in spending their allocated MIG funds.
- ✘ The local municipalities in John Taolo Gaetsewe District, with exception of Gamagara showed an overall decrease in expenditure.
- ✘ According to information received no allocations was made to the District Municipalities.

6. KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

6.1. INTRODUCTION

Local economic development (LED) is seen as one of the most important ways of decreasing poverty. Local economic development must aim to create jobs by making the local economy grow. This means that more businesses and factories should be started in the municipal area. As part of the IDP, key stakeholders in a municipality must come together to reach agreement and take decisions to make the economy grow and create income opportunities for more people, especially the poor.

National government makes policy and provides funds, research and other support for local economic development. Municipalities decide on LED strategies and the process of arriving at a LED strategy must be part of the Integrated Development Planning (IDP) process. The LED strategies should be based on the overall vision outlined in the IDP and should take into account the result of the analysis done to identify problems and prioritise development projects. It should also look at things like integrating our residential and work areas, building development corridors between areas and supporting the economy with good public transport (LED Toolbox, www.ETU.org.za).

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. It cannot be doubted that an unemployment rate of 26,5% (StatsSa, 2011). is quite high and if all spheres of government do not collectively play a meaningful role in creating conducive environments to attract jobs, more people will end up in the social grant lists, which puts a tremendous strain on government. 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 (Source: guidelines for the establishment of municipal local economic development plans, 2008)

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. Municipal LEDs need to be continually revised, with comprehensive reviews taking place at least once every five years.

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 (LED handbook for municipalities, 2010)

6.2. 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.

TABLE 19: MUNICIPALITIES WITH ADOPTED LED STRATEGIES

Districts	Names of Municipalities	2010/2011		2011/2012		
		LED strategy approved	LED strategy implemented	LED strategy reviewed/ developed	LED strategy approved	LED strategy implemented
Frances Baard	Frances Baard	Yes	Yes	Yes	Yes	Yes
	Dikgatlong	No	No	Yes	No	Yes
	Magareng	No	No	Yes	No	Yes
	Phokwane	No	No	In process	No	Yes
	Sol Plaatje	Yes	Yes	Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	Yes	Yes	Yes	No
	Gamagara	Yes	Yes	Yes	Yes	Yes
	Ga-Segonyana	No	No	Yes	No	No
	Joe Morolong	No	No	Yes	Yes	Yes
Namakwa	Namakwa	Yes	Yes	Yes	Yes	Yes
	Hantam	No	No	Yes	Yes	Yes
	Kamiesberg	No	No	Yes	Yes	Yes
	Karoo Hoogland	No	No	Yes	No	Yes
	Khai-Ma	No	No	Yes	Yes	Yes
	Nama Khoi	No	No	Yes	Yes	Yes
	Richterveld	No	No	Yes	Yes	Yes
Pixley ka Seme	Pixley ka Seme	Yes	Yes	Yes	Yes	Yes
	Emthanjeni	Yes	No	Yes	Yes	Yes
	Kareeberg	No	No	Yes	No	No
	Renosterberg	No	No	Yes	Yes	Yes
	Siyathemba			Yes	Yes	No
	Siyancuma	No	No	Yes	Yes	Yes
	Thembelihle			Yes	Yes	Yes
	Ubuntu	No	No	Yes	Yes	No
	Umsobomvu	No	No	Yes	Yes	Yes
Siyanda	Siyanda	No	Yes	Yes	Yes	Yes
	!Kheis	No	No	Yes	No	No
	//Khara Hais	Yes	Yes	Yes	Yes	Yes
	Kai! Garib	No	No	Yes	Yes	No
	Kgatelopele	No	No	Yes	Yes	No
	Mier	No	No	Yes	Yes	No
	Tsantsabane	Yes	Yes	Yes	No	No
Total		9	9			

Total (Yes)		31	25	28
Total (No)			7	4
Total (In process)		1		
Total Municipalities		32	32	32

(Source: 2011/12 Section 46 reports)

TABLE 20: CAPACITY OF MUNICIPALITIES TO IMPLEMENT LED

Districts	Names of Municipalities	2010/2011		2011/2012	
		No of posts approved	No of filled posts	No of posts approved	No of filled posts
Frances Baard	Frances Baard	4	4	3	3
	Dikgatlong	1	1	1	1
	Magareng	6	5	1	1
	Phokwane	0	0	2	2
	Sol Plaatje	12	12	3	3
John Taolo Gaetsewe	John Taolo Gaetsewe	9	8	2	2
	Gamagara	1	1	2	2
	Ga-Segonyana	2	2	2	2
	Joe Morolong	3	3	2	4
Namakwa	Namakwa	12	12	3	3
	Hantam	1	1	3	3
	Kamiesberg	1	1	3	3
	Karoo Hoogland	None		1	1
	Khai-Ma	2	2	3	3
	Nama Khoi	3	3	3	3
	Richterveld	None	None	3	3
Pixley ka Seme	Pixley ka Seme	3	3	2	2
	Emthanjeni	3	3	3	20
	Kareeberg	None	None	2	2
	Renosterberg			2	2
	Siyathemba			2	2
	Siyancuma	1	1	3	3
	Thembelihle	1	1	3	3
	Ubuntu	None	None	1	1
	Umsobomvu	None	None	3	3
Siyanda	Siyanda	3		2	2
	!Kheis	1	1	2	2
	//Khara Hais	3	2	409	409
	Kai! Garib	1		1	1
	Kgatelopele	None	None	2	2
	Mier	1	1	2	2
	Tsantsabane	1	1	2	2
Total		75	69	409	433

Total Submitted			1	3
Total documents not submitted	1		5	5
Total subject not addressed	2		15	13
Total information not quantified	3		12	11
Total Municipalities			32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis:

- ✘ 31 municipalities have a LED strategy, Phokwane is in the process of compilation.
- ✘ Only 28 out of the 32 municipalities implemented their LED strategies.

Provincial Analysis:

- ✘ Information on implementation of LED strategies is very limited.
- ✘ The true success of LED projects can only be measured once clear cut deliverables are set.
- ✘ Based on the info the general capacity of municipalities to implement LED cannot be quantified.

6.3. 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.

6.4. EXPANDED PUBLIC WORKS PROGRAM (EPWP)

The Expanded Public Works Programme (EPWP) is one of the many programmes offered by the Northern Cape Government. The EPWP aims to provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities at the EPWP.

In the programme, public bodies from all spheres of government (in terms of their normal mandates and budgets) and the non-state sector (which are supported by government incentives) purposefully raise the creation of work opportunities for unemployed and poor people in South Africa through the delivery of public and community services. Training and enterprise development are implemented in sector-specific programmes to enhance service delivery and beneficiary well-being.



ork 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 an 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 (Source; www.epwp.gov.za).

TABLE 21: NUMBER OF JOBS CREATED PER MUNICIPALITY

Districts	Names of Municipalities	2010/2011			2011/2012		
		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
Frances Baard	Frances Baard	80			334	3	3
	Dikgatlong	10			140	1	1
	Magareng	246			355	1	1
	Phokwane	15			253	2	2
	Sol Plaatje	1788			1814	458	7
John Taolo Gaetsewe	John Taolo Gaetsewe	54			109	2	2
	Gamagara				183	2	2
	Ga-Segonyana	94			154	2	2
	Joe Morolong	269			471	2	2
Namakwa	Namakwa	188			14	3	3
	Hantam	56			258	3	3
	Kamiesberg				42	3	3
	Karoo Hoogland				39	1	1
	Khai-Ma				190	3	3
	Nama Khoi				327	3	3
	Richterveld		1589		47	3	3
Pixley ka Seme	Pixley ka Seme	120			108	2	2
	Emthanjeni	187			123	169	3
	Kareeberg				42	2	2
	Renosterberg	113			82	2	2
	Siyathemba				260	2	2
	Siyancuma				15	2	2
	Thembelihle	43			9	2	2
	Ubuntu	43			155	1	1
	Umsobomvu	38			125	3	3
Siyanda	Siyanda	154			84	2	2
	!Kheis	40			28	0	0
	//Khara Hais				324	3	3
	Kai! Garib	170	1604		398	1	1
	Kgatelopele				20	2	2
	Mier				107	2	2
	Tsantsabane	70			141	3	3
Total		3821	3193		6751	627	7

<i>Total Submitted</i>			4	4
<i>Total documents not submitted</i>	1		5	5
<i>Total subject not addressed</i>	2		13	13
<i>Total information not quantified</i>	3		10	10
Total Municipalities			32	32

Provincial Analysis:

- ✘ The number of EPWP jobs created in the Province has increased from 3 821 in 2010/11 to 6 751 in 2011/12.
- ✘ Overall the number of jobs created per municipality has increased with the top three performers being; Sol Plaatje (1814), \Khara Hais (733) and Joe Morolong (471)
- ✘ The three worst performers based on the information submitted was Kgatelopele (20) Namakwa (14), and Thembelihle (9)

Synoptic Analysis:

- ✘ It is clear from the info above that these programmes can be a vehicle for job creation.
- ✘ The Province might consider the desirability of creating more similar projects for the Province.

TABLE 22: EPWP IMPLEMENTATION PER PROVINCE

Districts	Names of Municipalities	2010/11						2011/12					
		Person-years of work including training	Person-Years of training	Gross number of work opportunities created	% of youth	% of women	% of people with disabilities	Person-years of work including training	Person-Years of training	Gross number of work opportunities created	% of youth	% of women	% of people with disabilities
Frances Baard	Frances Baard	17	0	80	33	23		67		334	50	55	0
	Dikgatlong	0.42	0	10	70	10		5.4		140	61	64	0
	Magareng	16	0	246	68	48		22		355	61	59	0
	Phokwane	4	0	15	67	33		25		253	62	59	0
	Sol Plaatje	303	0	1788	51	47		862		1814	52	40	0
John Taolo Gaetsewe	John Taolo Gaetsewe	5	0	54	54	20		21		109	65	40	0
	Gamagara							18		183	54	46	0
	Ga-Segonyana	23	0	94	59	35	0.011	23		154	55	32	0
	Joe Morolong	26	0	269	58	22		47		471	60	52	0
Namakwa	Namakwa	16	0	188	45	48		1		14		79	0
	Hantam	2	0	56	27	46		13		258	50	64	0
	Kamiesberg							9		42	55	10	0
	Karoo Hoogland							4		39	38	0	0
	Khai-Ma							6		190	41	64	0
	Nama Khoi							25		327	45	47	0
	Richterveld							2		47	36	47	0
Pixley ka Seme	Pixley ka Seme	13	0	120	63	51		164		108	67	15	0
	Emthanjeni	32	0	187	59	28		14		123	57	20	0
	Kareeberg							9		42	63	27	0
	Renosterberg	18	0	113	59	29		18		82	52	17	0
	Siyathemba							23		260	62	36	0
	Siyancuma							1		15	33	0	0
	Thembelihle	12	9	43	51	35		0		9	56	11	0
	Ubuntu	17	0	43	51	44		4		155	51	59	0
	Umsobomvu	10	0	38	50	18		24		125	44	6	0
Siyanda	Siyanda	25	0	154	53	25		7		84	43	37	0
	!Kheis	8	0	40	70	25		3		28	54	21	0
	//Khara Hais							82		324	54	55	0
	Kai! Garib	19	0	170	54	32		50		398	58	24	0
	Kgatelopele							1		20	55	20	0
	Mier							12		107	72	24	0
	Tsantsabane	4	0	70	60	26		16		141	65	50	0
Total		570		3821	1102			1578.4		6751	1671	1180	0

(Source: EPWP Report 2011/12)

Provincial and synoptic Analysis:

- ✘ A total of 6 751 of work opportunities have been created against the 3 821 created the previous year.
- ✘ It also seems that the Municipalities made an effort in appointing women in the EPWP projects with an average of 52.2% against the 36% of the previous year.
- ✘ Pixley Ka Seme was the top performer with the highest increase.
- ✘ No information on training was provided.

7. KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

7.1. INTRODUCTION

Financial viability is crucial in determining a municipality's ability to ensure effective service delivery to its community. There are two factors that play determining roles in the financial viability of all municipalities, i.e. the availability of adequate funding combined with prudent financial management.

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 aim is to resolve financial problems of municipalities and to maximise their revenue potential. In following these guidelines municipalities will become more accountable, financially sustainable and will ultimately drive the agenda of effective service delivery.


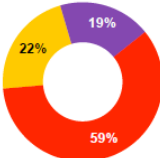
The guidelines set therein provide for effective accountability, evident financial sustainability and a financial viability conducive to infrastructure investment and service delivery.

The financial performance of municipalities is based on the 2011/12 financial statements.

- ☐ Financial viability data is based on the 2011/12 financial statements of the municipalities.
- ☐ An attempt is made to ensure that the data tables in this report are for the status as at end June 2012.
- ☐ 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.

According to the consolidated general report on the audit outcomes of local government in South Africa for the financial period 2011/12. The following extraction from the reports indicated the overall status of the Northern Cape.

FIGURE 6: AUDIT OUTCOMES

Improvements and regressions in audit opinions	Summary of movement in audit outcomes	2011-12 results	Percentage of auditees with PDO findings and direction of movement	Percentage of auditees with non-compliance findings and direction of movement
	<p>Northern Cape</p> <p>↔</p> <p>No clean audits</p> <p>Of the three auditees that had improved, two progressed to unqualified with findings, while one progressed to a qualified opinion. Three auditees regressed: one from unqualified to qualified and two from unqualified to disclaimed. Of the five district municipalities, three were unqualified with findings and two were qualified. As at 31 March 2013, we had not finalised the audits of 10 auditees due to the late receipt of the annual financial statements. Subsequently, the audits of seven auditees were finalised.</p>		<p>95%</p> <p>↔</p>	<p>100%</p> <p>↔</p>

(Source; consolidated general report on the audit outcomes of local government in South Africa for the financial period 2011/12)

7.2. SUBMISSION OF ANNUAL FINANCIAL STATEMENTS

Every municipality and every municipal entity must for each financial year prepare annual financial statements in accordance with section 122 of the MFMA (Act 56 of 2003). In terms of section 126 of the same Act, the Accounting Officer is required, that within two months (by end August) after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing. The table indicates the compliance of municipalities with the preparation and submission of Annual Financial Statements to Auditor General.

The table reflects that when comparing the 2010/11 and 2011/12 financial years there has been a decrease in terms of municipal compliance with the submission of the Annual financial statements to the Auditor-General by 31 August of each year. Twelve municipalities did not comply with the submission of the financial statements by 31 August 2011.

The municipalities that submitted their Annual Financial Statements after the due date provided the following reasons:

- ☐ Challenges with the implementation of GRAP 17 (the balancing of the Fixed Asset Register and infrastructure assets)
- ☐ Challenges with completing the Fixed Asset Register
- ☐ The resignation of the Chief Financial Officer, combined with GRAP 17 implementation backlogs, caused the late submission
- ☐ Staffing shortage that emerged at a late stage during the compilation process of Annual Financial Statements.

7.3. 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 dependant 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

TABLE 23: OUTSTANDING DEBT AND DEBT MANAGEMENT

Districts	Names of Municipalities	2010/2011				2011/2012			
		Water & Electricity	Sewerage & Refuse	Housing	Other	Water & Electricity	Sewerage & Refuse	Housing	Other
Frances Baard	Frances Baard	523.00	1,151.00	0.00	2,182 984	3	3	3	3
	Dikgatlong	26,244 185	11,636 402	28,494 220	11,404 810	1	1	1	1
	Magareng	13,496 033	13,753 255	478 980	3,626 840	1	1	1	1
	Phokwane	29,330 286	35,863 505	0.00	28,107 097	3	3	3	3
	Sol Plaatje	61,501 775	39,569 147	4,766 959	72,103 559	3	3	3	3
John Taolo Gaetsewe	John Taolo Gaetsewe	1,319 691	187 170	0.00	5,989 024	2	2	2	2
	Gamagara	6,312 898	2,235 800	0.00	4,485 579	2	2	2	2
	Ga-Segonyana	5,106 918	9,789 224	0.00	11,093 701	2	2	2	2
	Joe Morolong	0.00	0.00	16 700	64.93	11,403,671.00	1,951,075.00	3	3
Namakwa	Namakwa	0.00	0.00	0.00	1,150,016	2	2	2	2
	Hantam	1,779 399	1,398 291	0.00	2,808 618	2	2	2	2
	Kamiesberg	2,169 218	498 353	0.00	3,537 534	2	2	2	2
	Karoo Hoogland	2,569 626	1,848 751	24 588	6,351 439	1	1	1	1
	Khai-Ma	3,228 963	2,188 031	0.00	1,349 456	2	2	2	2
	Nama Khoi	11,793 044	8,997 723	0.00	13,441 078	2	2	2	2
	Richterveld	8,867 107	10,790 928	201 827	9,108 354	2	2	2	2
Pixley ka Seme	Pixley ka Seme					2	2	2	2
	Emthanjeni	0.00	0.00	0.00	46.69	42,783.00	21,865.00	1,769.00	1,470.00
	Kareeberg	2,922 122	2,215 685	310 229	991 775	3	3	3	3
	Renosterberg					2	2	2	2
	Siyathemba					2	2	2	2
	Siyancuma	21,475 191	14,026 432	392 321	15,024 319	26,808,330.00	17,738,180.00		2,281,125.00
	Thembelihle					2	2	2	2
	Ubuntu	8,056 214	7,501 271	0.00	1,556 484	2	2	2	2
	Umsobomvu	17,825 578	17.31	0.00	1,409 209	2	2	2	2
Siyanda	Siyanda					3	3	3	3
	IKheis	37 857	50 914	0.00	4,557 303	2	2	2	2
	//Khara Hais				3,819 591	3	3	3	3
	Kai! Garib	28,374 109	11,332 273	0.00	22,660 483	1	1	1	1
	Kgatelopele	5,950 869	3,795 291	0.00	4,697 181	3	3	3	3
	Mier	624 729	979 167	0.00	274 150	3	3	3	3
	Tsantsabane	22,880 824	23,851 050	0.00	7,087 861	3	3	3	3
Total						38,254,784.00	19,711,120.00	1,769.00	2,282,595.00

Provincial and Synoptic Analysis:

- ✘ Most municipalities did not quantify this information except for Siyancuma, Emthanjeni and Ga-Segonyana.
- ✘ The total quantifiable debt for water and electricity is just over R 38 million.
- ✘ The total quantifiable debt for sewage and refuse is in excess of R 19 million.
- ✘ The total quantifiable debt for other services is in excess of R 2.2 million

7.4. CAPITAL EXPENDITURE BY PROVINCE

Please note: that this section could not be completed due to the substantial amount of outstanding information.

TABLE 24: PERFORMANCE AGAINST BUDGET BY MUNICIPALITIES

Districts	Names of Municipalities	2010/11			2011/2012		
		Budget approved	Revenue	Expenditure	Budget approved	Revenue	Expenditure
Frances Baard	Frances Baard	11,273,471	97,852 083	84,651 037	107,322,000	95,245,541	106,265,668
	Dikgatlong	62,310 252	93,807 282	64,268 985	1	1	1
	Magareng		82,454 886	63,311 168	1	1	1
	Phokwane		165,942 039	116,281 468	184,272,234	184,300,000	153,983,256
	Sol Plaatje	1,106 905 318	1,056 924 539	1,030 046 427	1,367,343,793	1,388,417,075	1,236,437,997
John Taolo Gaetsewe	John Taolo Gaetsewe				80,123,855	88,804,369	145,171,684
	Gamagara				201,728,728	239,006,444	189,843,752
	Ga-Segonyana				2	2	2
	Joe Morolong				2	165,605,929	258,635,889
Namakwa	Namakwa				72,445,000	45,721,025	48,711,428
	Hantam				59,373,175	54,614,880	59,246,965
	Kamiesberg				48,121,562	32,410,837	47,188,003
	Karoo Hoogland				1	1	1
	Khai-Ma				39,217,000	33,973,000	39,336,000
	Nama Khoi				132,880,493	162,004,695	160,385,474
	Richterveld				2	2	2
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni	158,230 319	154,751 587	196,880 629	148,902,000	150,324,000	154,807,000
	Kareeberg				2	42,968,611	38,002,611
	Renosterberg				2	2	2
	Siyathemba				70,019,524	62,785,501	63,965,383
	Siyancuma				101,667,232	83,279,175	86,667,648
	Thembelihle				71,757,075	45,096,055	64,643,491
	Ubuntu				3	70,961,298	68,655,010
	Umsobomvu				72,236,999	129,695,503	104,941,881
Siyanda	Siyanda				88,352,052	60,888,717	101,941,700
	!Kheis				2	2	2
	//Khara Hais				2	377,134,000	387,417,000
	Kai! Garib				1	1	1
	Kgatelopele				2	2	2
	Mier				34,021,355	30,173,238	2
	Tsantsabane				109,306,106	346,008,407	231,367,040
Total					2,881,768,183	3,794,172,759	3,641,349,212
Total Submitted					19	22	21
Total documents not submitted		1			5	5	5
Total subject not addressed		2			8	6	7
Total information not quantified		3			1		
Total Municipalities					32	32	32

Provincial Analysis

Municipal financial statements are not all in the same format, there are instances where it is difficult to compare the same items across municipalities.

It is concerning that the situation above exists in light of the standardization of AFS through the GAMAP/GRAP process.

7.5. GRANTS

Municipalities in the Northern Cape are reliant on National and Provincial for grant funding to finance part of their operating and capital expenditure. The table above provides an indication on the level of reliance on grants.

TABLE 25: TOTAL GRANTS, DONATIONS AND CONTRIBUTIONS RECEIVED

Districts	Names of Municipalities	2010/2011			2011/2012		
		Total donations, grants and contributions available	Total spent	% expenditure	Total donations, grants and contributions available	Total spent	% expenditure
Frances Baard	Frances Baard				88,913,873	569,000	0.64%
	Dikgatlong	42,159 776	31,943 001	74.01%	1	1	1
	Magareng	57,096 402	57,014 806	99.85%	1	1	1
	Phokwane	98,400 183	98,400 182	99.99%	53,984,133	2	2
	Sol Plaatje	181,536 971	69,063 450	38.04%	166,504,000	153,434,000	92%
John Taolo Gaetsewe	John Taolo Gaetsewe	105,051 570	105,051 570	100%	60,781,506	2	2
	Gamagara	52,912 604	32,014 161	60.50%	61,078,247	2	2
	Ga-Segonyana	108,371 985	108,364 967	99.99%	2	2	2
	Joe Morolong	101,853 644	101,775 143	99.92%	125,049,891	96,655,194	77%
Namakwa	Namakwa	5,865 709	55,829 709	99.94%	3	3	3
	Hantam	6,896 00	7,652 724	110.97%	33,599,537	303,767	1%
	Kamiesberg	23,082 083	5,612 763	24.32%	2,285,000	3	3
	Karoo Hoogland	39,821 633	29,255 378	73.47%	1	1	1
	Khai-Ma	29,472 002	29,211 619	99.12%	10,457,919	3,147,095	30%
	Nama Khoi	27,290 878	61,568 165	225.60%	34,740,000	3	3
	Richterveld	25,172 912	24,972 127	99.20%	3	3	3
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni	41,024 262	35,667 483	86.94%	43,887,000	3	3
	Kareeberg				10,083,164	3	3
	Renosterberg				2	2	2
	Siyathemba				38,441,682	2	2
	Siyancuma	44,335 765	19,055 310	42.98%	51,264,000	2	2
	Thembelihle				30,432,904	2	2
	Ubuntu	22,365 009	21,986	93.31%	2	2	2
Siyanda	Umsobomvu	54,052 939	36,237 331	67.04%	101,725,946	2	2
	Siyanda	27,645 927	23,161 720	83.78%	3	3	3
	!Kheis	21,861 449	20,617 091	94.31%	2	2	2
	//Khara Hais	90,452 465	47,697 176	52.73%	73,961,000	65,680,000	89%
	Kai! Garib	29,650 119	43,353 703	146.22%	1	1	1
	Kgatelopele	20,805 272	20,610 278	99.06%	29,735,000	16,752,081	56%
	Mier	15,189 592	10,304 213	67.84%	11,971,000	12,814,193	107%
Total	Tsantsabane	75,251 603	75,251 603	100%	103,246,066	95,073,376	92%
					1,132,141,868	444,428,706	60.59%
Total Submitted					20	9	9
Total documents not submitted					5	5	5
Total subject not addressed					5	12	12
Total information not quantified					3	7	7
Total Municipalities					32	32	32

(Source: 2011/12 Section 46 reports)

Provincial and Synoptic Analysis:

- ✘ The total average grant dependency increased year-on-year from 20% in 2010/11 to 32% in 2011/12.
- ✘ Since the abolishment of Regional Services Council (RSC) levies as a revenue source for district municipalities, they have been increasingly dependent on government grants to fund their operations.
- ✘ It might be desirable to explore a Provincial process aimed at improving the revenue sources for District Municipalities.

7.6. 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:

7.7. 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 is 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 26 indicates which financial statements were submitted and the types of audit opinions received by municipalities for the past financial year.

TABLE 26: MUNICIPAL AUDIT OPINIONS

Districts	Names of Municipalities	Audit Opinion				Audit Opinion				Comments
		2010/11				2011/2012				
		Unqualified	Qualified	Disclaimer	Adverse	Unqualified	Qualified	Disclaimer	Adverse	
Frances Baard	Frances Baard		X			x				Financially unqualified with findings
	Dikgatlong			X				x		
	Magareng			X				X		
	Phokwane			X				X		
	Sol Plaatje		X					X		
John Taolo Gaetsewe	John Taolo Gaetsewe		X				x			
	Gamagara	x						X		
	Ga-Segonyana			X				X		
	Joe Morolong			X				X		
Namakwa	Namakwa	x				x				Financially unqualified with findings
	Hantam		X				X			
	Kamiesberg			X				x		
	Karoo Hoogland		X					X		
	Khai-Ma	x				X				Financially unqualified with findings
	Nama Khoi			X				X		
	Richterveld	x				X				Financially unqualified with findings
Pixley ka Seme	Pixley ka Seme	x					X			
	Emthanjeni		X				X			
	Kareeberg	x				X				Financially unqualified with findings
	Renosterberg	x		X				X		
	Siyathemba							X		
	Siyancuma			X				X		
	Thembelihle			X				X		
	Ubuntu			X			X			
	Umsobomvu			X		X				Financially unqualified with findings
Siyanda	Siyanda	x	X			X				Financially unqualified with findings
	!Kheis			X				X		
	//Khara Hais			X				X		
	Kai! Garib			X				X		
	Kgatelopele			X				X		
	Mier			X			X			
	Tsantsabane			X				X		
Total		7	7	18		7	6	19		

Provincial and Synoptic Analysis:

- ✘ 7 out of 32 municipalities received unqualified outcomes.
- ✘ 6 out of 32 municipalities received qualified outcomes.
- ✘ 19 out of 32 municipalities received disclaimers.
- ✘ It is critical to note that the number of disclaimers has increased from 18 in 2010/2011 to 19 in 2011/12
- ✘ It is also important to note that the number of unqualified opinions remained the same for the 2 financial years.

7.8. MPAC

In terms of section 216(1)(c) of the Constitution of the Republic of South Africa, (Act 108 of 1996), national legislation must prescribe measures to ensure both transparency and expenditure control in all spheres of government by introducing uniform treasury norms and standards.

Good governance involves how an organization is managed, its organizational culture, policies, strategies and the way it deals with its stakeholders. The internal auditor and audit committee provide objective, independent advice to improve oversight, governance and help to mitigate risks.

Working with the internal auditor, the audit committee brings different skills and expertise to assist in improving the performance of an institution. The internal auditor and audit committee does not assume any management functions nor should management exert any undue influence over the work of the internal auditor and audit committee.

Section 165 of the MFMA requires that each municipality and each municipal entity must have an internal audit unit. The internal audit unit of a municipality or municipal entity must:

- ☐ Prepare a risk based audit plan and an internal audit program for each financial year;
- ☐ Advise the accounting officer and report to the audit committee on the implementation of
 - the internal audit plan and matters relating to:
 - Internal audit;

- Internal controls;
- Accounting procedures and practices;
- Risk and risk management;
- Performance management;
- Loss control;
- ☐ Compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; and
- ☐ Perform any such other duties as may be assigned to it by the accounting officer.

It also provides that the internal audit function may be outsourced if the municipality or municipal entity requires assistance to develop its internal capacity and the council of the municipality.

TABLE 27: MPAC

Districts	Names of Municipalities	Committee Established	Date
Frances Baard	Frances Baard	Yes	03 October 2011
	Dikgatlong	Yes	11 November 2011
	Magareng	Yes	09 November 2011
	Phokwane	Yes	28 November 2011
	Sol Plaatje	Yes	01 June 2011
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	30 November 2011
	Gamagara	Yes	21 November 2011
	Ga-Segonyana	Yes	29 November 2011
	Joe Morolong	Yes	24 November 2011
Namakwa	Namakwa	Yes	
	Hantam	Yes	01 December 2011
	Kamiesberg	Yes	29 May 2012
	Karoo Hoogland	No	
	Khai-Ma	No	
	Nama Khoi	No	15 November 2012
	Richterveld	No	01 November 2012
Pixley ka Seme	Pixley ka Seme	Yes	31 October 2011
	Emthanjeni	Yes	14 July 2011
	Kareeberg	Yes	17 October 2011
	Renosterberg	Yes	20 April 2012
	Siyathemba	Yes	20 April 2012
	Siyancuma	Yes	10 February 2012
	Thembelihle	Yes	16 February 2012
	Ubuntu	No	
	Umsobomvu	Yes	20 June 2012
Siyanda	Siyanda	Yes	06 December 2011
	!Kheis	Yes	28 November 2011
	//Khara Hais	Yes	
	Kai! Garib	Yes	
	Kgatelopele	Yes	22 May 2012
	Mier	Yes	23 January 2012
	Tsantsabane	Yes	17 October 2011
Total			

<i>Total Yes</i>	27	
<i>Total No</i>	5	
Total Municipalities	32	

(Source; ENPAC report 2011/12)

Provincial and Synoptic Analysis:

- ✘ 27 out of 32 municipalities have established MPAC committees.
- ✘ 5 out of 32 municipalities does not have established committees. 2 of the 5 municipalities established their committees after the deadline of July 2012.
- ✘ Functionality of the committees could not be tested.
- ✘ It can be assumed that quarterly reports are received from the internal audit committees.

7.9. REVENUE ENHANCEMENT

Municipalities are experiencing challenges that are inherent in the Local Government Sector (municipalities) in that the level of municipal generated revenue is not at the level where the municipality would like it to be. As a result, the municipalities are embarking on a conscious revenue enhancement strategy (the strategy / plan). This revenue enhancement strategy is a combination of bringing about additional revenue streams and also increasing revenue within existing revenue streams. It includes revenue categories not ordinarily expected to derive substantial revenue in rand value terms and equally revenue categories where substantial revenue is expected, in other words it looks at actual and potential municipal revenue across the spectrum.

TABLE 28: DEVELOPMENT OF REVENUE ENHANCEMENT STRATEGY

Districts	Names of Municipalities	2010/2011			2011/2012		
		Strategy Reviewed /developed	Strategy implemented	No of municipalities with improved revenue	Strategy Reviewed /developed	Strategy implemented	Municipalities with improved revenue
Frances Baard	Frances Baard				3	3	3
	Dikgatlong				1	1	1
	Magareng				1	1	1
	Phokwane				2	2	2
	Sol Plaatje				Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe				2	2	2
	Gamagara				2	2	2
	Ga-Segonyana				2	2	2
	Joe Morolong				2	2	2
Namakwa	Namakwa				2	2	2
	Hantam				2	2	2
	Kamiesberg				Yes	2	2
	Karoo Hoogland				1	1	1
	Khai-Ma				2	2	2
	Nama Khoi				2	2	2
	Richterveld				2	2	2
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni				Yes	Yes	No
	Kareeberg				2	2	2
	Renosterberg				2	2	2
	Siyathemba				2	2	2
	Siyancuma				2	2	2
	Thembelihle				2	2	2
	Ubuntu				2	2	2

Districts	Names of Municipalities	2010/2011			2011/2012		
		Strategy Reviewed /developed	Strategy implemented	No of municipalities with improved revenue	Strategy Reviewed /developed	Strategy implemented	Municipalities with improved revenue
	Umsobomvu				2	2	2
Siyanda	Siyanda				2	2	2
	!Kheis				2	2	2
	//Khara Hais				2	2	2
	Kai! Garib				1	1	1
	Kgatelopele				2	2	2
	Mier				2	2	2
	Tsantsabane				2	2	2
Total							

Total (Yes)		3	2	1
Total (No)		0	0	1
Total documents not submitted	1	5	5	5
Total subject not addressed	2	24	26	25
Total information not quantified	3	1	1	1
Total Municipalities		32	33	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis:

- ✘ Only 3 out of the 32 municipalities do have a revenue enchantment strategy.
- ✘ Sol Plaatje municipality is the only municipality with improved revenue.

8. KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

8.1. INTRODUCTION

Good governance is important in the local government sphere. Local government is the sphere of government that citizens interact with on a regular basis. As such, public confidence in government can only be assured if the local sphere is seen to be operating according to the requirements and spirit of the South African Constitution.

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.

8.2. GOOD GOVERNANCE

Municipalities need to be supported 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.

TABLE 29: GOOD GOVERNANCE INDICATORS AS AT MAY 2012

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	No	No	Yes	15	10	32	3	4	3	3	Yes	No	Yes	3
	Dikgatlong	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Magareng	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Phokwane	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Sol Plaatje	3	3	Yes	3	3	3	3	8	3	3	Yes	Yes	Yes	3
John Taolo Gaetsewe	John Taolo Gaetsewe	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Gamagara	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Ga-Segonyana	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Joe Morolong	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Namakwa	Namakwa	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	None	None	Yes	N/A	Yes	None
	Hantam	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	Kamiesberg	3	3	3	3	3	3	3	4	3	3	3	3	Yes	3
	Karoo Hoogland	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Khai-Ma	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	Nama Khoi	3	3	3	12	3	15	3	3	3	3	3	3	3	3
	Richterveld	3	3	3	3	3	3	3	5	3	3	3	3	3	3
Pixley ka Seme	Pixley ka Seme			Yes	Yes	None	Yes	Yes	Yes	2 Ordinary 9 Special	None	Yes	No	Yes	5 Cllrs 7 Staff members
	Emthanjeni	Yes	3	Yes	4	7	13	3	3	0	0	Yes	3	3	3
	Kareeberg	Yes	Yes	Yes	Yes	None	Yes	No	Yes	0	N/A	Yes	Yes	Yes	Yes
	Renosterberg	2	2	2	2	2	2	2	2	2	2	2	2	2	Yes
	Siyathemba	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Siyancuma	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Thembelihle	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Ubuntu	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Siyanda	Umsobomvu	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Siyanda	2	2	2	6	1	7	2	2	2	2	2	2	2	2
	!Kheis	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	//Khara Hais	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Kai! Garib	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	Kgatelopele	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Mier	2	2	2	12	2	2	2	10	2	2	2	2	2	2
Total	Tsantsabane	2	2	2	15	2	2	2	2	2	2	2	2	2	2

Total (Yes)	3	2	6	9	3	7	2	8	1	0	6	2	6	3
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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				
Total (No)		1	1	0	0	0	0	1	0	0	0	0	2	0	0
Total (None)		1	1	0	0	2	0	0	0	3	4	0	2	0	1
Total documents not submitted		5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total subject not addressed		16	16	16	13	16	15	16	15	16	16	16	15	16	15
Total information not quantified		6	7	5	5	6	5	8	4	7	7	5	6	5	8
Total Municipalities		32	32	32	32	32	32	32	32	32	32	32	32	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ Based on the information obtained from the annual reports, 3 municipalities have adopted administrative delegations, 1 municipality did not adopt while 29 did not provide the information. 2 of 32 municipalities have complied with the adoption of delegations according to Section 59 of the Municipal Systems Act, while 25 municipalities did not provide the information.
- ✘ 6 municipalities have defined the roles of committees and political office bearers, 1 has not, and 23 did not provide any information.
- ✘ Furthermore, Council, Executive Mayoral Committee, Portfolio Committee, Municipal Management and IDP Forum meetings took place regularly and there were very few meetings where a quorum was not achieved.
- ✘ 9 municipalities provided feedback on meetings convened while only 5 quantified their information.

8.3. SECTION 139 INTERVENTIONS

Government in the Republic of South Africa is constituted by national, provincial and local spheres. The spheres are distinctive, interrelated and interdependent.

Other than the functional areas of concurrent national and provincial, each has its area of competence. The Constitution enjoins the spheres to refrain from intruding into each other's terrain in the exercise of their powers and the performance of their functions

Despite their being distinctive, the Constitution authorizes national and provincial executives to intervene in provincial administration and local government respectively within certain constitutional constraints.

The interventions are authorized by sections 100 and 139:

- ☐ Sections 100 and 139 prescribe preconditions for interventions
 - ☐ Firstly, the national or provincial executive may intervene in a manner and to the extent prescribed by the Constitution (procedural requirements)
 - ☐ Secondly, the national or provincial executive must give reasons why it intervenes in provincial or local government affairs (substantive requirements)

TABLE 30: SECTION 139

Districts	Names of Municipalities	2010/2011	2011/2012
		No of cases	No of cases
Frances Baard	Frances Baard	0	0
	Dikgatlong		0
	Magareng		0
	Phokwane		0
	Sol Plaatje		0
John Taolo Gaetsewe	John Taolo Gaetsewe	0	0
	Gamagara		0
	Ga-Segonyana		0
	Joe Morolong		0
Namakwa	Namakwa	0	0
	Hantam		0
	Kamiesberg		0
	Karoo Hoogland		0
	Khai-Ma		0
	Nama Khoi		0
	Richterveld	0	0
Pixley ka Seme	Pixley ka Seme		0
	Emthanjeni		0
	Kareeberg		0
	Renosterberg		0
	Siyathemba		0
	Siyancuma		0
	Thembelihle		0
	Ubuntu		0
	Umsobomvu		0
Siyanda	Siyanda	0	0
	!Kheis		0
	//Khara Hais		0
	Kai! Garib		0
	Kgatelopele		0
	Mier		0
	Tsantsabane		0
Total			0

Total Submitted	32
Total documents not submitted	
Total subject not addressed	
Total information not quantified	
Total Municipalities	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis:

- ✘ No municipalities within the Northern Cape Province have been placed under Section 139.

8.4. 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 Cooperative 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).

8.5. ANTI-CORRUPTION

Anti-corruption measures are an integral part of ensuring good governance at municipalities and promote whistle-blowing for any corrupt activities. According to the Department of Local Government, progress with the implementation of anti-corruption strategies by municipalities showed similar results as compared to the previous year. The table below outlines the progress per municipality.

TABLE 31: ANTI CORRUPTION PLAN

Districts	Names of Municipalities	2010/2011			2011/2012		
		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	Frances Baard				3	3	3
	Dikgatlong				1	1	1
	Magareng				1	1	1
	Phokwane				3	3	3
	Sol Plaatje				Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe				Yes	Yes	Yes
	Gamagara				No	No	No
	Ga-Segonyana				2	2	2
	Joe Morolong				2	2	2
Namakwa	Namakwa				Yes	3	3
	Hantam				Yes	3	3
	Kamiesberg				Yes	3	3
	Karoo Hoogland				1	1	1
	Khai-Ma				Yes	Yes	3
	Nama Khoi				Yes	Yes	3
	Richterveld				3	3	3
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni				Yes	Yes	Yes
	Kareeberg				2	2	2
	Renosterberg				2	2	2
	Siyathemba				2	2	2
	Siyancuma				2	2	2
	Thembelihle				2	2	2
	Ubuntu				1	1	1
	Umsobomvu				2	2	2
Siyanda	Siyanda				Yes	Yes	Yes
	!Kheis				Yes	Yes	No
	//Khara Hais				Yes	Yes	Yes
	Kai! Garib				1	1	1
	Kgatelopele				Yes	3	3
	Mier				2	2	2
	Tsantsabane				2	2	2
Total							

Total (Yes)		12	8	5
Total (No)		1	1	2
Total documents not submitted	1	5	5	5
Total subject not addressed	2	11	11	11
Total information not quantified	3	3	7	9
Total Municipalities		32	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ Only 12 of the 32 Municipalities have anti-corruption plans. Of the 12 only 5 have implemented the anti-corruption plans.

8.6. 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 COGSTA 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 makes 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. This process has been supported by the COGSTA, Provincial Departments of Local Government and SALGA 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.

While acknowledging that public participation is an integral part of local democracy and participatory local governance and that the involvement of communities and community organisations in the matters of local government is one of the objects of local government, SALGA sees ward committees as only one of the methods to be used to ensure public participation and community involvement in the municipality. Formal ward committees have been established in all municipalities except in the City of Cape Town who established a different system of sector representation. It is evident that there is a strong willingness by municipalities to encourage public participation, and in particular through effective ward committees, and therefore there does not appear to be a need to oblige municipalities to establish ward committees. Rather, the focus should be on the effective operation of such ward committees, with specific regard to the governance model, a model for accountability and the resourcing thereof.

TABLE 32: FUNCTIONALITY OF WARD COMMITTEES

Districts	Names of Municipalities	2010/2011		2011/2012	
		No. of functional Ward Committees	% of functional Ward Committees	No. of functional Ward Committees	% of functional Ward Committees
Frances Baard	Frances Baard			3	3
	Dikgatlong	7	100%	1	1
	Magareng	5	100%	1	1
	Phokwane	9	100%	3	3
	Sol Plaatje	31	100%	31	100%
John Taolo Gaetsewe	John Taolo Gaetsewe			2	2
	Gamagara	5	100%	2	2
	Ga-Segonyana	13	100%	2	2
	Joe Morolong	15	100%	2	2
Namakwa	Namakwa			3	3
	Hantam	5	100%	3	3
	Kamiesberg	4 non functional	0%	15	3
	Karoo Hoogland	4(2outstnding)	60%	1	1
	Khais-Ma	4	100%	3	3
	Nama Khoi	9	100%	3	3
	Richterveld	4	100%	3	3
Pixley ka Seme	Pixley ka Seme			2	2
	Emthanjeni	7	100%	7	100%
	Kareeberg	4	100%	2	2
	Renosterberg	4	100%	2	2
	Siyathemba			2	2
	Siyancuma	6	100%	2	2
	Thembelihle	4(2outstanding)	0%	2	2
	Ubuntu	4	100%	2	2
	Umsobomvu	5	100%	2	2
Siyanda	Siyanda			2	2
	!Kheis	4	100%	4	100%
	//Khara Hais	14	100%	3	3
	Kai! Garib	9	100%	1	1
	Kgatelopele	4(1 outstanding)	0%	4	100%
	Mier	4	100%	2	2
	Tsantsabane	6	0%	6	100%
Total			83.08%		

Total documents not submitted	1		5	5
Total subject not addressed	2		18	18
Total information not quantified	3		8	8
Total Municipalities			32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ Only 6 municipalities did report on community participation.
- ✘ Out of the 6 municipalities all have indicated that their ward committees are 100% functional.
- ✘ 26 municipalities did not report on community participation of which 8 did not quantify their information.

8.7. DEPLOYMENT OF COMMUNITY DEVELOPMENT WORKERS

The Community Development Workers (CDWs) intervention is based on the announcement by President Mbeki in his State of the Nation Address on 14 February 2003 where he stated that:

“Government will create a public service echelon of multi-skilled community development workers (CDWs) who will maintain direct contact with the people where these masses live. We are determined to ensure that government goes to the people so that we sharply improve the quality of the outcomes of public expenditures intended to raise the standards of living of our people. It is wrong that government should oblige people to come to government even in circumstances in which people do not know what services the government offers and have no means to pay for the transport to reach government offices”.

The implementation of the CDW programme is coordinated by all three spheres of government. The Department of Public Service and Administration (DPSA) is responsible for the coordination, inception and incubation period. The Department of Provincial and Local Government facilitates the relationships between the three spheres of government. Provincial Administrations will be the employers of CDWs while the South African Local Government Association (SALGA) and local government will, among other things, provide the workplace for CDWs and create the necessary environment for CDWs to perform their duties. Provincial Local Government Associations and the offices of the speakers within municipalities will oversee the creation of an enabling environment for CDWs. The CDW initiative will result, amongst other things, in:

- ☐ Assisting in the removal of development deadlocks.
- ☐ Strengthening the democratic social contract.
- ☐ Advocating an organised voice for the poor.
- ☐ Improved government community network. (Source; CDW Handbook 2008)

8.8. TRADITIONAL LEADERSHIP

The Local Government: Municipal Structures Act, 1998, provides for the participation of recognised Traditional Leaders in municipal councils. In so participating they are bound by the Code of Conduct for Councillors, but do not have voting rights and do not become councillors. The fact that traditional leaders participate in rural and urban councils creates its own dynamics and municipalities often require assistance in this regard

Section 81 of Structures Act provides for a maximum of 20 percent representation of traditional leaders in municipal council meetings, where there are traditional leaders in the municipality. Section 5 of the Framework Act further provides for partnerships to be entered into between municipalities and traditional councils.

Traditional leaders may participate in proceedings of the relevant Council (as gazetted by the MEC) and must have the opportunity to express a view on matters directly affecting the area of the traditional authority. Traditional leaders participate in their capacity as representatives of their traditional communities. The municipality may not adopt any by-law affecting a traditional community unless its traditional leaders have been consulted (Source www.salga.co.za; *Challenges regarding the participation of Traditional Leaders in Municipal Councils* (December 2013).

Provincial Analysis:

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 this 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.

8.9. IMBIZO

The South African Presidential Participation Programme (*imbizo*) encapsulates an active reciprocal participatory programme through which South African citizens provide feedback on policy delivery in a typical bottom-up approach, engaging the political and administrative leadership directly. The *imbizo*, in its traditional form, has constituted an important aspect of the African political system for many centuries, especially in South Africa. It is only during the presidential term of Mr Mbeki, the President of South Africa, that the concept was revived to a position of importance in the contemporary lexicon and formal governance setting. Nevertheless, many challenges are faced to understand and manage the real value of such a participation system in South Africa. This deliberative approach is in line with the dominant discourse of alternative policy-making processes as encouraged by the United Nations for the future of reviving the public management system internationally and is worthwhile pursuing notwithstanding implementation challenges that are faced

The term *imbizo*¹ derives from the South African Zulu language, meaning “gathering”. As a contemporary working definition, *imbizo* demonstrates itself as an organised event. The President and other officials visit remote areas in South Africa, where they meet with ordinary people who gather in a village, or in the vicinity of a township or town to exchange views on the status of service delivery and problems communities experience with public services (SA GCIS 2000).

TABLE 33: PRESIDENTIAL AND MINISTERIAL IMBIZO

Districts	Names of Municipalities	2010/2011			2011/2012		
		No of Imbizo's	Challenges	Resolutions	No of Imbizo's	Challenges	Resolutions
Frances Baard	Frances Baard				2	2	2
	Dikgatlong				1	1	1
	Magareng				1	1	1
	Phokwane				2	2	2
	Sol Plaatje				2	2	2
John Taolo Gaetsewe	John Taolo Gaetsewe				2	2	2
	Gamagara				2	2	2
	Ga-Segonyana				2	2	2
	Joe Morolong				2	2	2
Namakwa	Namakwa				2	2	2
	Hantam				2	2	2
	Kamiesberg				2	2	2
	Karoo Hoogland				2	2	2
	Khai-Ma				2	2	2
	Nama Khoi				2	2	2
	Richterveld				2	2	2
Pixley ka Seme	Pixley ka Seme				2	2	2
	Emthanjeni				3	3	3
	Kareeberg				2	2	2
	Renosterberg				2	2	2
	Siyathemba				2	2	2
	Siyancuma				2	2	2
	Thembelihle				2	2	2
	Ubuntu				1	1	1
	Umsobomvu				2	2	2
Siyanda	Siyanda				2	2	2
	!Kheis				2	2	2
	//Khara Hais				2	2	2
	Kai! Garib				1	1	1
	Kgatelopele				2	2	2
	Mier				2	2	2
	Tsantsabane				2	2	2
Total					3	0	0

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✖ According to the above definition of Imbizo's, Emthanjeni municipality was the only to provide information on the subject, they had 3 Imbizo's.

8.10. COMMUNITY PARTICIPATION

The South African Constitution is underpinned by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance. Municipalities are obliged to encourage the involvement of communities and community organisations in local government. This obligation extends to the entire way in which a municipality operates and functions.

The principle behind public participation is that all the stakeholders affected by a public authority's decision or actions have a right to be consulted and contribute to such a decision

The municipality is obligated to:

- ☐ Take into account the interests and concerns of the residents when it crafts by-laws, policy and implements its programmes;
- ☐ Communicate to the community regarding its activities (Source: www.Ecngoc.co.za)

Communication is one of the critical elements of public participation. Mechanisms that municipalities use to communicate with members of the public have a potential to either promote or limit public participation. Municipalities can use municipal newsletters/magazines and mayoral imbizos to communicate with communities as well as municipal accounts, the local media, posters, customer satisfaction surveys and public notice boards. The least utilised mechanisms for communication are municipal websites, emails and billboards and sms.

Situational circumstances that marginalised and vulnerable groups find themselves in tend to be an inhibition to their participation in municipal

processes. This category of society is mainly comprised of individuals living with disabilities, and people who cannot easily defend their interest in society because of age, gender and socio-economic circumstances they are in. Municipalities need to design mechanisms that facilitate the inclusion of these groups in municipal decision making processes.

A person's literacy levels have a potential to determine the ability and depth of their participation in municipal processes. Illiterate people are likely to participate less in municipal process especially if the mechanisms used by the municipality to promote public participation require levels of literacy such as reading and writing. Their literate counterpart would thrive in those circumstances. Yet the correlation between illiteracy levels and low income capabilities imply high dependence on municipal services. As a result, it is important that participatory mechanisms be tailored to increase accessibility to municipal decision making and service delivery by illiterate people.

9. KEY PERFORMANCE 6: CROSS CUTTING INTERVENTIONS

9.1. 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

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.

9.2. 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. COGSTA 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 34: STATUS OF IDPS

Municipality	Final IDP	Submitted	Resolution No.
	Date adopted		
FRANCES BAARD	22-May-12	Yes	0205/12(16/1/3/5)
Sol Plaatje	29-May-12	Yes	C84/12
Magareng	16-Jul-12	Yes	A:53/12
Phokwane	30-May-12	Yes	39/2012
Dikgatlong	2-May-12	Yes	5/2/2012
JOHN TAOLO GAETSEWE	30-May-12	Yes	12.2.1.26
Gamagara	31-May-12	Yes	71/2012
Ga-Segonyana	31-May-12	Yes	6/17/2(31-05-2012)
Joe Morolong	30-May-12	Yes	6.1.1.2012-2016
NAMAKWA DM	31-May-12	Yes	URS02/05/2012
Khai Ma	17-May-12	Yes	17 MAY 2012/5
Nama Khoi	4-Jul-12	Yes	Item 2 04/07/2012
Kamiesberg	24-May-12	Yes	ARV-05/24/05/2012
Hantam	21-Jun-12	Yes	June 2012 item 4.2
Karoo Hoogland	Council not functioning	No	Council not functioning
Richtersveld	30-Mar-12	Yes	RVM036/03/2012
SIYANDA	30-May-12	Yes	12/22/2011
!Khara !Hais	26-Jun-12	Yes	11/06/2012
Kheis	28-Jun-12	Yes	6.1.b
Mier	31-May-12	Yes	8.1.2
!Kai Garib	6-Jun-12	Yes	Item 6
Tsantsabane	18-Jul-12	Yes	CM67/2012
Kgatelopele	19-Jun-12	Yes	5.7.2012
PIXLEY KA SEME DM	30-May-12	Yes	9.2
Emthanjeni	30-May-12	Yes	5/1/1/18
Siyancuma	30-May-12	Yes	Resolution 5
Siyathemba	31-May-12	Yes	11
Ubuntu	30-May-12	Yes	30/05/2012
Umsobomvu	31-May-12	Yes	84/05/2012
Renosterberg	31-May-12	Yes	C2012-31-05(9.1)
Thembelihle	31-May-12	Yes	31/05/2012
Kareeberg	31-May-12	Yes	12.2.3.5.15
Total		31	

(Source Northern Cape IDP report 2011/12)

TABLE 35: COMPLIANCE OF MUNICIPALITIES ON THE ANALYSIS, PUBLIC PARTICIPATION, DEVELOPMENT, ADOPTION AND IMPLEMENTATION OF THE IDP

Districts	Names of Municipalities	2010/2011		2011/2012	
		No of municipalities that reviewed their IDP's	No of stakeholders who participated	Municipalities that reviewed their IDP's	No of stakeholders who participated
Frances Baard	Frances Baard	1	5	Yes	2
	Dikgatlong		8	Yes	1
	Magareng		6	Yes	1
	Phokwane	1	10	Yes	1578
	Sol Plaatje		32	Yes	3
John Taolo Gaetsewe	John Taolo Gaetsewe		4	Yes	2
	Gamagara		5	Yes	2
	Ga-Segonyana		14	Yes	2
	Joe Morolong		16	Yes	2
Namakwa	Namakwa		7	Yes	3
	Hantam		6	Yes	3
	Kamiesberg		5	Yes	3
	Karoo Hoogland		5	No	1
	Khai-Ma		5	Yes	3
	Nama Khoi		10	Yes	3
	Richterveld		5	Yes	3
Pixley ka Seme	Pixley ka Seme		9	Yes	2
	Emthanjeni			Yes	2
	Kareeberg		8	Yes	2
	Renosterberg		5	Yes	2
	Siyathemba			Yes	2
	Siyancuma		7	Yes	2
	Thembelihle	x		Yes	2
	Ubuntu		5	Yes	1
	Umsobomvu		6	Yes	2
Siyanda	Siyanda		7	Yes	2
	!Kheis		5	Yes	2
	//Khara Hais		15	Yes	3
	Kai! Garib		10	Yes	1
	Kgatelopele		5	Yes	2
	Mier		5	Yes	3
	Tsantsabane		7	Yes	2
Total				31	
Info submitted	1				1
Total documents not submitted	1			5	5
Total subject not addressed	2			0	18
Total information not quantified	3			0	8
Total Municipalities				32	32

(Source: 2011/12 section 46 reports)

Provincial Analysis

- ✘ 31 of the 32 Municipalities reviewed their IDP.
- ✘ Only Hoogland Karoo Municipality did not review their IDP due to Council not functioning.
- ✘ Phokwane Municipality was the only municipality to quantify the number of stakeholders that participated in the IDP review process.

9.3. SERVICE DELIVERY BUDGET IMPLEMENTATION PLANS (SDBIP)

In terms of section 69(3) of the MFMA, the Accounting Officer must no later than 14 days after the approval of an annual budget submit to the mayor a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57(1) (b) of the Municipal Systems Act (Act 32 of 2000) for the Municipal Manager and all senior managers.

Furthermore, section 53 of the MFMA requires that the Executive Mayor/Mayor of a municipality approves the municipality's SDBIP within 28 days after the approval of the budget. In terms of section 19 of the Municipal Budget and Reporting Regulations, the Municipal Manager must in accordance with section 21A of the Municipal Systems Act make public the approved SDBIP within ten working days after the Mayor has approved the plan in terms of section 53(1)(c)(11) of the Act.

The SDBIP targets should complement the municipal reporting cycle which includes the monthly report (section 71), mid-year report (section 72) and the annual report (section 122) of the Municipal Finance Management Act.

The SDBIP forms the basis for the section 52(d) report on the implementation of the budget and the financial state of affairs of a municipality, which the mayor has to table in council within 30 days of the end of each quarter.

The following table outlines the compliance in terms of the submission of SDBIP by municipalities.

TABLE 36: LINKAGE BETWEEN IDP AND SDBIP

Districts	Names of Municipalities	2010/11		2011/12		
		IDP framework Submitted	IDP aligned to SDBIP	IDP framework Approved	IDP framework Submitted	IDP aligned to SDBIP
Frances Baard	Frances Baard	Yes	Yes	Yes	Yes	Yes
	Dikgatlong	Yes	Yes	Yes	Yes	Yes
	Magareng	Yes	Yes	Yes	Yes	Yes
	Phokwane	Yes	Yes	Yes	Yes	Yes
	Sol Plaatje	Yes	Yes	Yes	Yes	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes	Yes	Yes	Yes	Yes
	Gamagara	Yes	Yes	Yes	Yes	Yes
	Ga-Segonyana	Yes	Yes	Yes	Yes	Yes
	Joe Morolong	Yes	No	Yes	Yes	Yes
Namakwa	Namakwa	Yes	Yes	Yes	Yes	Yes
	Hantam	Yes	No	Yes	Yes	Yes
	Kamiesberg	Yes	No	Yes	Yes	Yes
	Karoo Hoogland	Yes	No	Yes	Yes	Yes
	Khai-Ma	Yes	No	Yes	Yes	Yes
	Nama Khoi	Yes	Yes	Yes	Yes	Yes
	Richterveld	Yes	No	Yes	Yes	Yes
Pixley ka Seme	Pixley ka Seme	Yes	Yes	Yes	Yes	Yes
	Emthanjeni	Yes	Yes	Yes	Yes	Yes
	Kareeberg	Yes	Yes	Yes	Yes	Yes
	Renosterberg	Yes	No	Yes	Yes	Yes
	Siyathemba			Yes	Yes	Yes
	Siyancuma	Yes	Yes	Yes	Yes	Yes
	Thembelihle	Yes	No	Yes	Yes	Yes
	Ubuntu	Yes	Yes	Yes	Yes	Yes
	Umsobomvu			Yes	Yes	Yes
Siyanda	Siyanda	Yes	Yes	Yes	Yes	Yes
	!Kheis	Yes	Yes	Yes	Yes	Yes
	//Khara Hais			Yes	Yes	Yes
	Kai! Garib	Yes	Yes	Yes	Yes	Yes
	Kgatelopele			Yes	Yes	Yes
	Mier	Yes	No	Yes	Yes	Yes
	Tsantsabane			Yes	Yes	Yes
Total		14	10	32	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis:

- ✘ There were an overall improvement in compliance and submission of IDP aligned to SDBIP for this period.
- ✘ All 32 municipalities complied in relation to the previous year where 22 local municipalities did not comply

9.4. 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 which 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.

Department of Rural Development and land reform has prepared guidelines for the formulation of SDF in response to the growing recognition that Spatial Development Frameworks (SDFs) are not assisting sufficiently with addressing the spatial inequalities and inefficiencies in our society. Old patterns of development that promote segregation and marginalization of especially the poor, and that deplete our resources to the benefit of a few, continue. This is in spite of a number of laws and policies aimed at facilitating integration, access to opportunities for all and the sustainable use of resources. In short SDFs seem to reflect sound policies, but fail to effectively impact on the reality of our urban and rural areas This document

presents a set of guidelines to assist municipalities with the formulation of Spatial Development Frameworks (SDFs) that:

- a) Comply with the requirements of the Municipal Systems Act (Act 32 of 2000) and the National Environmental Management Act; and,
- b) Reflect and implement the principles for spatial development set out in the Development Facilitation Act (Act 67 of 1995).

Therefore, a Spatial Development Framework (SDF) is a core component of a Municipality's economic, sectoral, spatial, social, institutional, environmental vision. In other words it is a tool to achieve the desired spatial form of the Municipality.

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TABLE 37: DEVELOPMENT, SUBMISSION AND IMPLEMENTATION RATE OF SDF'S

Districts	Names of Municipalities	2010/2011			2011/2012		
		SDFs approved	SDFs submitted	SDFs Implemented	SDFs approved	SDFs submitted	SDFs Implemented
Frances Baard	Frances Baard						
	Dikgatlong						
	Magareng						
	Phokwane						
	Sol Plaatje	Yes	Yes	Yes			
John Taolo Gaetsewe	John Taolo Gaetsewe				Yes	Yes	Yes
	Gamagara						
	Ga-Segonyana						
	Joe Morolong						
Namakwa	Namakwa						
	Hantam	Yes	Yes	Yes			
	Kamiesberg	Yes	Yes	Yes			
	Karoo Hoogland	Yes	Yes	Yes			
	Khai-Ma	Yes	Yes	Yes			
	Nama Khoi						
	Richterveld	Yes	Yes	Yes			
Pixley ka Seme	Pixley ka Seme						
	Emthanjeni						
	Kareeberg	Yes	Yes	Yes			
	Renosterberg						
	Siyathemba						
	Siyancuma						
	Thembelihle						
	Ubuntu						
	Umsobomvu	Yes	Yes	Yes			
Siyanda	Siyanda						
	!Kheis						
	//Khara Hais						
	Kai! Garib						
	Kgatelopele						
	Mier						
	Tsantsabane						
Total		8	8	8	1	1	1

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ 16 out of the 32 Municipalities are in the process of reviewing their SDFs.
- ✘ John Taolo Gaetsewe is the only municipality that completed their SDF review process.
- ✘ 15 municipalities did not provide any feedback on the status of their SDF review.

9.5. 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 (NMDC) 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 Department of COGSTA. 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 38: STATE OF READINESS ON NATIONAL DISASTER CENTRE IMPLEMENTATION

Districts	Names of Municipalities	2010/2011				2011/2012			
		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	1	Yes(1)	One(1)HOC	None only IGRF	One(1)
	Dikgatlong	Yes(1) satellite	One(1)(Official)	None	1	Yes(1) satellite	One(1)(Official)	None	1
	Magareng	Yes(1) satellite	One(1)(Official)	None	1	Yes(1) satellite	One(1)(Official)	None	1
	Phokwane	Yes(1) satellite	One(1)(Official)	None	1	Yes(1) satellite	One(1)(Official)	None	1
	Sol Plaatje	Yes(1) satellite	One(1)(Official)	One(1)	1	Yes(1) satellite	One(1)(Official)	One(1)	1
John Taolo Gaetsewe	John Taolo Gaetsewe	Yes(1)	One(1)HOC	One(1)	1	2	2	2	2
	Gamagara	One(1) satellite	One(1)(Official)	None	1	2	2	2	2
	Ga-Segonyana	One(1) satellite	One(1)(Official)	None	1	2	2	2	2
	Joe Morolong	One(1) satellite	One(1) (Official)	None	1	2	2	2	2
Namakwa	Namakwa	Yes(2)	One(1) HOC	One(1)	1	Yes(2)	One(1) HOC	1	1
	Hantam	None	None	None	1	3	3	3	3
	Kamiesberg	None	None	None	1	3	3	3	3
	Karoo Hoogland	None	None	None	1	1	1	1	1
	Khai-Ma	None	None	None	1	3	3	3	3
	Nama Khoi	None	One(1) (Official)	None	1	3	3	3	3
	Richterveld	None	None	None	1	3	3	3	3
Pixley ka Seme	Pixley ka Seme	Yes(1)	One(1) HOC	One(1)	1	2	2	2	2
	Emthanjeni	None	None	None	1	2	2	2	2
	Kareeberg	None	None	None	1	2	2	2	2
	Renosterberg	None	None	None	1	2	2	2	2
	Siyathemba					2	2	2	2
	Siyancuma	None	None	None	1	2	2	2	2
	Thembelihle	None	None	None	1	2	2	2	2
	Ubuntu	None	None	None	1	1	1	1	1
	Umsobomvu	None	None	None	1	2	2	2	2
Siyanda	Siyanda	Yes(1)	One(1) HOC	One(1)	1	Semi established			
	IKheis	None	None	None	1	2	2	2	2
	//Khara Hais	Yes(1) satellite	One(1) (official)	One(1)	1	2	2	2	2
	Kai! Garib	Yes(1) satellite	One(1) (official)	None	1	1	1	1	1
	Kgatelopele	N/A	None	None	1	2	2	2	2
	Mier	N/A	None	None	1	2	2	2	2
	Tsantsabane	N/A	None	None	1	2	2	2	2
Total									

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ Frances Baard, Namakwa District and Sol Plaatje Local Municipality are the only three municipalities with functional disaster management centres.
- ✘ 18 Municipalities did not address the subject of disaster management centre readiness.
- ✘ 5 Municipalities did not quantify their information in order to make comparative analysis.

Synoptic Analysis

- Limited budget for implementation of disaster management and fire brigade in the province
- Lack of disaster management in the province generally.
- Local municipalities must assign a dedicated person to be the nodal point for disaster management activities per municipality even if a centre doesn't exist.
- Local municipalities do not budget for disaster management
- Once more the matter of the quantification of the information in the annual reports might have skewed the reality.

TABLE 39: FUNCTIONALITY OF NATIONAL DISASTER CENTRE IN MUNICIPALITIES

Districts	Names of Municipalities	2011/12		
		Disaster Management Centre established and fully functional	Disaster Management framework	Disaster Management Plans finalised
Frances Baard	Frances Baard	One 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	Satelite Centre from 08h00-16h30 weekdays functional	N/A for LM's	Yes
	Magareng	Satelite Centre from 08h00-16h30 weekdays functional	N/A for LM's	Yes
	Phokwane	Satelite Centre from 08h00-16h30 weekdays functional	N/A for LM's	Yes
	Sol Plaatje	Satelite Centre is 24/7 fully functional	N/A for LM's	Yes
John Taolo Gaetsewe	John Taolo Gaetsewe	2	2	2
	Gamagara	2	N/A for LM's	2
	Ga-Segonyana	2	N/A for LM's	2
	Joe Morolong	2	N/A for LM's	2
Namakwa	Namakwa	Two(2) Disaster Management Communication Centres (Springbok and Calvinia) is 24/7 fully functional, office space ,8 Contro lRoom operators	Yes	Yes-Level 2 plan completed which include all four(6) local Municipalities
	Hantam	2	N/A for LM's	Yes
	Kamiesberg	2	N/A for LM's	Yes
	Karoo Hoogland	1	N/A for LM's	Yes
	Khai-Ma	2	N/A for LM's	Yes
	Nama Khoi	2	N/A for LM's	Yes
	Richterveld	2	N/A for LM's	Yes
Pixley ka Seme	Pixley ka Seme	2	2	2
	Emthanjeni	2	N/A for LM's	2
	Kareeberg	2	N/A for LM's	2
	Renosterberg	2	N/A for LM's	2
	Siyathemba	2	N/A for LM's	2
	Siyancuma	2	N/A for LM's	2
	Thembelihle	1	N/A for LM's	1
	Ubuntu	2	N/A for LM's	2
	Umsobomvu	2	N/A for LM's	2
Siyanda	Siyanda	Semi established		Yes
	!Kheis	2	N/A for LM's	2
	//Khara Hais	2	N/A for LM's	2
	Kai! Garib	1	N/A for LM's	1
	Kgatelopele	2	N/A for LM's	2
	Mier	2	N/A for LM's	2
	Tsantsabane	2	N/A for LM's	2
Total				
Total (Yes)		0	2	13
Satelite Centers		6	0	0
Not Applicable		0	28	0
Total documents not submitted	1	3	0	2
Total subject not addressed	2	22	2	17
Total information not quantified	3	0	0	0
Total Municipalities		31	32	32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ☐ Frances Baard and Namakwa District municipality, including their local municipalities, have established disaster management centres.
- ☐ Disaster Management frameworks are only applicable to district municipalities. Four district municipalities have disaster management frameworks. Siyanda is in the process of developing theirs.
- ☐ Siyanda District municipality's disaster management centre is semi established.

9.6. REALIGNMENT OF PROVINCIAL BOUNDARIES

The Municipal Demarcation Board is an independent authority responsible for the determination of municipal boundaries. The Board's status as an independent authority is also protected by section 3 of The Local Government: Municipal Demarcation Act, 27 of 1998, and various judgements by the Constitutional Court.

In addition to the determinations and re-determinations of municipal boundaries, the Board is also mandated by legislation to declare the district management areas; to delimit wards for local elections; and to assess the capacity of municipalities to perform their functions.

New proposals for municipal boundary redeterminations will be considered only after the 2016 municipal elections:

The Municipal Demarcation Board will consider new municipal boundary proposals for redeterminations only after the 2016 municipal elections following last month's communication of its final decision on the cases submitted to consideration. (Source www.demarcationboard.co.za)

TABLE 40: MUNICIPALITIES AFFECTED BY REALIGNMENT PER PROVINCE

District	Names of Municipalities	2010/2011	2011/2012
Frances Baard	Frances Baard		No
	Dikgatlong		No
	Magareng		No
	Phokwane		No
	Sol Plaatje		No
John Taolo Gaetsewe	John Taolo Gaetsewe		No
	Gamagara		No
	Ga-Segonyana		No
	Joe Morolong		No
Namakwa	Namakwa		No
	Hantam		No
	Kamiesberg		No
	Karoo Hoogland		No
	Khai-Ma		No
	Nama Khoi		No
	Richterveld		No
Pixley ka Seme	Pixley ka Seme		No
	Emthanjeni		No
	Kareeberg		No
	Renosterberg		No
	Siyathemba		No
	Siyancuma		No
	Thembelihle		No
	Ubuntu		No
	Umsobomvu		No
Siyanda	Siyanda		No
	!Kheis		No
	//Khara Hais		No
	Kai! Garib		No
	Kgatelopele		No
	Mier		No
	Tsantsabane		No
Total			

Total (Yes)		0
Total (No)		32
Total documents not submitted	1	0
Total subject not addressed	2	0
Total information not quantified	3	0
Total Municipalities		32

(Source: 2011/12 Section 46 reports)

Provincial Analysis

- ✘ No realignment of provincial boundaries took place.

9.7. URBAN AND RURAL NODES

The national Urban Renewal Programme (URP) is one of the two Presidential initiatives coordinated by the Department of Provincial and Local Government (the DPLG). The other is the Integrated Sustainable Rural Development Programme (ISRDP). The State President announced the programmes in 2001, to alleviate poverty and underdevelopment in identified areas of urban and rural South Africa by ensuring the holistic development of these areas through the integration of the activities of the three spheres of Government, specifically in the John Taolo Gaetsewe District, formerly known as the Kgalagadi District Municipality as the Rural Node..

The URP is focused on the following eight (8) nodal urban areas: Alexandra in Gauteng; **Galeshewe in the Northern Cape**; Inanda-KwaMashu in KwaZulu-Natal; Khayelitsha-Mitchell's Plain in the Western Cape; and Mdantsane-Motherwell in the Eastern Cape.

10. PERFORMANCE ASSESSMENT AND EVALUATION

Summary of assessment results per KPA and Other Highlights of Municipal Performance by KPA.

TABLE 41: KPA ASSESSMENTS

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
Frances Baard	Frances Baard	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	The municipality assigned 3 engineering technicians to the smaller local municipalities; Dikgatlong, Magareng and Phokwane. An amount of R2.7 million was spent to provide services to rural areas. 188 jobs were created
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	
	Dikgatlong	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	
		KPA 6: Cross Cutting Intervention	
	Magareng	KPA 1: Municipal Transformation and Organisational Development	

Districts	Names of Municipalities	2011/12	
		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	
		KPA 6: Cross Cutting Intervention	
	Phokwane	KPA 1: Municipal Transformation and Organisational Development	Appointment of director-finance and 5 financial interns brought meaningful improvement. A Internal audit committee was appointed
		KPA 2: Basic Service Delivery	Municipality spend 100% of MIG budget.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	
	Sol Plaatje	KPA 1: Municipal Transformation and Organisational Development	100% of skills development budget was spend.
		KPA 2: Basic Service Delivery	Service delivery improved with 1587 households were provided with water connections, 386 houses built or rectify, 771 electricity connections. 100% of MIG budget spend.
		KPA 3: Local Economic Development	SMME village to serve as incubator is 95% completed. A brick plant and pottery plans has been established with funds from De Beers. Solar farm under Mainstream renewable Power SA is concluded with DE
		KPA 4: Municipal Financial Viability and Management	Capital expenditure is improving. Liquidity position and cost recovery ratios have improved substantially to be 2.68 and 2.4 respectively. Qualified opinion was received.
		KPA 5: Good Governance and Public Participation	A Ward Participation Committee was established by Council.

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
John Taolo Gaetsewe			Monthly meetings are held.
		KPA 6: 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	Employees developed skills through Skills Development and "Study Assistance Policy".
		KPA 6: Cross Cutting Intervention	
	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	
		KPA 6: Cross Cutting Intervention	
	Ga-Segonyana	KPA 1: Municipal Transformation and Organisational Development	Upgrading of infrastructure
		KPA 2: Basic Service Delivery	Upgrading of houses and development of new houses, Health practitioner has been transferred to the area.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	Youth development officer has been appointed, Committee members were trained.
		KPA 6: Cross Cutting Intervention	
	Joe Morolong	KPA 1: Municipal Transformation and Organisational Development	Awarded most improved municipality in the Northern- Cape

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
		KPA 2: Basic Service Delivery	Increase in people with access to piped water.
		KPA 3: Local Economic Development	Creation of jobs in line with available budget.
		KPA 4: Municipal Financial Viability and Management	Improvement on baseline.
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	
Namakwa	Namakwa	KPA 1: Municipal Transformation and Organisational Development	Facilitation and development of sustainable service delivery through capacity building in the municipality.
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Stimulation, strengthening and improvement of local economy to achieve sustainable growth.
		KPA 4: Municipal Financial Viability and Management	Promotion and maintenance of financially viable municipality.
		KPA 5: Good Governance and Public Participation	Role of council to ensure effective public participation.
		KPA 6: Cross Cutting Intervention	
	Hantam	KPA 1: Municipal Transformation and Organisational Development	Considerable increase in housing (First 100 built of 307 in Loeriesfontein, further 50 approved for 2012/2013 and further 50 approved for 2013/2014)
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Achievement during Blue-Drop evaluation.
		KPA 4: Municipal Financial Viability and Management	Expenditure on the Hantam Municipality Capital Budget for the past financial year reached 100%.
		KPA 5: Good Governance and Public Participation	All five wards of Hantam Municipality participated and resulted in the IDP being reviewed and amended.
		KPA 6: Cross Cutting Intervention	
	Kamiesberg	KPA 1: Municipal Transformation and Organisational Development	

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
		KPA 2: Basic Service Delivery	Improvement in infrastructure and water supply.
		KPA 3: Local Economic Development	Sectors have been identified as having economic growth.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	Maintaining clear communication with all relevant stakeholders and participating organisations.
		KPA 6: 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	
		KPA 6: Cross Cutting Intervention	
	Khai-Ma	KPA 1: Municipal Transformation and Organisational Development	Altogether 150 new houses were constructed.
		KPA 2: Basic Service Delivery	Provision of portable water to 100% households.
		KPA 3: Local Economic Development	Successful hosting of the first Policy workshop.
		KPA 4: Municipal Financial Viability and Management	Unqualified audit opinion from the Auditor-General for third year in succession.
		KPA 5: Good Governance and Public Participation	Creation of 300 new work opportunities through EPWP program.
		KPA 6: Cross Cutting Intervention	
	Nama Khoi	KPA 1: Municipal Transformation and Organisational Development	Establishment of Performance Management Unit and of Risk and Disaster Management.
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	Successful strategic plan on targets to be achieved within 5 years.
		KPA 6: Cross Cutting Intervention	
	Richterveld	KPA 1: Municipal Transformation and Organisational Development	.
		KPA 2: Basic Service Delivery	Houses were painted and repaired.
		KPA 3: Local Economic Development	Infrastructure upgraded.
		KPA 4: Municipal Financial Viability and Management	Budget community meetings were held informing the public about budget increases.
		KPA 5: Good Governance and Public Participation	Ward community meetings were held.
		KPA 6: Cross Cutting Intervention	
Pixley ka Seme	Pixley ka Seme	KPA 1: Municipal Transformation and Organisational Development	Training committee is operational and functional, Team building activities to promote healthy habits.
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Provides support to local municipalities, businesses, sector departments etc. by creating an enabling environment for growth and development.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	The department renders logistical support to council whenever there is a public participation program or Imbizo.
		KPA 6: Cross Cutting Intervention	
	Emthanjeni	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	
	Kareeberg	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Refuse removal takes place weekly.
		KPA 3: Local Economic Development	Vehicle fleet has been upgraded, drivers have been trained.
		KPA 4: Municipal Financial Viability and Management	Financial committee meet monthly and give recommendations to the committee.
		KPA 5: Good Governance and Public Participation	Communication with the public about developments, Committee meetings are standard.
		KPA 6: Cross Cutting Intervention	
	Renosterberg	KPA 1: Municipal Transformation and Organisational Development	Municipal Buildings Assets, Co-operation of Councilors, Communication (newsletters)
		KPA 2: Basic Service Delivery	Bulk infrastructure, basic sewerage infrastructure and network, health and safety,
		KPA 3: Local Economic Development	Vanderkloof holiday resort, Airfield strip, Connecting roads.
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	.
		KPA 6: Cross Cutting Intervention	
	Siyathemba	KPA 1: Municipal Transformation and Organisational Development	Licensed airfield, Tarring of certain roads.
		KPA 2: Basic Service Delivery	Water, electricity, refuse removal, sanitation, sewerage, health assistance.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	Audit committee and Public accounts committee are about to start functioning.

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
		KPA 5: Good Governance and Public Participation	Municipality will be assisted by local Government.
		KPA 6: Cross Cutting Intervention	
	Siyancuma	KPA 1: Municipal Transformation and Organisational Development	Improvement of infrastructure.
		KPA 2: Basic Service Delivery	Free basic water, electricity, sewerage and refuse removal supplied.
		KPA 3: Local Economic Development	Skills Development has been implemented.
		KPA 4: Municipal Financial Viability and Management	Operate on cash basis; no overdraft facility had to be taken up.
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	
	Thembelihle	KPA 1: Municipal Transformation and Organisational Development	Assistance with building a new road.
		KPA 2: Basic Service Delivery	Water purification improved, Borehole developed for extraction of water.
		KPA 3: Local Economic Development	More than 1200 jobs created through own funds
		KPA 4: Municipal Financial Viability and Management	Ward communities are functional.
		KPA 5: Good Governance and Public Participation	3000 jobs created through EPWP program and Government funded projects.
		KPA 6: 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	
		KPA 6: Cross Cutting Intervention	

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
	Umsobomvu	KPA 1: Municipal Transformation and Organisational Development	Oversight Committee established. No resignations or dismissals
		KPA 2: Basic Service Delivery	Water supply (piped water inside yards and dwellings), sanitation, refuse removal.
		KPA 3: Local Economic Development	LED Strategy reviewed and implemented. \Special focus on Tourism,
		KPA 4: Municipal Financial Viability and Management	Compliance with the sections of the MFMA in terms of submission of the annual budget in time.
		KPA 5: Good Governance and Public Participation	Ward committees established, trained and meeting regularly
		KPA 6: Cross Cutting Intervention	
Siyanda	Siyanda	KPA 1: Municipal Transformation and Organisational Development	Upgrading of Bulk water Swartkopdam
		KPA 2: Basic Service Delivery	Accreditation requirements finalized for level 1&2, Housing sector plan approved, Water, waste management, sanitation.
		KPA 3: Local Economic Development	Approval of LED strategy, Awareness campaigns, Attendance of tourism shows.
		KPA 4: Municipal Financial Viability and Management	Approval of budget aligned to IDP, Quarterly variance reports, Monthly bank reconciliations.
		KPA 5: Good Governance and Public Participation	Disaster management, Quarterly incidents reports to council and Provincial Department, EPWP incentive grants.
		KPA 6: Cross Cutting Intervention	
	!Kheis	KPA 1: Municipal Transformation and Organisational Development	Tourism sector is developing well.
		KPA 2: Basic Service Delivery	Health facilities, social services, cemeteries.
		KPA 3: Local Economic Development	Airfield strips, library services and information services.

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
		KPA 4: Municipal Financial Viability and Management	All conditioned grants from National Treasury and other departments were spent within the specified time frames.
		KPA 5: Good Governance and Public Participation	Council consisting of 7 councillors.
		KPA 6: Cross Cutting Intervention	
	//Khara Hais	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Water and sanitation to 81 housing projects, Installation of prepaid electrical meters. Electrification of 256 houses
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		KPA 6: 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	
		KPA 6: Cross Cutting Intervention	
	Kgatelopele	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Provision of additional water sources in Tlhakalatlou, Building of 100 houses
		KPA 3: Local Economic Development	Funds obtained from 3 mines

Districts	Names of Municipalities	2011/12	
		Focus Area	Highlights
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	
	Mier	KPA 1: Municipal Transformation and Organisational Development	Audit recovery plane developed
		KPA 2: Basic Service Delivery	
		KPA 3: Local Economic Development	Job creation through projects including Bloodhound project, creating 317 new jobs
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	
	Tsantsabane	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	.
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	Council is responsible for annual review process.
		KPA 5: Good Governance and Public Participation	
		KPA 6: Cross Cutting Intervention	

Source: 2011/12 Section 46 reports)

11. UNDERPERFORMING MUNICIPALITIES PER PROVINCE AND PER KPA

Districts	Names of Municipalities	2011/2012	
		Focus Area	Highlights
Frances Baard	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	
	Dikgatlong	KPA 1: Municipal Transformation and Organisational Development	1
		KPA 2: Basic Service Delivery	1
		KPA 3: Local Economic Development	1
		KPA 4: Municipal Financial Viability and Management	1
		KPA 5: Good Governance and Public Participation	1
		Cross Cutting Intervention	1
	Magareng	KPA 1: Municipal Transformation and Organisational Development	1
		KPA 2: Basic Service Delivery	1
		KPA 3: Local Economic Development	1
		KPA 4: Municipal Financial Viability and Management	1
		KPA 5: Good Governance and Public Participation	1
		Cross Cutting Intervention	1
	Phokwane	KPA 1: Municipal Transformation and Organisational Development	

Districts	Names of Municipalities	2011/2012	
		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	
	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	
John Taolo Gaetsewe	John Taolo Gaetsewe	KPA 1: Municipal Transformation and Organisational Development	Vacant critical positions
		KPA 2: Basic Service Delivery	Transfer of Roads component resources to Provincial Roads and Public Works
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	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	

Districts	Names of Municipalities	2011/2012	
		Focus Area	Highlights
		Cross Cutting Intervention	
	Ga-Segonyana	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	
	Joe Morolong	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	Namakwa	KPA 1: Municipal Transformation and Organisational Development	18
		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	
	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	

Districts	Names of Municipalities	2011/2012	
		Focus Area	Highlights
		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	

Districts	Names of Municipalities	2011/2012	
		Focus Area	Highlights
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		Cross Cutting Intervention	
	Richterveld	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	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	
		Cross Cutting Intervention	
	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	
	Kareeberg	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	

Districts	Names of Municipalities	2011/2012	
		Focus Area	Highlights
		KPA 3: Local Economic Development	
		KPA 4: Municipal Financial Viability and Management	
		KPA 5: Good Governance and Public Participation	
		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	
	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	
	Siyancuma	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	

Districts	Names of Municipalities	2011/2012	
		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	
	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	
		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	

Districts	Names of Municipalities	2011/2012	
		Focus Area	Highlights
	!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	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	
		Cross Cutting Intervention	
	Kai! Garib	KPA 1: Municipal Transformation and Organisational Development	1
		KPA 2: Basic Service Delivery	1
		KPA 3: Local Economic Development	1
		KPA 4: Municipal Financial Viability and Management	1
		KPA 5: Good Governance and Public Participation	1
		Cross Cutting Intervention	1
	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	Due to unrest during the year not all planned meetings could take place

Districts	Names of Municipalities	2011/2012	
		Focus Area	Highlights
		Cross Cutting Intervention	
	Mier	KPA 1: Municipal Transformation and Organisational Development	
		KPA 2: Basic Service Delivery	Challenges due to various reasons but mainly due to lack of payment from debtors
		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	Work skills plan in place but implementation lacking
		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	

(Source: 2011/12 Section 46 reports)

12. KEY CHALLENGES

12.1. HIGH LEVEL CHALLENGES AS IDENTIFIED BY THE PROVINCE AND PER KPA

High level challenges as identified by province and per KPA.

12.2. KPA 1: Municipal transformation and organisational development

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 critical positions in the municipalities requires attention. The development and implementation of Human Resource Policies is a key problem that requires attention.

12.3. KPA 2: basic service delivery

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.

12.4. KPA 3: Local economic development

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

12.5. KPA 4: municipal financial viability and MANAGEMENT

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

12.6. KPA 5: good GOVERNANCES and public participation

Non-compliance with legislation is one of the issues that have been raised with municipalities.

It would be critical for Municipalities to strengthen ward committees by:

1. Developing ward committee policies.
2. Address Ward Committee stipends.
3. Develop a set training programme.

12.7. KPA 6: cross cutting interventions

Most Municipalities SDFs are in the process of being revised and It would be prudent that all the local municipalities engage in the development of their SDF's.

Disaster Management Centres remains an issue to be prioritized by all Municipalities.

13. FUTURE OUTLOOK FOR 2012 - 2016

Addressing the key challenges per KPA: Outlook for 2012-2016 including timeframes

TYPE OF SUPPORT TO BE PROVIDED TO MUNICIPALITY/ SUPPORTING ACTION	
KPA 1: Municipal Transformation and Organizational Development	Filling top posts, address scarce skills, ensure gender mainstreaming, implementation of the LG performance management system.
KPA 2: Basic Service Delivery	Increase access to water, sanitation, and electricity, refuse removal, formal dwellings and accelerate the provision of Free Basic Services to the indigents. Support to selected municipalities in SIPs, MISA support, Community Works Program, roads infrastructure and maintenance, transport system development, audit infrastructure backlogs and develop plans to address them.
KPA 3: Local Economic Development	Review and implement the policy framework for Local Economic Development, mobilize private sector to support municipalities through business Adopt-a-municipality program, facilitate the establishment of Cooperatives.
KPA 4: Municipal Financial Viability and Management	Preparation and submission of budgets, revenue collection, cash flow management, spending, debtors, creditors, supply chain management, submission of annual financial statements, ensure implement audit outcome plans, improve audit outcomes, municipal public accounts committees, ensure asset management.
KPA 5: Good Governance and Public Participation	Strengthen the role of councillors in their oversight duties, increase support and involvement of ward committees. Develop Ward Committee Support Policies for all municipalities. Encourage ward based planning in order to increase community confidence in municipalities and conduct customer satisfaction surveys.
KPA 6:	Increase the focus on the establishment and improving the

Cross Cutting Interventions

capacity of Disaster Management Centres across municipalities. There is a need to fast track the implementation of the simplified IDP as per the specifications of Department of Cooperative Governance. There is also a need for the Provincial Department of Cooperative Government to improve their monitoring systems and in this regard develop a centrally monitored database.

14. CONCLUSION

It is evident from the data and analysis conducted above, that the state of local government is on the one hand improving and on the other getting worse. In this regard, it is important to highlight that there are areas of serious concern and these include:

- The recruitment of Women Section 57 Managers needs to be considered and prioritised from a provincial perspective. It might be prudent to consider the development of target per district in this regard.
- The development of HR related policies and in particular recruitment and selection policies in order to ensure that the specialised skills required by municipalities are attracted.
- The MIG Spending by municipalities remains a concern and in this regard, shall be need to be attended to urgently. The result of this is that there will be accelerated service delivery within municipalities.
- It is also worth noting that there is a serious gap in the development of revenue enhancement systems at municipalities and in this regard, this suggests that municipalities might not be collecting their revenue effectively.
- The quality of oversight role that the councillors are providing is seriously questionable and it might be necessary for SALGA to engage councillors on refresher courses and or engage them in elaborate training programmes.

Whilst there are some concerns it is also important to note some good achievements and these include the following:

- It is important to highlight that the bluedrop and greendrop status of municipalities is improving. This is particularly commendable as it suggests to the quality of basic services across municipalities.

- There is an improved response with regards, to the alignment of IDPs and SDBIPs. This is essential for good planning and guiding the overall functioning of municipalities across the province.
- The EPWP has created more jobs than the previous financial year, there is a need to invest in more related project across the province.
- There is a general view that service delivery has increased in most municipalities and in this regard, the increase in the number of projects, the improved efficiency with which the services are renders and an overall improvement in cooperative governance measures.

In conclusion, it can be concluded that the local government system in the province in general has matured; such maturity has resulted, in an increased number of projects. An improvement in the jobs municipalities create, the level of political stability and the lack of service delivery protest in the province.

It is also acknowledged that there is room for a great deal of improvement but there are general challenges that are facing local government which are not necessarily the result of local government's efficiency or lack thereof but rather structural, systemic and legislative and shall need an overhaul of the system in general.

ACRONYMS

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
DLG&H	Department of Cooperative Government and housing
DIM	District information management system
DM	District municipality
DORA	Division of Revenue Act
COGHSTA	Department of Cooperative Governance, Human Settlements and Traditional Affairs
DPSA	Department of Public Service and Administration
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
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

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Municipal Finance Management Act, Act No. 56 of 2003.

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Municipal Financial Statements: 2007, 2008/09, and 2009/10

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

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Municipal Annual Reports 2011/12

Previous section 47 Reports

LED Status Report; Department of Economic Development

Blue and Green Drop Reports; DWA

MIG Spending Report; COGHSTA

PMS Status Assessment Report; COGHSTA