

Fourth Annual Revision of the 2007-2011 Integrated Development Plan



ANNUAL PLAN FOR 2011/2012

23 February 2011

Annual Plan for 2011/2012

Compiled in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

To be adopted by the municipal council on 5 May 2011

This Annual Plan is the fourth annual review of the Integrated Development Plan (IDP) that was adopted by the council in May 2007 and must always be read in conjunction with the IDP.

The Integrated Development Plan is the Municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The Integrated Development Plan –

- is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);*
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;*
- guides and informs all planning and development, and all decisions with regard to planning, management and development;*
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and*
- seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.*

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Foreword by the Executive Mayor

This is the final (4th) revision of the 2007-2012 IDP for Swartland. 2011 is the year of municipal elections and a new council will be elected for Swartland Municipality. Because the number of wards has increased from 10 to 12, the new council will consist of 12 ward councillors and 11 proportionally representative councillors. This newly elected council will be responsible for the compilation of a five year strategic plan (IDP) for 2012 - 2017 which must be adopted before the end of May 2012. The Municipality is already busy with preparation work for this new five year strategic plan.

This IDP Revision (Annual Plan) for the 2011/2012 financial year has been compiled with the new five year strategic plan in mind. Some of the major differences between the previous (3rd) revision and the current document are the following:

- **Inclusion of the 12 National Outcomes.** The National Lekgotla held from 20 to 22 January 2010 adopted 12 outcomes within which to frame public-service delivery priorities and targets between now and 2014. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities. Annexure A to MFMA Circular No. 54 of 10 December 2010 lists the 12 National Outcomes and the related outputs, together with examples of areas where municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitating the work of national and provincial departments in realising them. The information provided in Annexure A is of great help to municipalities in clarifying the intent and purpose of the 12 outcomes and has therefore been included in this IDP Revision.

In paragraph 6.3 of this document Swartland Municipality's own strategic outcomes have been aligned to the 12 national outcomes.

- **Inclusion of the 2010 Provincial Strategic Objectives.** In 2010 the Provincial Government of the Western Cape (PGWC) adopted 11 strategic objectives as part of a strategic plan for the Province. This strategic plan replaces the 2008 Ikapa Growth and Development Strategy which is no longer part of this IDP Revision. Swartland Municipality's strategic outcomes have also been aligned to the Provincial Strategic Objectives (paragraph 6.3).
- **Municipal Strategic Outcomes.** On 9 November 2010 a strategy workshop was held with the mayoral committee members, the municipal manager and directors as well as all division heads. The issues raised at this workshop led to the formulation of the following strategic outcomes for Swartland Municipality:
 1. A financially sustainable municipality with well maintained assets
 2. Satisfied and well informed clients
 3. An efficient, productive, motivated and appropriately skilled work force
 4. All our clients have access to affordable and reliable civil and electrical services
 5. Sustainable development of the municipal area (with special emphasis on previously neglected areas)
 6. A lean, integrated, stable and corruption free organisation with a sustainable long term strategy
 7. Increased community safety
 8. Local economic development that is conducive to job opportunities and an improved quality of life

Strategic Outcomes 7 and 8 are not a result of the strategy workshop, but are included because of its importance from our clients' point of view, as well as to effectively align with Provincial and National Government's strategic directives.

The Municipality's Strategy in paragraph 6.3 still needs a lot of work. It will however be finalised during 2011 in time for the new five year IDP. We cannot do this on our own and will need to involve stakeholders and role-players internal and external to the organisation that can contribute knowledge, expertise and experience to the debate. True to our vision we will continue to build sustainable partnerships with all our people.

Alderman Tijmen van Essen

Introduction

1.1. INTEGRATED DEVELOPMENT PLANNING

Integrated development planning is the key tool for local government to cope with its role and function in terms of the SA Constitution and other applicable legislation. In contrast to the role municipal strategic planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery. The IDP process is meant to arrive at decisions on issues such as municipal budget priorities, land management, social and economic development and institutional transformation in a consultative, systematic and strategic manner.

The integrated development planning process has to provide a forum for identifying, discussing and resolving the real issues in a municipality (which may be over-arching issues for the whole municipality, as well as issues of specific communities or stakeholder groups) to a level of detail which is required for realistic costing and which helps manage the implementation process without much delay.

The Integrated Development Plan (IDP) is the Municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP –

- is adopted by the council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

1.2. THIRD GENERATION IDP

Municipalities will enter the 3rd five year IDP cycle with the municipal elections in May 2011. After the elections a new council will be constituted. This new council will immediately start preparing a new five year IDP to be ready for adoption in May 2012. The new five year IDP will be effective from 1 July 2012 up to 30 June 2017.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also -

- are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
- are driven by the management team and systems within the municipality with implementation regularly monitored during the year through the performance management system;
- contain a long term development strategy that can guide investment across the municipal area;
- provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment to improve service delivery to all stakeholders; and
- include local area or ward plans to localise the strategy and implementation of the IDP.

1.3. ANNUAL REVIEW OF THE IDP

As with any strategic planning process the cycle is not complete without an annual review process. It serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It should serve as a point of celebration as well as making the necessary adjustments to ensure future improvements.

The review process is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Although the implementation of the IDP is monitored throughout the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP has to be reviewed annually in order to -

- ensure its relevance as the Municipality's strategic plan;
- inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- inform the cyclical inter-governmental planning and budgeting cycle.

The purpose of a review is to -

- reflect and report on progress made with respect to the five year strategy (and key outcomes) in the IDP;
- make adjustments to the strategy in the 5 year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the five year strategy; and
- inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

This Annual Plan represents the fourth annual review of the IDP that was adopted by the council in May 2007.

1.4. RELATIONSHIP BETWEEN THE IDP, BUDGET, PERFORMANCE MANAGEMENT AND RISK MANAGEMENT

In terms of the Performance Management Guide for Municipalities, DPLG, 2001 *"the IDP process and performance management process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process"*.

Integrated Development Planning was introduced as the strategic management tool to realise the developmental role of local government. Performance management, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP.

The budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.

Risk Management is one of Management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Swartland Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

A Risk Assessment is compiled to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas.

In Swartland Municipality risk management is now also fully integrated with the IDP and the risks are linked to the objectives.

1.5. THE IDP AND WARD PLANS

Ward plans include:

- an understanding of social diversity in the community, the assets, vulnerabilities and preferences of these different social groups;
- an analysis of the services available to these groups, as well as the strengths, weaknesses, opportunities and threats facing the community
- a consensus on priorities for the ward;
- plans to address these priorities, based on what the ward will do, the support needed from the municipality, and support from other organisations;
- identification of projects for the IDP; and
- an action plan for the ward committee to take forward their plan and help communities to reach consensus and to have direction.

Ward plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. Ward plans provide ward committees with a systematic planning and implementation process to perform their roles and responsibilities. Ward plans will also be used by ward committees for monitoring and evaluation which gives the committees an ongoing role through the year.

The 10 ward plans that form attachments to this IDP Annual Plan should be regarded as part and parcel of this plan. It is therefore important to note that the ward plans contain information used in defining the Municipality's long term strategy, but that is not duplicated in the Annual Plan. In future ward plans will form the basis for dialogue between the Municipality and ward committees regarding the identification of priorities and budget requests.

1.6. PURPOSE OF THIS DOCUMENT

- To serve as the strategic annual plan for the 2011-2012 financial year;
- To review the IDP strategy in relation to changes in the environment;
- To serve as a basis for the service delivery and budget implementation plan for the 2011-2012 financial year; and
- To serve as a basis for the key performance indicators and targets of the respective directorates and directors.

1.7. WHAT THIS DOCUMENT IS NOT

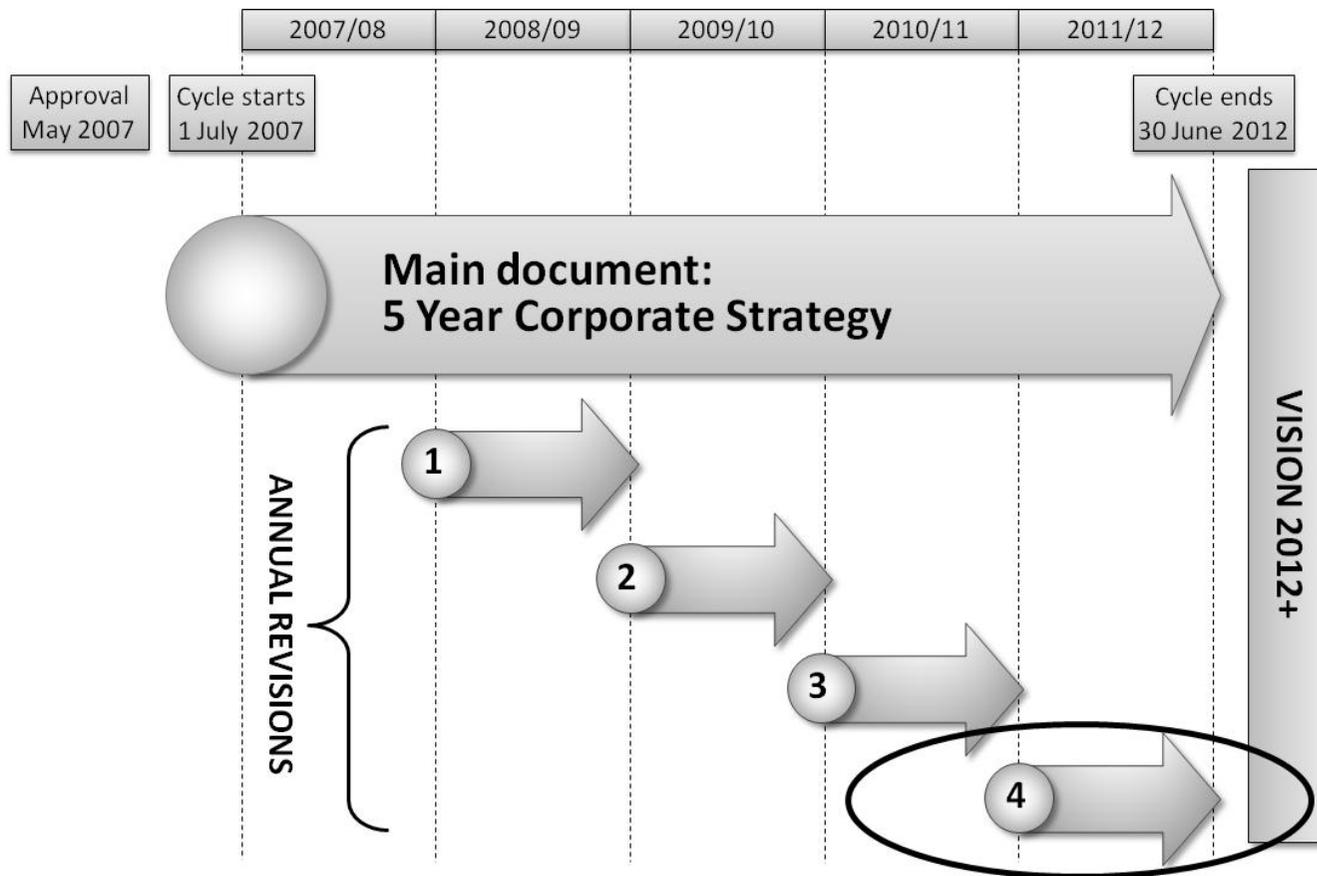
This document does not replace the IDP in any way, but contains important annual amendments to the IDP and serves as an implementation plan within the context of the overarching plan as approved by the council. This document however differs from previous Annual Plans in that it is paving the way for the new 3rd generation IDP due for 2012. It shows the serious commitment of Swartland Municipality to find a sustainable long term strategy that speaks to the immensely complicated issues that the municipality faces.

The planning process

2.1. FIVE YEAR CYCLE OF THE IDP

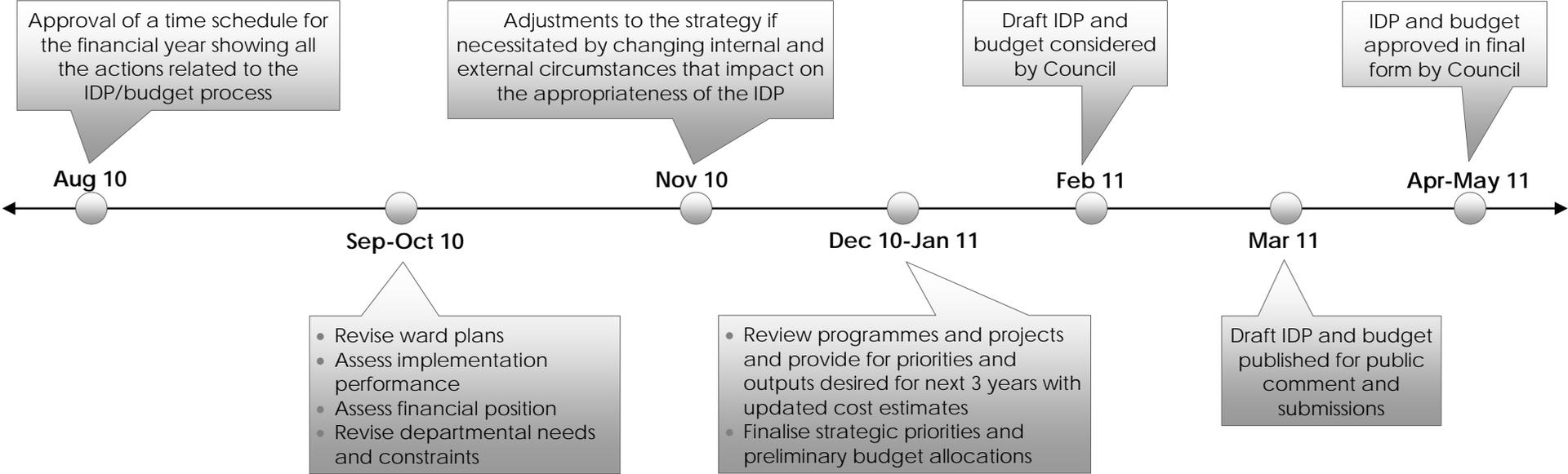
Strategic Planning is central to the long term sustainable management of the Swartland Municipality. The municipality's overarching strategic plan, the Integrated Development Plan, 2007-2012 (IDP), was approved by the council in May 2007, and is used as the basis for the respective annual plans.

In order to ensure the implementation of the IDP, it is imperative that the Municipality undertake a process of annual planning to align its key performance indicators and targets, as well as its budget, to the outcomes envisaged in the IDP. The figure indicated below illustrates the relationship between the Annual Plan and the IDP.



2.2. ANNUAL PROCESS FOLLOWED

The annual process can be illustrated as follows:



The Organisation

3.1. SECTION 53 ROLE CLARIFICATION

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined. The section below is based on the Section 53 role clarification that was approved at the council meeting of 27 March 2008.

Municipal Council

- governs by making and administering laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councillors or officials;
- can delegate responsibilities and duties for the purposes of fast and effective decision making;
- must strive towards the constitutional objects of local government;
- must consult the community with respect to local government matters; and
- is the only decision maker on non-delegated matters such as the approval of the IDP and budget.

Executive Mayor

- is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee;
- is the social and ceremonial head of the Municipality;
- must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- is the defender of the public's right to be heard;
- has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
- perform the duties and exercise the responsibilities that were delegated to him by the council.

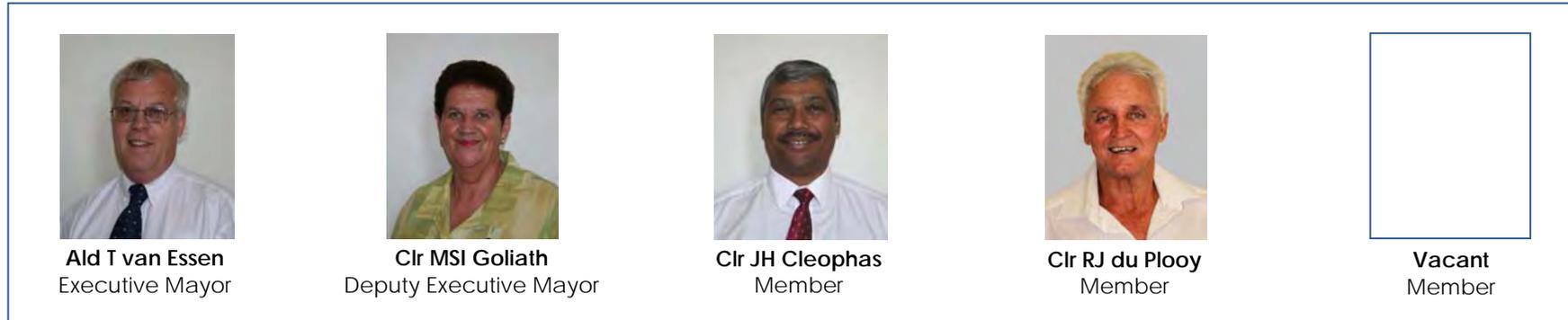
Mayoral Committee

- Its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
- Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee;
- Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Executive Mayor"; and
- The committee has no powers on its own – decision making remains that of the Executive Mayor

3.2. COUNCIL AND COUNCIL COMMITTEES

The council consist of 20 councillors of which 10 represent political parties in a proportional way and 10 represent wards. The political division is 12 DA, 6 ANC, 1 OD and 1 ACDP. The Speaker is Clr Abie Johnson. The council performs its duties through the following committees:

- **Mayoral Committee** which consists of the Executive Mayor, Deputy Executive Mayor (*ex officio*) and three councillors. The current members of the mayoral committee are:



The Executive Mayor decided not to fill the one vacancy because of financial reasons. The Municipality is finding it increasingly difficult to budget for all the required expenses and the vacancy resulted in a much appreciated saving.

- **Administration and Finance Committee** which consists of 12 members, namely Ald NJA Rust (chairperson), Clr RJ du Plooy (deputy chairperson) and Clrs JH Cleophas, BW Geel, MSI Goliath, EE Schoor, AC Sedeman, CW Solomons, BJ Stanley, RF van der Westhuizen, JD Van Wyk and W Wilskut.
- **Development and Protection Services Committee** which consists of 12 members, namely Clr W Wilskut (chairperson), Clr MSI Goliath (deputy chairperson), Ald A Johnson, and Clrs AJ Atkins, RJ du Plooy, BW Geel, J Loxton, AC Sedeman, AM Sneewe, OM Stemele, RF van der Westhuizen and JD Van Wyk.
- **Civil and Electrical Services Committee** which consists of 11 members, namely Clr J Loxton (chairperson), Clr JH Cleophas (deputy chairperson), Ald A Johnson and NJA Rust, and Clrs AJ Atkins, C Fortuin, BW Geel, MSI Goliath, NE Nqokoto, AC Sedeman and BJ Stanley.

3.3. ADMINISTRATION

The organisational structure and management team are shown below:



Joggie Scholtz
Municipal Manager



At Botha
Civil Engineering Services



Kenny Cooper
Financial Services



Roelof du Toit
Electrical Engineering Services



Philip Humphreys
Protection Services



Madelaine Terblanche
Corporate Services



Johan Steenkamp
Development Services

The challenge

4.1. PROFILE OF SWARTLAND

A demographic profile of the municipal area is provided in **Annexure 1**.

4.2. ANALYSIS

External analysis

The revision of the external analysis was done through the ward plans. A description of the analysis information is provided in **Annexure 2**. This annexure also describes the results of a client services survey that was done in February 2009.

Internal analysis

Revised departmental needs and constraints and a revised financial analysis are provided in **Annexure 3**.

4.3. MAJOR RESTRAINING FACTORS

The following factors have a massive impact on the finances of the Municipality and limit sustainable service delivery:

- Eskom's four consecutive annual tariff increases of -
 - 31.8% in 2009/2010;
 - 24.8% in 2010/2011;
 - 25.8% in 2011/2012; and
 - 25.9% in 2012/2013.
- A 10.8% increase in 2010 in the price of bulk water purchased by the Municipality from the West Coast District Municipality.
- Collective agreements with respect to salary increases

Increase with effect from 1 July 2009 -	
• Pensionable	10.5%
• Non-pensionable	2.5%
Increase with effect from 1 July 2010	CPIX + 1.5% (If we assume a CPIX of 7.5%, the increase will be 9%)
Increase with effect from 1 July 2011	CPIX + 2% (With the above assumption of 7.5%, the increase will be 9.5%)

The following example (labourer) shows the impact of the collective agreement:

Basic salary in 1 June 2009 (benefits excluded)	R3 600
Increase on 1 July 2009	+ 10.5% (R378) = R3 978
	+ 2.5% (R90) = R4 068
Increase on 1 July 2010	+ 9% (R366) = R4 434
Increase on 1 July 2011	+ 9.5% (R421) = R4 855

This therefore represents an increase of R1 255 or 35% over the period 1 June 2009 to 1 July 2011.

The increase of 35% in personnel cost over a period of 25 months literally is the “mortal wound” for many municipalities. In the rural areas such escalation is just not attainable. The increase in personnel cost causes service delivery to become too expensive. Municipalities will definitely have to look at cheaper options including privatisation. In addition a balance will have to be found and maintained between service delivery and legal compliance.

- The retention and attraction of skilled staff.
- A lack of capacity with respect to -
 - Sewerage;
 - Electricity; and
 - Bulk water supply.
- Services backlogs in Ward 7
- Upgrading and renewal of existing infrastructure
- Implementation of a one government service will further paralyse service delivery.
- Unfunded Mandates: These are -
 - Libraries;
 - Museums;
 - Motor licenses;
 - Road worthy testing;
 - Learners and drivers licenses;
 - Veld fires; and
 - Low cost housing.

During the 2008/2009 financial year unfunded mandates cost the Municipality in the region of R18 million of which R13 million had to be provided for on the capital budget and R5 million on the operating budget.

4.4. SUCCESSES

We should however not lose focus of the Municipality’s successes. Examples of these are -

- four consecutive unqualified audits;
- a performance management system for councillors that is in operation since June 2010;
- section 53 role clarification that has been finalised and approved by all parties;
- excellent discipline in the organisation;
- personnel empowerment;
- accessing of outside funding;
- the Client Services Charter that was launched in March 2010;
- an up to date asset register;
- extensive use of electronic systems to streamline processes and increase customer satisfaction;
- income generating projects;
- a good record of completing projects;
- housing delivery (irrespective of the problem with unfunded mandates); and
- communication – client services model.

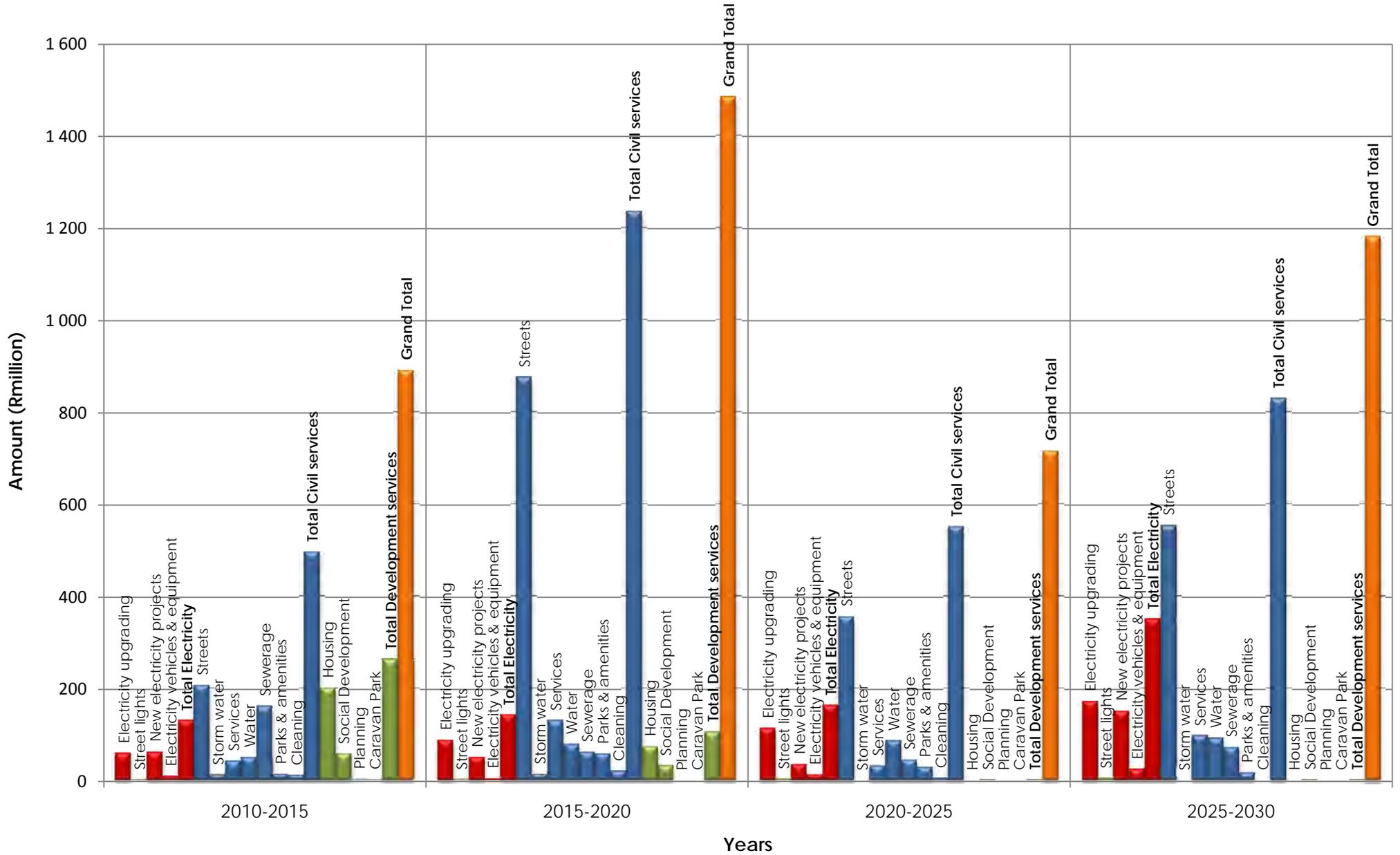
4.5. TWENTY YEAR CAPITAL NEEDS

During a strategy working session in February 2010 the 20 year capital needs were tabled by the departments concerned. It indicates the funds needed per year if we were to provide and maintain services optimally. A substantial portion of the funds will be covered by external sources such as MIG, Equitable Share, Provincial grants, etc. Notwithstanding the external funding, the amount needed still exceeds the available funds by a huge margin if the Municipality's existing capital budget for the next three financial years is taken into account.

The following table and graph shows the major capital needs over the twenty year period 2010 to 2030:

SERVICE	2010-2015	2015-2020	2020-2025	2025-2030
Electricity:	R130.48m	R142.57m	R162.60m	R349.64m
Upgrading of networks	R59.00m	R86.71m	R113.04m	R171.20m
Malmesbury	R24.38m	R37.40m	R54.29m	R82.51m
Moorreesburg	R15.38m	R17.68m	R22.19m	R30.79m
Darling	R11.87m	R20.54m	R27.83m	R40.35m
Yzerfontein	R7.36m	R11.08m	R8.73m	R17.56m
Street lights	R1.31m	R1.97m	R2.89m	R4.25m
New projects	R61.16m	R50.19m	R34.86m	R150.54m
Malmesbury	R17.71m	R35.36m	R0m	R148.42m
Moorreesburg	R17.18m	R0m	R20.11m	R0m
Darling	R14.67m	R0m	R13.30m	R0m
Yzerfontein	R5.50m	R11.41m	R0m	R0m
Ander	R6.09m	R3.42m	R1.45m	R2.12m
Vehicles & equipment	R9.01m	R3.70m	R11.80m	R23.65m
Civil services:	R496.16m	R1 235.64m	R550.74m	R829.26m
Streets	R206.43m	R875.33m	R355.35m	R553.10m
Storm water	R12.28m	R13.40m	R0.00m	R0.00m
Services	R42.48m	R130.33m	R31.39m	R97.37m
Water	R49.90m	R78.17m	R85.83m	R91.05m
Sewerage	R161.19m	R61.08m	R44.49m	R71.65m
Parks & amenities	R13.48m	R57.34m	R28.68m	R16.08m
Cleansing	R10.41m	R20.00m	R5.00m	R0.00m
Development services:	R262.92m	R105.27m	R1.10m	R1.20m
Housing	R200.65m	R73.50m	R0m	R0m
Social Development	R57.69m	R31.77m	R1.10m	R1.20m
Planning	R3.20m	R0m	R0m	R0m
Caravan Park	R1.38m	R0m	R0m	R0m
Grand Total	R889.57m	R1 483.49m	R714.43m	R1 180.09m

20 year capital needs



Strategic directives and intergovernmental alignment

5.1. MILLENNIUM DEVELOPMENT GOALS (MDG'S)

The Millennium Developmental Goals were agreed upon in September 2000 when 189 countries, including South Africa, committed themselves to the Millennium Declaration. These goals, which are intended to be met by the year 2015, are the following:

	<p><i>Eradicate extreme poverty and hunger</i></p> <ul style="list-style-type: none"> • Reduce by half the proportion of people living on less than one U.S. dollar a day. • Reduce by half the proportion of people who suffer from hunger. 		<p><i>Achieve universal primary education</i></p> <ul style="list-style-type: none"> • Ensure that all boys and girls complete a full course of primary schooling.
	<p><i>Promote gender equality and empower women</i></p> <ul style="list-style-type: none"> • Eliminate gender disparity in primary and secondary education at all levels. 		<p><i>Reduce child mortality</i></p> <ul style="list-style-type: none"> • Reduce by two thirds the mortality rate among children under five.
	<p><i>Improve maternal health</i></p> <ul style="list-style-type: none"> • Reduce by three quarters the maternal mortality rate. 		<p><i>Combat HIV/AIDS, malaria, and other diseases</i></p> <ul style="list-style-type: none"> • Halt and begin to reverse the spread of HIV/AIDS. • Halt and begin to reverse the incidence of malaria and other major diseases.
	<p><i>Ensure environmental sustainability</i></p> <ul style="list-style-type: none"> • Integrate the principles of sustainable development into country policies and programmes, and reverse the loss of environmental resources. • Reduce by half the proportion of people without sustainable access to safe drinking water. • Achieve significant improvement in lives of at least 100 million slum dwellers by 2020. 		
	<p><i>Develop a global partnership for development</i></p> <ul style="list-style-type: none"> • Develop an open trading and financial system that is rule-based, predictable and non-discriminatory. • Address the least developed countries' special needs that include tariff- and quota-free access for exports, enhanced debt relief, cancellation of debt and more generous development assistance. • Address the special needs of landlocked and small island developing countries. • Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term. • In cooperation with the developing countries, develop decent and productive work for the youth. • In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries. 		

5.2. NATIONAL KEY PERFORMANCE AREAS

The national key performance areas provide a basis for uniform reporting. Chapter 7 of this Annual Plan (Implementation) is divided according to the five national key performance areas. The information on the Municipality's electronic Strategic Management System is also linked to the five national key performance areas to ensure easy reporting. The national key performance areas are:

KPA	Description
<i>Basic service delivery and infrastructure development</i>	Water, sanitation, refuse removal, roads, storm water, public transport, electricity, land and housing
<i>Institutional development and municipal transformation</i>	Organisational transformation to match IDP requirements, internal policies dealing with national priorities, general management practices and training
<i>Financial viability and management</i>	Financial policies, budget management, assets and liability control, and supporting strategies to fund priorities
<i>Local economic development</i>	LED, food security, social infrastructure, health, environment, education and skills development
<i>Good governance and community participation</i>	Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele)

5.3. MUNICIPAL PLANNING IN CO-OPERATIVE GOVERNMENT

In terms of section 24 of the Municipal Systems Act -

"(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution."

5.4. NATIONAL POLICY DIRECTIVES

There is a clear hierarchical structure of national policy directives starting with the ruling party's 2009 Election Manifesto at the top, cascading down to the Medium Term Strategic Framework for 2009-2014 (MTSF), which in its turn cascades down to the 2010 Cabinet Lekgotla's 12 National Outcomes.

Ruling Party 2009 Election Manifesto

The ANC has identified five priority areas for the next five years:

1. Creation of decent work and sustainable livelihoods
2. Education
3. Health
4. Rural development, food security and land reform
5. The fight against crime and corruption.

Medium Term Strategic Framework for 2009-2014 (MTSF)

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in particular will need immediately to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their IDP's in line with the national medium-term priorities.

Each of the priorities contained in the MTSF should be attended to. Critically, account has to be taken of the strategic focus of the framework as a whole: this relates in particular the understanding that economic growth and development, including the creation of decent work on a large scale and investment in quality education and skills development, are at the centre of the government's approach.

The Medium Term Strategic Framework lists 10 priorities:

1. Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
2. Massive programme to build economic and social infrastructure;
3. Comprehensive rural development strategy linked to land and agrarian reform and food security;
4. Strengthen the skills and human resource base;
5. Improve the health profile of society;
6. Intensify the fight against crime and corruption;
7. Build cohesive, caring and sustainable communities;
8. Pursue regional development, African advancement and enhanced international co-operation;
9. Sustainable resource management and use; and
10. Build a developmental state including improvement of public services and strengthening democratic institutions

National Outcomes

The Cabinet Lekgotla held from 20 to 22 January 2010 adopted 12 outcomes within which to frame public-service delivery priorities and targets between now and 2014. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities. All municipalities are expected to take the 12 outcomes into consideration when reviewing their IDP's and developing their annual budgets for the 2011/12 MTREF.

The following paragraphs list the 12 outcomes and the related outputs, together with examples of areas where municipalities have a role to play in either contributing directly to the realisation of the Outcomes or facilitating the work of national and provincial departments in realising them.

Outcome 1: Improved quality of basic education.

Outputs	Key spending programmes (National)	Role of Local Government
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	<ul style="list-style-type: none"> • Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF • Assess every child in grades 3, 6 and 9 every year • Improve learning and teaching materials to be distributed to primary schools in 2014 • Improve maths and science teaching 	<ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> ▪ Participating in needs assessments ▪ Identifying appropriate land ▪ Facilitating zoning and planning processes • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

Outcome 2: A long and healthy life for all South Africans.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness 	<ul style="list-style-type: none"> • Revitalise primary health care • Increase early antenatal visits to 50% • Increase vaccine coverage • Improve hospital and clinic infrastructure • Accredite health facilities • Extend coverage of new child vaccines • Expand HIV prevention and treatment • Increase prevention of mother-to-child transmission • School health promotion increase school visits by nurses from 5% to 20% • Enhance TB treatment 	<ul style="list-style-type: none"> • Continue to improve community health service infrastructure by providing clean water, sanitation and waste removal services

Outcome 3: All people in South Africa are and feel safe.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and residents secured 7. Cyber-crime combated 	<ul style="list-style-type: none"> • Increase police personnel • Establish tactical response teams in provinces • Upgrade IT infrastructure in correctional facilities • ICT renewal in justice cluster • Occupation-specific dispensation for legal professionals • Deploy SANDF soldiers to South Africa's borders 	<ul style="list-style-type: none"> • Facilitate the development of safer communities through better planning and enforcement of municipal by-laws • Direct the traffic control function towards policing high risk violations – rather than revenue collection • Metro police services should contribute by: <ul style="list-style-type: none"> ▪ Increasing police personnel ▪ Improving collaboration with SAPS ▪ Ensuring rapid response to reported crimes

Outcome 4: Decent employment through inclusive economic growth.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Faster and sustainable inclusive growth 2. More labour-absorbing growth 3. Strategy to reduce youth unemployment 4. Increase competitiveness to raise net exports and grow trade 5. Improve support to small business and cooperatives 6. Implement expanded public works programme 	<ul style="list-style-type: none"> • Invest in industrial development zones • Industrial sector strategies • Youth employment incentive • Develop training and systems to improve procurement • Skills development and training • Reserve accumulation • Enterprise financing support • New phase of public works programme 	<ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining planning application processes • Ensure proper maintenance and rehabilitation of essential services infrastructure • Ensure proper implementation of the EPWP • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilise community structures to provide services

Outcome 5: A skilled and capable workforce to support an inclusive growth path.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. A credible skills planning institutional mechanism 2. Increase access to intermediate and high level learning programmes 3. Increase access to occupation specific programmes (especially artisan skills training) 4. Research, development and innovation in human capital 	<ul style="list-style-type: none"> • Increase enrolment in FET colleges and training of lecturers • Invest in infrastructure and equipment in colleges and technical schools • Expand skills development learnerships funded through sector training authorities and National Skills Fund • Industry partnership projects for skills and technology development • National Research Foundation centres excellence, and bursaries and research funding • Science council applied research programmes 	<ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities • Link municipal procurement to skills development initiatives

Outcome 6: An efficient, competitive and responsive economic infrastructure network.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Improve competition and regulation 2. Reliable generation, distribution and transmission of energy 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports 4. Maintain bulk water infrastructure and ensure water supply 5. Information and communication technology 6. Benchmarks for each sector 	<ul style="list-style-type: none"> • An integrated energy plan and successful independent power producers • Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers • Increase infrastructure funding for provinces for the maintenance of provincial roads • Complete Gauteng Freeway Improvement Programme • Complete De Hoop Dam and bulk distribution • Nandoni pipeline • Invest in broadband network infrastructure 	<ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Cities to prepare to receive the devolved public transport function • Improve maintenance of municipal road networks

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Sustainable agrarian reform and improved access to markets for small farmers 2. Improve access to affordable and diverse food 3. Improve rural services and access to information to support livelihoods 4. Improve rural employment opportunities 5. Enable institutional environment for sustainable and inclusive growth 	<ul style="list-style-type: none"> • Settle 7 000 land restitution claims. • Redistribute 283 592 ha of land by 2014 • Support emerging farmers • Soil conservation measures and sustainable land use management • Nutrition education programmes • Improve rural access to services by 2014: <ul style="list-style-type: none"> ▪ Water - 74% to 90% ▪ Sanitation - 45% to 65% 	<ul style="list-style-type: none"> • Facilitate the development of local markets for agricultural produce • Improve transport links with urban centres so as to ensure better economic integration • Promote home production to enhance food security • Ensure effective spending of grants for funding extension of access to basic services

Outcome 8: Sustainable human settlements and improved quality of household life.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Accelerate housing delivery 2. Improve property market 4. More efficient land utilisation and release of state-owned land 	<ul style="list-style-type: none"> • Increase housing units built from 220 000 to 600 000 per annum • Increase construction of social housing units to 80 000 per annum • Upgrade informal settlements: 400 000 units by 2014 • Deliver 400 000 low-income houses on state-owned land • Improved urban access to basic services by 2014: <ul style="list-style-type: none"> ▪ Water - 92% to 100% ▪ Sanitation - 69% to 100% ▪ Refuse removal - 64% to 75% ▪ Electricity - 81% to 92% 	<ul style="list-style-type: none"> • Cities must prepare to be accredited for the housing function • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritised to maintain existing services and extend services

Outcome 9: A responsive, accountable, effective and efficient local government system.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Differentiate approach to municipal financing, planning and support 2. Community work programme 3. Support for human settlements 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window 	<ul style="list-style-type: none"> • Municipal capacity-building grants: <ul style="list-style-type: none"> ▪ Systems improvement ▪ Financial management ▪ Municipal infrastructure ▪ Electrification programme ▪ Public transport & systems ▪ Bulk infrastructure & water ▪ Neighbourhood development partnership • Increase urban densities • Informal settlements upgrades 	<ul style="list-style-type: none"> • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community work programme • Ensure ward committees are representative and fully involved in the municipality's community consultation processes • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption

Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Enhance quality and quantity of water resources 2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality 3. Sustainable environment management 4. Protect biodiversity 	<ul style="list-style-type: none"> • National water resource infrastructure programme <ul style="list-style-type: none"> ▪ reduce water losses from 30% to 15% by 2014 • Expanded public works environmental programmes <ul style="list-style-type: none"> ▪ 100 wetlands rehabilitated a year • Forestry management (reduce deforestation to <5% of woodlands) • Biodiversity and conservation (increase land under conservation from 6% to 9%) 	<ul style="list-style-type: none"> • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands

Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Enhance the African agenda and sustainable development 2. Enhance regional integration 3. Reform global governance institutions 4. Enhance trade and investment between South Africa and partners 	<ul style="list-style-type: none"> • International cooperation: proposed establishment of the South African Development Partnership Agency • Defence: peace-support operations • Participate in post-conflict reconstruction and development • Border control: upgrade inland ports of entry • Trade and Investment South Africa: <ul style="list-style-type: none"> ▪ Support for value-added exports ▪ Foreign direct investment promotion 	<ul style="list-style-type: none"> • Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> ▪ Ensuring basic infrastructure is in place and properly maintained ▪ Creating an enabling environment for investment

Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Outputs	Key spending programmes (National)	Role of Local Government
<ol style="list-style-type: none"> 1. Improve government performance 2. Government-wide performance monitoring and evaluation 3. Conduct comprehensive expenditure review 4. Information campaign on constitutional rights and responsibilities 5. Celebrate cultural diversity 	<ul style="list-style-type: none"> • Performance monitoring and evaluation: <ul style="list-style-type: none"> ▪ Oversight of delivery agreements • Statistics SA: Census 2011 – reduce undercount • Chapter 9 institutions and civil society: programme to promote constitutional rights • Arts & Culture: promote national symbols and heritage • Sport & Recreation: support mass participation and school sport programmes 	<ul style="list-style-type: none"> • Continue to develop performance monitoring and management systems • Comply with legal financial reporting requirements • Review municipal expenditures to eliminate wastage • Ensure councils behave in ways to restore community trust in local government

2006 National Spatial Development Perspective (NSDP)

The NSDP provides a framework for deliberating the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities. It is not a national development plan; nor does it predetermine what should happen where, when and how. Instead, it utilises principles and the notions of need and potential as a common backdrop against which investment and spending decisions should be considered and made.

The NSDP puts forward the following national spatial vision:

“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:

- *By focusing economic growth and employment creation in areas where this is most effective and sustainable;*
- *Supporting restructuring where feasible to ensure greater competitiveness;*
- *Fostering development on the basis of local potential; and*
- *Ensuring that development institutions are able to provide basic needs throughout the country.”*

The NSDP puts forward five normative principles:

- Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.
- Government has a constitutional obligation to provide basic services to all citizens wherever they reside.
- Beyond the above-mentioned constitutional obligation, government spending on fixed investment should be focused on localities with economic growth and/or economic potential in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with demonstrated low economic potential, government should, beyond the provision of basic services, concentrate primarily on human development by providing education and training, social transfers such as grants and poverty-relief programmes. People should also be enabled to gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes.

5.5. PROVINCIAL POLICY DIRECTIVES

2010 Strategic Objectives

In 2010 the Provincial Government of the Western Cape (PGWC) adopted the following 11 strategic objectives as part of a strategic plan for the Province:

- 1 Increasing opportunities for growth and jobs
- 2 Improving education outcomes
- 3 Increasing access to safe and efficient transport
- 4 Increasing wellness
- 5 Increasing safety
- 6 Developing integrated and sustainable human settlements
- 7 Mainstreaming sustainability and optimising resource use and efficiency
- 8 Increasing social cohesion
- 9 Reducing and alleviating poverty
- 10 Integrating service delivery for maximum impact
- 11 Creating opportunities for growth and development in rural areas

Strategic Objective 10 is specifically aimed at municipalities. The purpose of Strategic Objective 10 is to provide provincial mechanisms and processes that will coordinate the planning, budgeting, and implementation of the three spheres of government and the municipal support programmes of national and provincial government.

While this Strategic Objective encompasses all three spheres of government, there is a particular focus on the provincial and local spheres. This is because the Province needs to focus on maximising the resources over which it has direct control and because the local government oversight responsibility of Province places it in a particularly close relationship with municipalities.

Challenges

There are four challenges that have necessitated the development of Strategic Objective 10:

- Lack of integrated planning and budgeting
- Lack of coordinated support to municipalities
- Lack of integrated service delivery
- Municipal reporting and meeting fatigue

Outcomes and outputs to achieve them

- Outcome 1: Integrated planning and budgeting
 - Output 1: IDP Indaba
 - Output 2: Decentralised service delivery model
- Outcome 2: Coordinated provincial support to municipalities
 - Output 1: Integrated bursary scheme
 - Output 2: Provincial framework for municipal support
 - Output 3: Bulk infrastructure support plans
- Outcome 3: Integrated service delivery
 - Output 1: Expansion of Thusong Centres
 - Output 2: Establishment of Thusong Zones
 - Output 3: Mobile Thusong Centres (previously Integrated Community Outreach Programme)
 - Output 4: Thusong extension service
- Outcome 4: Coordinated intergovernmental reporting and engagement
 - Output 1: Coordinated information gathering and dissemination
 - Output 2: Coordinated intergovernmental engagement

Each of the outputs is discussed in detail with specific targets where relevant.

5.6. DISTRICT MUNICIPALITY POLICY DIRECTIONS

West Coast Integrated Development Plan (IDP) - May 2010

Strategic goals

The Vision and Mission of the West Coast District Municipality emanate from four strategic goals, namely:

- Environmental integrity
- Economic efficiency
- Social well-being
- Institutional preparedness

Strategic analysis and turn around strategy

The strategic goals, identified in addition to the IDP goals, are the following:

- Integration of planning, systems and processes in order to optimise service delivery
- Shared services and the sharing of expertise by sustained support to local municipalities

- Effective communication in order to share information internally and externally and to improve morale
- Identifying and implementing alternative funding resources
- Improved co-operation between municipalities and other governmental facets
- Initiating an accountable administration and a repeated unqualified audit opinion
- Creating an integrated economy-friendly environment, especially for investors and local emerging business communities
- Promotion of tourism to the West Coast by marketing and empowering of local communities
- Poverty alleviation by promoting EPWP job creation projects
- Effective infrastructure maintenance and development
- Managing and protecting assets
- Motivated and empowered personnel corpse by:
 - Personnel development (communicating skills to create development opportunities and fill critical positions)
 - Performance management
 - Career planning
- Implementing Poverty Alleviation Strategy by 2011

Regional Goals and Objectives

Based on the national and provincial policies and strategies that inform the West Coast District's integrated development planning, the district in conjunction with the B-Municipalities has developed regional goals and objectives which inform the West Coast IDP. The West Coast's regional goals and objectives are:

- Improving the quality of life of all residents in the region through the development of key long-term strategies that will enhance their quality of life;
- Establishing and maintaining safe surroundings;
- Stimulating the regional economy pro-actively and responsibly;
- Promoting and conserving the natural environment;
- Conserving natural resources;
- Promoting and fostering pro-active cooperation with all development role players; and
- Supporting and developing the marginalised share of the community (youth, disabled, women and children).

Key Focus Areas for Development Goals

- Skills development
- Saldanha Industrial Corridor
- Construction
- Tourism/archaeological/medical
- Human settlements
- Aqua culture/land reform
- Early childhood development
- Mineral and mining
- Food security
- Construction: dumping site
- Small-scale farming
- Soup-kitchen

West Coast Growth and Development Strategy

The Growth and Development Summit and the West Coast Regional Economic Development Strategy identified the following sectors for the West Coast Region that will spearhead fast economic growth in the region:

- Agriculture
- Fishing and aquaculture
- Women in construction
- Tourism
- Oil and gas

The emphasis of the West Coast Regional Economic Development Strategy is for the West Coast District in conjunction with the municipalities to ensure an economy that will enhance and generate sustainable jobs, reduce poverty and improve the standard of living of our communities.

The West Coast Regional Economic Development Strategy identified seven economic themes for the region, namely:

- 1 A learning region: skills for development
- 2 Oil and gas: opportunities for the West Coast
- 3 Aquaculture: Supplementing the fishing industry
- 4 Small-scale mining
- 5 Agriculture: Linking small farmers to the first economy
- 6 The West Coast: A people and place experience
- 7 Women in construction: Opportunities for vulnerable groups.

5.7. SECTOR PLANS AND POLICIES

In terms of section 35 of the Municipal Systems Act the IDP *“is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality”*. Sector plans are the level of planning and management just below the IDP and are informed by the IDP. There is however a mutual interaction between the IDP and sector plans - not only does the IDP inform the sector plans, the sector also provides important strategic directives to the IDP. The complete sector plans are included on the interactive IDP CD that can be obtained from the Municipality at no cost.

The table below provides a list of the Municipality's sector plans and policies.

Sector plan/policy	Responsible official	Current status	Immediate next actions
CIVIL ENGINEERING SERVICES			
Water Services Development Plan	Louis Zikmann	Approved	None
Water Master Plan	Louis Zikmann	Approved	None
Sewerage Master Plan	Louis Zikmann	Approved	None
Transport Master Plan	Louis Zikmann	Approved	None
Master Plan for the future development of Malmesbury	At Botha (for the civil engineering issues)	Approved	None
Integrated Waste Management Plan	Freddie Bruwer	Approved	Revision during 2010/2011

Sector plan/policy	Responsible official	Current status	Immediate next actions
ELECTRICAL ENGINEERING SERVICES			
Maintenance Policy	Tom Rossouw	Approved	
Energy Conservation Measures	Roelof du Toit	Approved	
Electricity Distribution Master plans - Malmesbury	Roelof du Toit	Approved	To be updated - consultant appointed
- Moorreesburg	Roelof du Toit	Approved	
- Darling	Roelof du Toit	Approved	
- Yzerfontein	Roelof du Toit	To be undertaken	Consultant appointed
PROTECTION SERVICES			
Disaster Management Plan	Jacques Smith	Final Draft	Update
Municipal Police Plan	Mark Green	Operational	Annual update end of April 2010
Master Plan for Fire Brigade and Rescue Services	Jacques Smith	None	To be compiled in conjunction with WCDM
DEVELOPMENT SERVICES			
Spatial Dev. Framework	Alwyn Zaayman	Approved	Revision
Urban Edges Study	Alwyn Zaayman	Approved	Obtain approval for all towns after consultation with departments and the public
Growth Model	Alwyn Zaayman	Approved	
Environmental Plan	Alwyn Zaayman	Draft	Appoint consultant to finalise
Sport Policy	Ian Laubscher	Approved	Implementation of policy
Child Care Facilities	Marguerite Holtzhausen	Draft	Meeting with councillors to get inputs before final approval
Housing Policy	Vessie Arendse	Approved	
Housing Plan	Vessie Arendse	Approved	Must be revised annually
Occupational Health and Safety Policy	Kobus Marais	Approved	
Personal Protective Equipment Policy	Kobus Marais	Draft	Circulate for comment
Air Quality Management Plan (in collaboration with District Municipality)	Kobus Marais	Compilation phase	Consultants to be appointed
CORPORATE SERVICES			
Workplace Skills Plan	Sunet de Jongh	Completed	Revise annually in consultation with staff and unions, to be submitted by 30 June
Employment Equity Plan	Sunet de Jongh	Approved for 5 year period, until 30 Nov 2013	Revise by end of Nov annually
Employment Policy	Sunet de Jongh	Approved 2010	None
External Communication Policy / Plan	Madelaine Terblanche	To be compiled	Work sessions with councillors and management

Sector plan/policy	Responsible official	Current status	Immediate next actions
Ward committee constitution	Madelaine Terblanche	Reviewed draft compiled	To be approved by new council
Contact Administration Policy	Madelaine Terblanche	Approved 2010	None
Website Placement Policy	Madelaine Terblanche	Approved 2010	None
Client Service Charter	Madelaine Terblanche	Compiled / implemented 2010	None
FINANCIAL SERVICES			
Asset Management Policy	Kenny Cooper	Amended policy approved October 2009	None
Policy on Control and Administration of Municipal Immovable Property	Kenny Cooper	Approved 26 August 2003	None
Property Rates Policy	Kenny Cooper	Amended policy approved 14 August 2006	None
Capital Contributions for Bulk Services Policy	Kenny Cooper	Approved 9 November 2005	None
Cash Management and Investments Policy	Kenny Cooper	Approved June 2009	None
Credit Control and Debt Collection Policy	Kenny Cooper	Amended policy approved 18 April 2007	None
Accumulated Surplus/Deficit and Bad Debts Policy	Kenny Cooper	Amended policy approved 18 July 2007	None
Debt Management Policy	Kenny Cooper	Approved 8 June 2005	None
Tariff Policy	Kenny Cooper	Amended policy approved 14 August 2006	None
Policy on Preferential Procurement and Evaluation of Procurement Tenders	Kenny Cooper	Approved 21 Mei 2003	None
Supply Chain Management Policy	Kenny Cooper	Approved 1 December 2005	None
OFFICE OF THE MUNICIPAL MANAGER			
Framework for implementing performance management	Leon Fourie	Approved March 2007	None
Local Economic Development Strategy	Leon Fourie	Approved May 2007	None
Fraud Prevention and Anti-Corruption Strategy	Pierre le Roux	Approved Nov 2008	None
Risk Management Strategy	Pierre le Roux	Approved Aug 2009	None
Internal Audit Strategy	Pierre le Roux	Approved May 2009	None

The Strategy

6.1. THE MUNICIPALITY'S VISION, MISSION, LEADERSHIP PHILOSOPHY AND VALUES

Vision

We build sustainable partnerships with all our people

Mission

We ensure social and economic stability and growth through the sustainable delivery of all primary and secondary services to all our interest groups

Leadership philosophy

Through participation, understanding and purposefulness we create an environment in which staff flourish and deliver an outstanding and sustainable service.

Values

- Mutual respect
- Positive attitude
- Honesty and integrity
- Self-discipline
- Solidarity and commitment
- Support
- Work in harmony

6.2. LOCAL GOVERNMENT TURN AROUND STRATEGY

Targets for service delivery

Sector	Minimum standards 2014 target
Water	All households to have access to at least clean piped water within 200m from the household
Sanitation	All households to have access to at least a ventilated pit latrine on site
Electricity	All households to be connected to the national grid
Refuse removal	All households to have access to at least once-a-week refuse removal services
Housing	All existing informal settlements to be formalised with land-use plans for economic and social facilities and with provision of permanent basic services
Other (education, health, roads, transport, sport and recreation, street trading, parks, community halls, etc.)	Standards for access for all other social, government and economic services must be clearly defined, planned and, where possible, implemented by each sector working together with municipalities in the development and implementation of IDP's

Five strategic objectives that will guide the turn around strategy

- Ensure that municipalities meet the basic service needs of communities
- Build clean, effective, efficient, responsive and accountable local government
- Improve performance and professionalism in municipalities
- Improve national and provincial policy, oversight and support for municipalities
- Strengthen partnerships between local government, communities and civil society

Key interventions

- National Government (including state enterprises) organises itself better in relation to local government
- Provinces improve their support and oversight responsibilities over local government
- Municipalities reflect on their own performance and identify their own tailor-made turnaround strategies
- All three spheres of government improve inter-governmental relations (IGR) in practice
- Political parties promote and enhance the institutional integrity of municipalities
- A social compact is put in place where all citizens, including public officials at all levels, those in the private sector, trade unions and professional bodies are guided in their actions and involvement by a common set of governance values

Immediate pre-2011 priorities

- Address immediate financial and administrative problems in municipalities
- Regulations to stem indiscriminate hiring and firing
- Ensure and implement a transparent municipal supply chain management system
- Strengthen ward committee capacity and implement new ward committee governance model
- National and provincial commitment to IDP's
- Differentiated responsibilities and simplified IDP's
- Funding and capacity strategy for municipal infrastructure
- Intergovernmental agreement with metros on informal settlement upgrade including alignment of MIG and housing subsidy grants
- Review and rearrange capacity grants and programmes
- Upscale Community Works Programme to ensure ward based development systems
- Implement the Revenue Enhancement - Public Mobilisation campaign
- Launch the "good citizenship" campaign, focussing on governance values
- Preparation for next term of local government - inspire public confidence including commitment by political parties to put up credible candidates for elections.

Post 2011 priorities

- A single election for national, provincial and local government
- All citizens have access to affordable basic services
- Eradication of all informal settlements
- Clean cities through management of waste in such a way that it creates employment and wealth
- Infrastructure backlogs are reduced significantly

- All schools, clinics, hospitals and other public facilities have access to water, sanitation and electricity
- Each ward has at least one sporting facility
- Each municipality has the necessary ICT infrastructure and connectivity
- All provinces and municipalities have clean audits
- Violent service delivery protests are eliminated
- Municipal debt is reduced by half
- Empowered and capacitated organs of people's power (street, block/section, village and ward committees)
- Trained and competent councillors, officials and ward committee members

Provincial roles and responsibilities

- Each province will develop a province specific implementation plan
- Provincial sector departments have to identify at least three priority interventions to ensure better State cohesion and improved service delivery at municipal level
- A key role of provinces in the implementation of the turn around strategy will be support, monitoring and reporting on provincial sector performance regarding -
 - alignment with the National Government approach
 - allocation of more resources towards the local government function
 - improvement of performance and accountability
 - improved oversight of municipalities
 - monitoring and reporting on the implementation of the turn around strategy

Municipal roles and responsibilities

- Municipalities will reflect on their own performance and identify their own tailor-made turn around strategies which will be based on the diagnosis of the situation in every municipality
- The municipal turn around strategy should respond to the municipal differentiated and specific priority focal areas, namely service delivery, spatial conditions, governance, local economic development, labour relations and financial management.
- Each municipality must identify at least three key levers that will drive their turn around plan. These must be prioritised in the IDP, SDBIP and budget

6.3. THE MUNICIPALITY'S SUSTAINABLE LONG TERM STRATEGY

The question that arises from the above-mentioned turn around strategy is: How does the Municipality effectively deal with the magnitude of challenges and still remain financially viable over the longer term? Business as usual undoubtedly will not solve the problem; instead it will in all probability lead to the financial downfall of the organisation. The question requires a new way of looking at the issues at hand and the seeking for solutions of which some have probably never before been tried and tested in local government.

To effectively deal with the challenges facing the Municipality our political and administrative leaders will need to -

- work smarter and with complete dedication;
- take risks and stretch boundaries;
- think about the future in a new and creative way and to seek unparalleled solutions;
- focus on optimising organisational performance;

- move toward an organisational culture that adapts more easily to change; and
- take tough and sometimes unpopular decisions.

Strategy Workshop – 9 November 2010

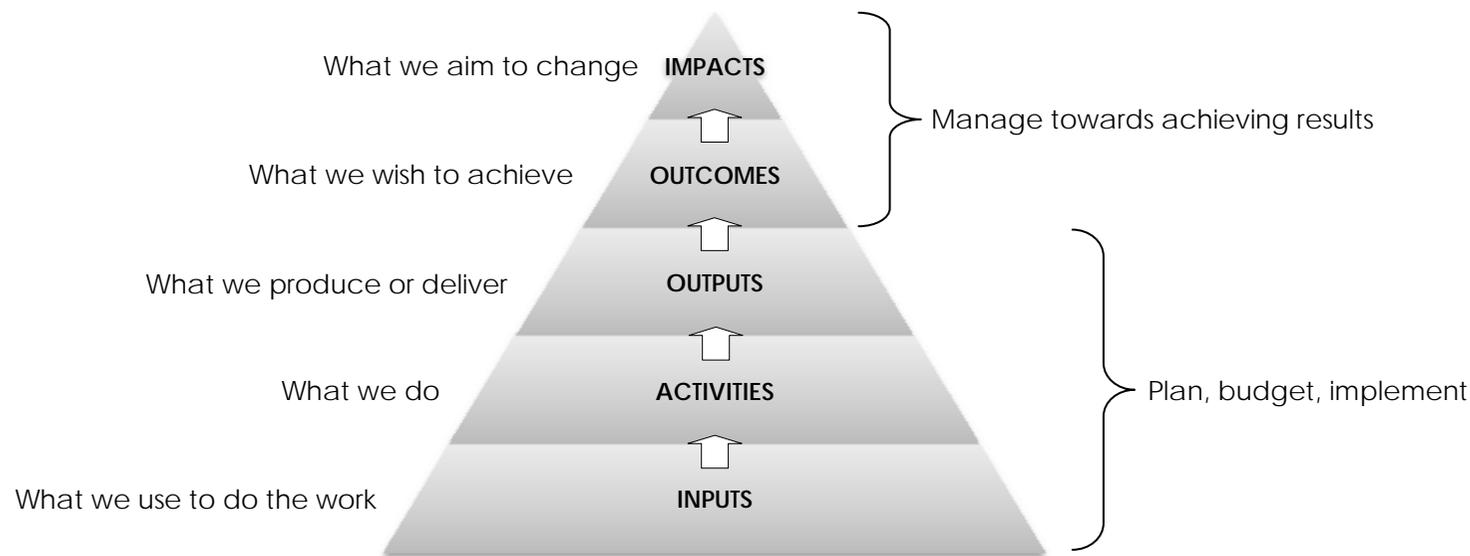
At the start of the strategy workshop participants were asked to write down what concerns them the most about the Municipality. The key issues listed clearly fall into six groups that deal with the Municipality's -

- financial situation;
- clients;
- workforce;
- services;
- involvement in sustainable development
- organisational structure and arrangements

Two areas that were not covered by the strategy workshop, but are important from our clients' point of view, are community safety and economic development.

From these six groups of key issues and the two additional areas mentioned above, strategic outcomes were derived. It is important to note the meaning of outcomes and outputs: Outcomes are the quality and/or impact of the outputs on achieving the overall objective. It shows the broader consequences of programmes and projects. Outcomes are used to measure efficiency. Outputs on the other hand are the results and effectiveness of activities, processes and strategies of a program of the Municipality. It shows the 'deliverables' of programmes and projects. Outputs are used to measure effectiveness.

The following figure indicates the meaning of and relationship between outcomes, outputs, activities and inputs:

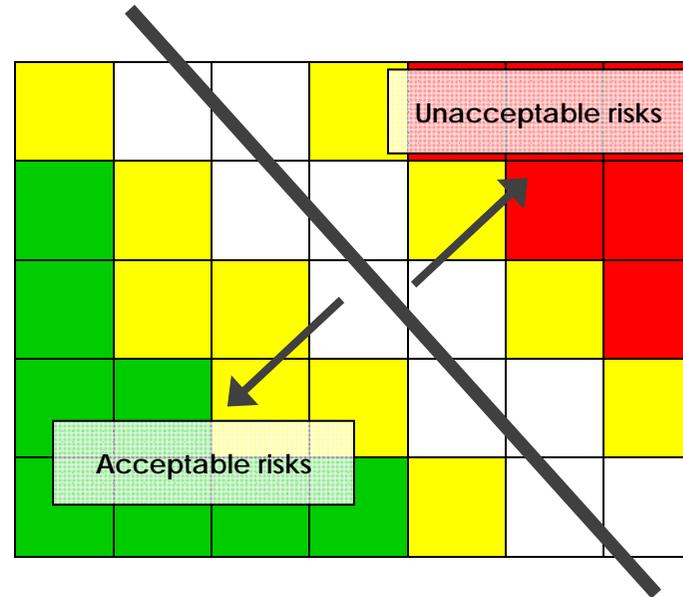


In a follow-up discussion around risk management 10 major risks were identified that are linked to the strategic outcomes. There is a direct correlation between risks and outcomes. A strategic outcome must always be linked to one or more major risks and vice versa.

Risks manifest as negative impacts on goals and objectives or as missed opportunities to enhance institutional performance. Stakeholders expect Municipalities to anticipate and manage risks in order to eliminate waste and inefficiency, reduce shocks and crises and to continuously improve capacity for delivering on their institutionalised mandates. Risk is therefore an event, potential or real, that could have an impact on the institution achieving its objectives. It is also apparent that risk is measured in terms of the impact that it would have on the achievement of objectives and the likelihood of the risk materialising.

This measuring of risks is shown in the following graphs:

IMPACT	Catastrophic	5	10	15	20	25
	Major	4	8	12	16	20
	Moderate	3	6	9	12	15
	Minor	2	4	6	8	10
	Insignificant	1	2	3	4	5
		Rare	Unlikely	Moderate	Likely	Almost certain
		LIKELIHOOD				



Rating	Magnitude	Response
15-25	High	Unacceptable level of risk – Implies that the controls are either fundamentally inadequate (poor design) or ineffective (poor implementation). Controls require substantial redesign, or a greater emphasis on proper implementation.
5-14	Medium	Unacceptable level of risk – Implies that the controls are either inadequate (poor design) or ineffective (poor implementation). Controls require some redesign, or a more emphasis on proper implementation.
1-4	Low	Mostly acceptable level of risk – Requires minimal control improvements.

In the tables below the strategic outcomes together with the existing trends and fears, the most likely causes, the major risks and the provisional outputs are unpacked.

NOTE: The information in the tables is not final and will be workshopped and finalised during 2011 in time for the new five year IDP for 2012 - 2017.

Outcome 1: A financially sustainable municipality with well maintained assets

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • Financial sustainability of the organisation • The salary budget as a % of total operating budget is too high • Capital costs are too high • Maintenance budget is too low • Assets that are deteriorating • Inadequate sources of income • Services are becoming to expensive • Too much money spent on consultants • An increasing number of debtors who default • The debtors collection period increases • Outstanding debt increases 	<p><u>Most likely causes:</u></p> <ul style="list-style-type: none"> • Poor service delivery and poor revenue collection • Unfunded mandates • External economic factors • Inflation • High salaries – National collective agreements (external) • Bulk increases (ESKOM, Water) • Scarce resources • No asset maintenance plan • High cost of maintaining and replacing services infrastructure • Non-core functions 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Inadequate revenue source • Expensive, unaffordable services • Financial instability
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Provisional outputs:

- A sustainable long term financial strategy (financial plan) adopted by the council
- Salary budget within an acceptable norm
- Affordable capital expenditure
- Maintenance budget within an acceptable norm
- Secured and increased sources of income
- A depreciation strategy adopted by the council
- Substantial decrease in the budget for unfunded mandates
- The number of uneconomical services kept to a minimum

Outcome 2: Satisfied and well informed clients

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • The negative perception under some members of the public regarding the Municipality • Unsatisfied ratepayers 	<p><u>Causes:</u></p> <ul style="list-style-type: none"> • Ineffective communication with our clients 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Discontent and civic instability
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Provisional outputs:

External communication plan

Outcome 3: An efficient, productive, motivated and appropriately skilled work force

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • People in the organisation that are not fully productive • Possible loss of jobs • Drawing the right people in the future • Lack of enthusiasm for the future of the organisation • “Brain drain” to other government bodies, the private sector and other countries 	<p><u>Causes:</u></p> <ul style="list-style-type: none"> • Better opportunities/better salaries, abroad (lack of funds) • No succession planning, training planning • No capacity building • Lack of knowledge sharing • Lack of trained professionals 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Lack of appropriately skilled staff • Productivity loss
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Provisional outputs:

- The best possible persons appointed and retained
- A more productive work force
- Increased visibility of Management
- Retention of existing and attraction of new staff with scarce skills

Outcome 4: All our clients have access to affordable and reliable civil and electrical services

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • Long term sustainability of local government in respect of availability and maintenance of services • Over-emphasis on legal compliance at the expense of service delivery • Not keeping up with demand • Services are becoming to expensive • Lack of capacity with respect to sewerage, electricity and water • Service backlogs in Ward 7 (±2 800 households) • Water loss of 15% in terms of AG findings 	<p><u>Causes:</u></p> <ul style="list-style-type: none"> • Poor and inadequate maintenance • Poor planning (to much focus on new projects) • Lack of funds – unfunded mandates • Pressure of expansion (in migration) • Inadequate sources of funding to maintain and replace infrastructure • Aged infrastructure • Theft 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Ageing and badly maintained infrastructure • Lack of capacity with respect to infrastructure
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Provisional outputs:

- A long term maintenance strategy
- Maintenance budget on par with Western Cape average
- Affordable services
- The tariff for each service covers the costs of that service with limited surplus and minimum cross subsidising
- A study on alternative methods of service delivery
- Reduced water and electricity losses

Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas)

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • A damper on growth in the developed part of the community if the previously disadvantaged communities are not uplifted • An increasing pollution footprint • The influx of people with little or no income places a huge burden on municipal infrastructure 	<p><u>Causes:</u></p> <ul style="list-style-type: none"> • Lack of knowledge • Bad planning/Proactive (IDP) – needs analysis & research • Bad decision making • Poor communication with ratepayers • Ineffective controls of informal settlements • Low cost housing (lack of control) 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Unsustainable development • In migration
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Provisional outputs:

- Development is done in a sustainable way
- Partnerships that will promote sustainable development
- Secure funding for soft services

Outcome 6: A lean, integrated, stable and corruption free organisation

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • The organisation not functioning optimally • The stability of the organisation might come under pressure • The ever present threat of corruption • The possibility of one public service or the amalgamation of B-municipalities with metro's 	<p><u>Causes:</u></p> <ul style="list-style-type: none"> • Departments that continue to work in silos • Primary functions are neglected compared to secondary functions • Not enough time spent on talking strategy • Inefficient organisational structure • Council's revenue (Unfunded mandates) • Credit control (Inaccurate meter readings) • Lack of funds 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Lack of good governance • Inadequate IT Systems • Unstable organisation
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Provisional outputs:

- Economic, efficient and effective divisions that join hands towards a common goal of the Municipality
- A leaner organisation
- A corruption free organisation
- Services are delivered on predetermined and agreed standards that are affordable

Outcome 7: Increased community safety

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • Disregard for municipal by-laws and lawlessness of people • Emergency communication problem • Illegal structures, land invasions, displaced persons and street children • Protection Services not provided optimally 	<p><u>Causes:</u></p> <ul style="list-style-type: none"> • Radio reception is not available everywhere in the Swartland area • Emergency calls take too long to get through • Ineffective patrol vehicles • Fire vehicles outdated and not suited for rough terrain • Staff problems at Fire Services • Great distances that are travelled to fires (reaction time not on standard) • Lack of disaster management capacity 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Insecurity and lawlessness
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Provisional outputs:

- Direct telephone line or address enquiries from the public through the establishment of a client service point
- Improved radio communication between towns
- A policy/strategy for the effective management of illegal structures, land invasions, displaced persons and street children
- Replacement of old emergency vehicles with fit for purpose vehicles
- In service training of officers
- Develop disaster management capacity

Outcome 8: Local economic development that is conducive to job creation and an improved quality of life

<p><u>Existing trends and fears:</u></p> <ul style="list-style-type: none"> • Unemployment and under-employment • Increasing gap between rich and poor • Inequitable patterns of spatial development • Islands of poverty 	<p><u>Causes:</u></p> <ul style="list-style-type: none"> • Bad economic climate • Fuel/oil /electricity prices • Water scarcity • Unemployment • Low levels of education and skills • Low economic growth • Historic spatial patterns 	<p><u>Major risks:</u></p> <ul style="list-style-type: none"> • Unstable local economy • Increase in poverty
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Provisional outputs:

- Job creation through public infrastructure and service investment
- Education, skills development and training
- Growth of economic sectors with comparative advantage
- Innovative spatial development strategies, land-use polices, by-laws and implementation capacity to facilitate fast and effective business establishment and functioning
- Business development and support
- Functioning partnerships at different levels and between different parties

6.4. ALIGNMENT OF MUNICIPALITY'S STRATEGIC OUTCOMES WITH PROVINCIAL STRATEGIC OBJECTIVES AND NATIONAL GOVERNMENT'S OUTCOMES

SWARTLAND MUNICIPALITY	PGWC (2010) STRATEGIC OBJECTIVES	CABINET LEKGOTLA (2010) NATIONAL OUTCOMES	
Strategic Outcome 1: A financially sustainable municipality with well maintained assets			
Provisional outputs: <ul style="list-style-type: none"> • A sustainable long term financial strategy (financial plan) adopted by the council • Salary budget within an acceptable norm • Affordable capital expenditure • Maintenance budget within an acceptable norm • Secured and increased sources of income • A depreciation strategy adopted by the council • Substantial decrease in the budget for unfunded mandates • The number of uneconomical services kept to a minimum 		Outcome 9: A responsive, accountable, effective and efficient local government system	Role of municipality: <ul style="list-style-type: none"> • Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality • Implement the community work programme • Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues • Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption
Strategic Outcome 2: Satisfied and well informed clients			
Provisional outputs: <ul style="list-style-type: none"> • External communication plan 			
Strategic Outcome 3: An efficient, productive, motivated and appropriately skilled work force			
Provisional outputs: <ul style="list-style-type: none"> • The best possible persons appointed and retained • A more productive work force • Increased visibility of Management • Retention of existing and attraction of new staff with scarce skills 		Outcome 5: A skilled and capable workforce to support an inclusive growth path	Role of municipality: <ul style="list-style-type: none"> • Develop and extend intern and work experience programmes in municipalities • Link municipal procurement to skills development initiatives
Strategic Outcome 4: All our clients have access to affordable and reliable civil and electrical services			
Provisional outputs: <ul style="list-style-type: none"> • A long term maintenance strategy • Maintenance budget on par with Western Cape average • Affordable services • The tariff for each service covers the costs of that service with limited surplus and minimum cross subsidising • A study on alternative methods of service delivery • Reduced water and electricity losses 	Objective 3: Increasing access to safe and efficient transport Objective 10: Integrating service delivery for maximum impact	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Role of municipality: <ul style="list-style-type: none"> • Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services • Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport • Maintain and expand water purification works and waste water treatment works in line with growing demand • Improve maintenance of municipal road networks

SWARTLAND MUNICIPALITY	PGWC (2010) STRATEGIC OBJECTIVES	CABINET LEKGOTLA (2010) NATIONAL OUTCOMES	
Strategic Outcome 5: Sustainable development of the municipal area (with special emphasis on previously neglected areas)			
Provisional outputs: <ul style="list-style-type: none"> • Development is done in a sustainable way • Partnerships that will promote sustainable development • Secure funding for soft services 	Objective 6: Developing integrated and sustainable human settlements Objective 7: Mainstreaming sustainability and optimising resource use and efficiency Objective 8: Increasing Social Cohesion Objective 11: Creating opportunities for growth and development in rural areas	Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all	Role of municipality: <ul style="list-style-type: none"> • Facilitate the development of local markets for agricultural produce • Improve transport links with urban centres so as to ensure better economic integration • Promote home production to enhance food security • Ensure effective spending of grants for funding extension of access to basic services
		Outcome 8: Sustainable human settlements and improved quality of household life	Role of municipality: <ul style="list-style-type: none"> • Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements • Participate in the identification of suitable land for social housing • Ensure capital budgets are appropriately prioritised to maintain existing services and extend services
		Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced	Role of municipality: <ul style="list-style-type: none"> • Develop and implement water management plans to reduce water losses • Ensure effective maintenance and rehabilitation of infrastructure • Run water and electricity saving awareness campaigns • Ensure proper management of municipal commonage and urban open spaces • Ensure development does not take place on wetlands
Strategic Outcome 6: A lean, integrated, stable and corruption free organisation			
Provisional outputs: <ul style="list-style-type: none"> • Economic, efficient and effective divisions that join hands towards a common goal of the Municipality • A leaner organisation • A corruption free organisation • Services are delivered on predetermined and agreed standards that are affordable 		Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Role of municipality: <ul style="list-style-type: none"> • Continue to develop performance monitoring and management systems • Comply with legal financial reporting requirements • Review municipal expenditures to eliminate wastage • Ensure councils behave in ways to restore community trust in local government

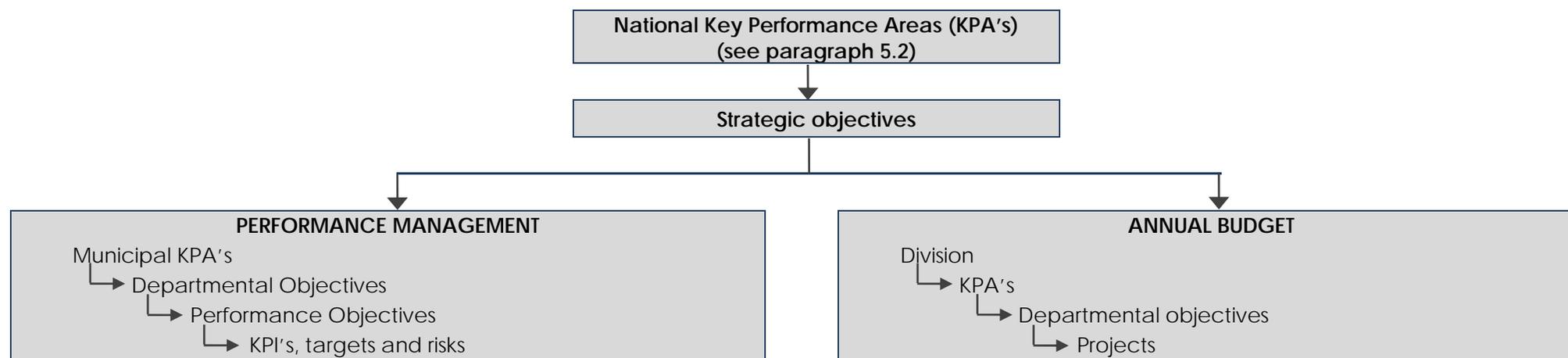
SWARTLAND MUNICIPALITY	PGWC (2010) STRATEGIC OBJECTIVES	CABINET LEKGOTLA (2010) NATIONAL OUTCOMES	
Strategic Outcome 7: Increased community safety			
Provisional outputs: <ul style="list-style-type: none"> • Direct telephone line or address enquiries from the public through the establishment of a client service point • Improved radio communication between towns • A policy/strategy for the effective management of illegal structures, land invasions, displaced persons and street children • Replacement of old emergency vehicles with fit for purpose vehicles • In service training of officers • Develop disaster management capacity 	Objective 5: Increasing safety	Outcome 3: All people in South Africa are and feel safe	Role of municipality: <ul style="list-style-type: none"> • Facilitate the development of safer communities through better planning and enforcement of municipal by-laws • Direct the traffic control function towards policing high risk violations – rather than revenue collection • Metro police services should contribute by: <ul style="list-style-type: none"> ▪ Increasing police personnel ▪ Improving collaboration with SAPS ▪ Ensuring rapid response to reported crimes
Strategic Outcome 8: Local economic development that is conducive to job opportunities and an improved quality of life			
Provisional outputs: <ul style="list-style-type: none"> • Job creation through public infrastructure and service investment • Education, skills development and training • Growth of economic sectors with comparative advantage • Innovative spatial development strategies, land-use polices, by-laws and implementation capacity to facilitate fast and effective business establishment and functioning • Business development and support • Functioning partnerships at different levels and between different parties 	Objective 1: Increasing opportunities for growth and jobs Objective 9: Reducing and alleviating poverty	Outcome 4: Decent employment through inclusive economic growth	Role of municipality: <ul style="list-style-type: none"> • Create an enabling environment for investment by streamlining planning application processes • Ensure proper maintenance and rehabilitation of essential services infrastructure • Ensure proper implementation of the EPWP at municipal level • Design service delivery processes to be labour intensive • Improve procurement systems to eliminate corruption and ensure value for money • Utilise community structures to provide services
No Strategic Outcomes - Municipality only plays a facilitating and supporting role			
	Objective 2: Improving Education Outcomes	Outcome 1: Improved quality of basic education	Role of municipality: <ul style="list-style-type: none"> • Facilitate the building of new schools by: <ul style="list-style-type: none"> ▪ Participating in needs assessments ▪ Identifying appropriate land ▪ Facilitating zoning and planning processes • Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

SWARTLAND MUNICIPALITY	PGWC (2010) STRATEGIC OBJECTIVES	CABINET LEKGOTLA (2010) NATIONAL OUTCOMES	
	Objective 4: Increasing wellness	Outcome 2: A long and healthy life for all South Africans	Role of municipality: <ul style="list-style-type: none"> • Continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services
		Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World	Role of municipality: <ul style="list-style-type: none"> • Role of local government is fairly limited in this area. Must concentrate on: <ul style="list-style-type: none"> ▪ Ensuring basic infrastructure is in place and properly maintained ▪ Creating an enabling environment for investment

Implementation

7.1. MONITORING THE IMPLEMENTATION OF THE IDP

The implementation of the IDP is monitored in two ways: through the performance management system and through the annual budget. The following diagram indicates how the different items relate to one another:



All the items in the diagram are captured on an electronic database system and are linked to one another with the aid of the system. It is therefore very simple and fast to determine the links of any KPI, target or project with the strategic objectives of the IDP and the five national KPA's. All performance and budget monitoring is done by means of this electronic system.

Performance measurement is currently done on management level which involves the Municipal Manager and Directors, and on operational level which involves all division heads. It is envisaged to cascade performance measurement down to other levels of the organisation in the future. The tables that follow deal with the left side of the above diagram and contain the performance objectives, KPI's, annual targets and risks, all linked to a departmental objective, municipal KPA, division, department, strategic objective and national KPA.

Although not a statutory requirement and not linked to the strategic objectives in the IDP, the performance of councillors is being measured as from 1 July 2010. All councillors participate in this performance management exercise on a voluntary basis with no bonuses involved. It is totally non political and only measures performance as a councillor, not as a political party member. The performance objectives, KPI's and annual targets of the councillors are included in this annual plan under paragraph 7.5.

The standards in the Municipality's Client Services Charter that was launched in March 2010 are included as KPI's and targets so as to form part of the performance management system. In this way the municipality can monitor and evaluate the implementation of the Charter.

7.2. PERFORMANCE MANAGEMENT - MUNICIPAL MANAGER

The performance objectives, KPI's, annual targets and risks in the following table are applicable to the Municipal Manager:

Performance Objectives	KPI's	Annual Targets	Risks
Promote local economic development through liaison with business role-players	Annual event with local business held before end of June? Yes or No	Yes	<ul style="list-style-type: none"> • Business/community needs unknown or not taken into account
Promote participative management	Number of months with management meetings	11	<ul style="list-style-type: none"> • Needs of management is unknown or not clearly communicated • Problem areas not timely identified and addressed
Promote proper procurement through sound management	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Uneconomical purchases • Inferior quality services and products • Fraud/ Corruption
Promote implementation by ensuring that the performance of the municipality is monitored	Number of months with performance assessments	10	<ul style="list-style-type: none"> • Non-identification of poor performance • Low productivity
Promote good governance through the publication of an annual report	Annual Report as required by MFMA (121) approved before end of March? Yes or No	Yes	<ul style="list-style-type: none"> • Uninformed tax payers/ community • Non adherence to legal requirements • Unreliable financial information for decision making • Unexplained/ unauthorised expenditure
Promote the council's objectives by ensuring tasks are implemented	% of due council decisions initiated	100%	<ul style="list-style-type: none"> • Non-execution of council set tasks
MFMA Section 21(2): When preparing the annual budget take into account the municipality's IDP	IDP taken into account? Yes or No	Yes	<ul style="list-style-type: none"> • Non-availability of funds for needs identified in the IDP
MFMA Section 27(1): Inform the MEC for finance of any non-compliance by the municipality of any provisions of this Act or any other legislation pertaining to the tabling or approval of an annual budget or compulsory consultation processes	MEC informed of non-compliance, if any? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Intervention by Provincial Executive if budget is not compiled timely
MFMA Section 29(1): Authorise unforeseeable and unavoidable expenditure for which no provision was made in an approved budget in emergency or other exceptional circumstances	Unforeseeable and unavoidable expenditure, if any, authorised? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> • Unauthorised, irregular or fruitless and wasteful expenditure • Insufficient funds resulting in delays and/ or breakdown in service delivery
MFMA Section 31: Give approval that expenditure for a programme during a financial year may exceed the amount of that year's appropriation.	Approval, if applicable, given? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> • Insufficient funds incurring further borrowing beyond the annual budget limit
MFMA Section 46(2): Sign a resolution of the council which approves the debt agreement regarding the incurrence of long-term debt	Resolution, if applicable, signed? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> • Unauthorised incurring of debt • Long-term debt inconsistent with its capital budget
MFMA Section 52(c): Take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions	Municipality performed its constitutional and statutory functions? Yes or No	Yes	<ul style="list-style-type: none"> • Non-performance of constitutional and statutory functions within the approved budget • Poor service delivery

Performance Objectives	KPI's	Annual Targets	Risks
MFMA Section 53(1)(b): Co-ordinate the annual revision of the IDP and the preparation of the annual budget, and determine how the IDP is to be taken into account or revised for the purposes of the budget	Annual revision and preparation co-ordinated? Yes or No	Yes	<ul style="list-style-type: none"> Budget not aligned according to the IDP Service delivery targets and KPI's
	Was it determined how the IDP is to be taken into account or revised? Yes or No	Yes	<ul style="list-style-type: none"> Non-prioritisation of projects and identified needs
MFMA Section 53(2): Report to the council and the MEC for finance any delay in the tabling of the budget, the approval of the SDBIP or the signing of the annual performance agreements	Any delay reported to the council and the MEC, if applicable? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Council and the MEC for Finance not aware of delays in tabling the budget and SDBIP to ensure timely action Objectives or strategies may not be in line with government (H)
MFMA Section 54(1): On receipt of section 71 monthly budget statements or the section 72 mid-year budget and performance assessment -			
<ul style="list-style-type: none"> check whether the municipality's approved budget is implemented in accordance with the SDBIP 	Implementation of the approved budget in accordance with the SDBIP checked? Yes or No	Yes	<ul style="list-style-type: none"> Inappropriate utilisation of funds Unreliable financial information for decision making
<ul style="list-style-type: none"> consider and, if necessary, make revisions to the SDBIP 	SDBIP considered and revisions made if necessary? Yes or No	Yes	<ul style="list-style-type: none"> SDBIP not aligned with the approved budget
<ul style="list-style-type: none"> issue appropriate instructions to ensure- <ul style="list-style-type: none"> (a) that the budget is implemented in accordance with the SDBIP; and (b) that spending of funds and revenue collection proceed in accordance with the budget 	Appropriate instructions issued? Yes or No	Yes	<ul style="list-style-type: none"> Inadequate/ Ineffective control environment
<ul style="list-style-type: none"> identify any financial problems facing the municipality 	Financial problems identified, if any? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Non-timeous identification of financial problems to implement remedial or corrective steps
MFMA Section 55: If the municipality has not approved an annual budget by the first day of the budget year or if the municipality encounters a serious financial problem referred to in section 136, to immediately report the matter to the MEC for local government	Was a serious financial problem referred to in section 136, if any, immediately reported to the MEC? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Inadequate/ Ineffective control environment Provincial intervention if budget not timely compiled
MFMA Section 131(1): To ensure that any issues raised by the Auditor-General in an audit report are addressed	% of issues raised by the Auditor-General in an audit report addressed	100%	<ul style="list-style-type: none"> Unreliable financial information Qualified annual report
MFMA Section 133(1): If the accounting officer of fails to submit financial statements to the Auditor-General or if the mayor fails to table the annual report in the council, to promptly table in the council a written explanation setting out the reasons for the failure	Written explanation, if applicable, tabled in the council? - Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Council not aware of the failure to submit financial statements to take appropriate steps Stopping of funds by National Treasury Provincial intervention
Ensure that participative planning takes place	Number of months during which IDP/Budget process schedule were checked	10	<ul style="list-style-type: none"> Inaccurate/ incomplete allocation of costs Unauthorised spending Project delays
Ensure the organisation functions optimally by maintaining a functional macro-structure	Annual review of the macro structure completed? Yes or No	Yes	<ul style="list-style-type: none"> Limited/ Unskilled workforce Project delays Poor service delivery

Performance Objectives	KPI's	Annual Targets	Risks
Ensure good cooperation between the political and administrative components of the municipality	Performance management system for councillors evaluated and revised? Yes or No	Yes	<ul style="list-style-type: none"> • Non-identification of poor performance • Low productivity • Council and Management needs unknown or not clearly communicated
	Compilation of Section 53 role clarification before March 2012? Yes or No	Yes	•
Improve decision-making through the formalisation of delegations	System of delegations revised? Yes or No	Yes	<ul style="list-style-type: none"> • Unauthorised transactions • Poor decision-making • Inadequate/ Ineffective control environment (H)
Promote and facilitate the creation of jobs	% of the LED funds actually spent	90%	<ul style="list-style-type: none"> • Increase in unemployment
Ensure that the financial statement fairly represent the position of the Municipality and that performance information is reliable, accurate and complete	Was a clean audit obtained from the Auditor-General? Yes or No	Yes	<ul style="list-style-type: none"> • Unreliable financial information • Qualified annual report

7.3. PERFORMANCE MANAGEMENT - DIRECTORS

The performance objectives, KPI's and targets in the following table are on a management level and are applicable to all the directors:

Performance Objectives	KPI's	Annual Targets	Risks
Ensure that capital expenditure is in line with budget and time frames	% of capital budget spent	Between 95% and 105%	<ul style="list-style-type: none"> • Inaccurate/ incomplete allocation of costs • Unauthorised spending (H) • Non-timeous identification of project delays
Implement capital projects	Average % completion of capital projects	95%	<ul style="list-style-type: none"> • Non-implementation of remedial or corrective steps for identified project delays • Ageing equipment (H)
Ensure that operating expenditure is in line with budget and time frames	% of operating budget spent	Between 90% and 100%	<ul style="list-style-type: none"> • Inaccurate/ incomplete allocation of costs • Unauthorised spending • Excessive maintenance cost • Unavailability of equipment (H) • Lack of asset management and maintenance system
Ensure that workforce is appropriately skilled	% of planned training sessions realised	100%	<ul style="list-style-type: none"> • Limited/ Unskilled workforce • Project delays • Unsatisfied service delivery (M)
Implement all council decisions	% of due council decisions initiated	100%	<ul style="list-style-type: none"> • Non-execution of council set tasks (M)

Performance Objectives	KPI's	Annual Targets	Risks
Ensure proper performance and financial monitoring	Number of months during which performance assessments and reconciliation of departmental records of expenditure with finance records were done	10	<ul style="list-style-type: none"> • Non-identification of poor performance • Low productivity (M) • Unreliable financial information • Unidentified variances • No follow-up & rectification of errors
Ensure legal compliance in relation to the annual report	Departmental input to the annual report submitted by due date? Yes or No	Yes	<ul style="list-style-type: none"> • Qualified annual report • Non adherence to legal requirements (M)
Facilitate adequate budget planning	Budget requests provided to financial department in accordance with the budget time schedule? Yes or No	Yes	<ul style="list-style-type: none"> • Unrealistic budgets • Unreliable information (M) • Inadequate/ Ineffective control environment • Provincial intervention if budget not timely compiled
Complete all assignments from the municipal manager by set date	Number of written warning received from the municipal manager	0 maximum	<ul style="list-style-type: none"> • Non-execution of MM set tasks (M)
Address all correspondence in a timely manner	% of all correspondence as recorded by Collaborator that were less than 60 days old	80%	<ul style="list-style-type: none"> • No response to enquiries/ complaints (M) • Unsatisfied clients
Implement transformation in the organisation	% of employment opportunities applied for appropriate equity appointments	75%	<ul style="list-style-type: none"> • Non-compliance with law/ regulations (H)
Ensure that all procurement comply with the legal process	% compliance with supply chain management policy with the exception of approved deviations	100%	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Uneconomical purchases • Inferior quality services & products • Fraud/ Corruption (H)
Resolve all audit issues	% of audit queries for which an action plan was submitted within 10 working days	90%	<ul style="list-style-type: none"> • Non-implementation of audit recommendation
	% of actions implemented within agreed time frame	100%	<ul style="list-style-type: none"> • Inadequate/ Ineffective control environment (H)
Identify risks and implement controls	Confirmation of risk assessment by May annually? Yes or No	Yes	<ul style="list-style-type: none"> • Non-identification of risk areas • Uneconomical usage of resources
Ensure employee involvement through communication	% of invocoms held according to approved schedule	100%	<ul style="list-style-type: none"> • Staff needs and concerns unknown / not taken into account • Uninformed staff and management
Reduce the average duration of vacancies	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	<ul style="list-style-type: none"> • Disruption of operations • Inadequate service delivery (H)
Promote a productive workforce	% of person days lost per month	4% pm maximum	<ul style="list-style-type: none"> • Low productivity • Unreliable workforce

Over and above the performance objectives, KPI's and targets in the preceding table, the undermentioned are only applicable to the specific directors, as indicated:

Performance Objectives	KPI's	Annual Targets	Risks
Director Electrical Engineering Services			
Ensure proper monitoring of the Client Service Charter	Number of months during which at least one qualified electrician was deployed on a permanent basis at each of the three service depots, namely Malmesbury, Moorreesburg and Darling/Yzerfontein to deal with electricity supply problems	12	<ul style="list-style-type: none"> Poor or no service delivery in the region Unsatisfied clients
Director Financial Services			
Systems Act Section 99(a): Oversee and monitor the implementation and enforcement of the credit control and debt collection policy and any by-laws enacted in terms of section 98	Implementation and enforcement of the policy and by-laws overseen and monitored? Yes or No	Yes	<ul style="list-style-type: none"> Incorrect categorising of debtors (indigents) Unfair discrimination regarding the implementation and execution of the credit control and debt collection policy and any by-laws
MFMA Section 21(1)(a): Co-ordinate the processes for preparing the annual budget and budget-related policies	Processes co-ordinated? Yes or No	Yes	<ul style="list-style-type: none"> Inadequate/ Ineffective control environment Provincial intervention if budget not timely compiled Budget not aligned to the IDP
MFMA Section 45(2): Sign a resolution of the council which approves the debt agreement regarding the incurrence of short-term debt	Resolution, if applicable, signed? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Unauthorised incurring of debt Renewing or refinancing short term debt extending it into a new financial year
Ensure general financial viability	Outstanding service debtors to revenue =B÷C <i>B represents total outstanding service debtors</i> <i>C represents annual revenue actually received for services</i>	2008 = 0.15 2009 = 0.16	<ul style="list-style-type: none"> Insufficient cash flow Insufficient management information for decision making (H)
	Cost coverage =(B+C)÷D <i>B represents all available cash at a particular time</i> <i>C represents investments</i> <i>D represents monthly fixed operating expenditure</i>	2008 = 8.38 2009 = 10.22	<ul style="list-style-type: none"> Insufficient cash flow Insufficient management information for decision making (H)
	Debt coverage =(B-C)÷D <i>B represents total operating revenue received</i> <i>C represents operating grants</i> <i>D represents debt service payments (i.e. interest + redemption) due within the financial year</i>	2008 = 63.81 2009 = 43.61	<ul style="list-style-type: none"> Insufficient cash flow Insufficient management information for decision making (H)
Director Development Services			
Provide for Integrated Housing projects	Meeting held with other departments to determine availability of bulk services for integrated housing projects? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Incomplete management information for decision making Unauthorised changes (H)

7.4. PERFORMANCE MANAGEMENT PER DEPARTMENT

The tables that follow below contain the operational level KPI's and targets. They are grouped according to the five national key performance areas, departments, strategic objectives and municipal key performance areas.

National KPA 1: Basic service delivery and infrastructure development

DEPARTMENT: CIVIL ENGINEERING SERVICES

Division: Civil Services

Strategic Objective: To provide adequate, affordable and well maintained civil engineering services to the municipal area

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Water [Objective: To provide a quality water service that is safe, available and well maintained]			
Ensure continuous and available water supply	Number of interruptions in continuous service to consumers, where interruptions for a single incident was greater than 48 hrs (KPI 7 DWAF)	0 maximum	<ul style="list-style-type: none"> Breakdown in service delivery Lack of adequate monitoring Unskilled workforce Equipment outdated/ failure Unsafe working environment (H)
	Number of interruptions in continuous service to consumers where interruption for a single incident was greater than 3 hrs	4 pm maximum	<ul style="list-style-type: none"> Poor service delivery Low productivity Lack of quality assurance
	% of new water connections completed within 10 working days	100%	<ul style="list-style-type: none"> Non-timeous provision of services Non-identification of poor service delivery (M) Unrecorded connections
Ensure safety of water supply	% of samples compliant with the microbiological requirements of the SANS 248	95%	<ul style="list-style-type: none"> Non-compliance with law/ regulations Unsafe water quality (H)
Ensure effective operation and maintenance of water supply network	Storage capacity of reservoirs (hours)	36 hrs	<ul style="list-style-type: none"> Insufficient water resources (M) Inadequate monitoring system Non-identification of increase in water usage
	% of unaccounted for water	18%	<ul style="list-style-type: none"> Loss of revenue Non-identification of damages/ unauthorised connections (H) Unidentified water losses
Ensure client orientated service provision	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> Trends of poor services not identified and addressed Unsatisfied client
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> No follow-up or action taken regarding complaints received
Ensure that all households have access to water within 200m (General KPI)	% of urban households with access within 200 meters	100%	<ul style="list-style-type: none"> Non-adherence to law/ regulations (H) Poor conditions/ Unhealthy environment of residents

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Sewer Services [Objective: To provide a quality sewer services that is available and well maintained]			
Ensure continuous and available sewer services	Number of interruptions in continuous service to consumers where the interruption for a single incident was greater than 3 hours	4 pm maximum	<ul style="list-style-type: none"> Service/ equipment failure/ outdated Unskilled workforce Low productivity Lack of quality assurance Unsafe working environment (H)
	% of new sewer connections completed within 10 working days	100%	<ul style="list-style-type: none"> Non-timeous provision of services Non-identification of poor service delivery (M)
	% of tank pumping service requests completed within 24 hours	95%	<ul style="list-style-type: none"> Unrecorded services (loss of revenue) Unhealthy environment
Ensure effective operation and maintenance of waste water treatment works	% compliance with DWA general limits for the discharge of treated waste water	80%	<ul style="list-style-type: none"> Non-adherence to law/ regulations Unsafe water quality (H)
	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> Trends of poor services not identified and addressed Unsatisfied client
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> No follow-up or action taken regarding complaints received
Ensure that all urban households have access to sanitation services within 200m (General KPI)	% of urban households with access within 200 meters	100%	<ul style="list-style-type: none"> Non-adherence to law/ regulations Insufficient sewerage plant (H) Poor conditions / Unhealthy environment of residents
KPA: Roads and storm water [Objective: To ensure a well maintained road and storm water network]			
Implementation of planned maintenance activities	% of gravel roads inspected in accordance with schedule	90%	<ul style="list-style-type: none"> Outdated maintenance plan Claims due to poor quality of roads/ Accidents
	% of the operating budget allocated for maintenance spent	100%	<ul style="list-style-type: none"> Ageing infrastructure/ equipment Service/ equipment failure/ outdated Unskilled workforce Low productivity Lack of quality assurance Unsafe working environment (H) Maintenance plan not updated according to execution
Ensure client orientated service provision	% of new street accesses completed within 10 working days	100%	<ul style="list-style-type: none"> Non-identification of poor service delivery (M)
	% of flood incidents reacted on within 3 hours after the incident has been reported	100%	<ul style="list-style-type: none"> Inadequate monitoring system to identify poor services
	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> Trends of poor services not identified and addressed Unsatisfied clients
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> No follow-up or action taken regarding complaints received

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Parks and Recreation [Objective: To provide well maintained parks and recreation facilities]			
Implementation of planned maintenance activities	% of parks and open spaces inspected in accordance with schedule	90%	<ul style="list-style-type: none"> • Maintenance plan not updated according to identified maintenance requirements • Ageing infrastructure/ equipment • Equipment failure/ outdated • Unskilled workforce • Unsafe/ Untidy environment • Low productivity • Lack of quality assurance • Unsafe working environment (L)
	% of the operating budget allocated for maintenance spent	100%	<ul style="list-style-type: none"> • Maintenance plan not updated according to execution
Ensure availability of sport facilities and swimming pools through proper maintenance	Number of days swimming pools were unavailable due to poor maintenance	0 maximum	<ul style="list-style-type: none"> • Unorganised unfair allocation of areas (L) • Poor planning and recordkeeping of reservations
	Number of days sport fields were unavailable due to poor maintenance	0 maximum	
Ensure client orientated service provision	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> • No response to enquiries/ complaints (L) • Trends of poor services not identified and addressed • Unsatisfied clients
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> • No follow-up or action taken regarding complaints received

Division: Cleaning Services

Strategic Objective: To provide and adequate and affordable cleaning services to the municipal area

Performance Objective	KPI	Annual Target	Risk
KPA: Cleaning Services [Objective: To ensure a clean and healthy environment through the provision of a high quality cleaning service]			
Ensure that all Swartland residents have access to a high quality and continuous cleaning service	% of households registered for cleaning service which received a service 4 times per month	100%	<ul style="list-style-type: none"> • Unskilled workforce • Unhygienic environment • Unsatisfied residents • Low productivity • Lack of quality assurance • Unsafe working environment
	Number of incidences per month where household refuse were not removed	5 pm maximum	<ul style="list-style-type: none"> • Trends of poor services not identified and addressed • Unsatisfied client
	Number of written complaints regarding refuse removal	5 pm maximum	<ul style="list-style-type: none"> • No follow-up or action taken regarding complaints received
	Number of days that the service could not be provided because of vehicles that were not operational	1 pm maximum	<ul style="list-style-type: none"> • Ageing equipment • Equipment failure/ outdated due to insufficient maintenance plan

Performance Objective	KPI	Annual Target	Risk
Ensure that all Swartland residents have access to a high quality and continuous cleaning service (<i>continued</i>)	Number of written complaints regarding cleaning	10 pm maximum	<ul style="list-style-type: none"> No follow-up or action taken regarding complaints received
Ensure that cleaning services are considered in development applications	% of land use application provided with conditions of approval (cleaning)	100%	<ul style="list-style-type: none"> Insufficient cleaning services Unhygienic/ Health risk (H)
Ensure that all cleaning contractors' services are in line with their contracts	% of payment certificates for one man contracts issued on time	100%	<ul style="list-style-type: none"> Inferior quality cleaning services Invalid payments (M)
Manage waste sites in an environmentally sensitive manner	% of waste sites that complies with legal requirements and standards	75%	<ul style="list-style-type: none"> Non-adherence to laws/ regulations Environmental damage (H)
Continuously monitor the Highlands site	Number of quarterly monitoring meetings	4	<ul style="list-style-type: none"> Insufficient dumping site for all refuse/waste (H)
Promote a clean environment through recycling	% of quarterly recycling target met	30% pm	<ul style="list-style-type: none"> Unnecessary capacity taken up of waste site (M)
Clean all municipal roads to an acceptable standard	Number of written complaints regarding dirty roads were received	5 pm maximum	<ul style="list-style-type: none"> Untidy/ dirty roads (M)
	Number of months during which contractors met service agreement requirements	12	<ul style="list-style-type: none"> Non-execution of required service Inferior quality cleaning services Invalid payments (M)
Ensure proper monitoring of the Client Service Charter	Number of months during which collection of residential, garden and business refuse were done on a weekly basis according to a scheduled programme based on residential areas	12	<ul style="list-style-type: none"> Non-execution of required service Inferior quality cleaning services Poor planning
	% of residential areas swept on a monthly basis	100%	<ul style="list-style-type: none"> Untidy/ dirty environment
	Number of months during which the central business district were swept on a daily basis in bigger towns and on a weekly basis in smaller towns	12	<ul style="list-style-type: none"> Untidy/ dirty central business area Damage to the image of the Municipality

Division: Building Services

Strategic Objective: To ensure that the council's building infrastructure is sufficient and properly maintained

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Buildings and maintenance [Objective: To ensure that the council's building infrastructure is sufficient and properly maintained]			
Ensure that council buildings remain functional	% of the operating budget for maintenance of council buildings spent	100%	<ul style="list-style-type: none"> Service/ equipment failure/ outdated
	% of complaints/requests addressed responded to within 24 hours	100%	<ul style="list-style-type: none"> No response to enquiries/ complaints (L)
Complete road markings on time	% of requests / complaints addressed within 2 weeks	100%	<ul style="list-style-type: none"> No response to enquiries/ complaints (L)
	% of the operating budget for road markings spent	100%	<ul style="list-style-type: none"> Unsafe traffic environment
Effectively execute maintenance projects	% of planned maintenance projects completed	100%	<ul style="list-style-type: none"> Outdated / incomplete maintenance plan Low productivity Lack of quality assurance Unsafe working environment (H)

DEPARTMENT: ELECTRICAL ENGINEERING SERVICES

Division: Operations, Maintenance and Construction (Tom Rossouw)

Strategic Objective: To provide a quality and safe electricity service that is at all times operational with well maintained infrastructure

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA: Planning and Design</i>			
Provide sufficient network capacity	Number of previously unreported medium voltage circuit overload incidences	2 pa maximum	<ul style="list-style-type: none"> Poor service delivery Damage to infrastructure(H)
<i>KPA: Construction Management</i>			
Properly manage departmental construction projects	% of total actual completion according to schedule	90%	<ul style="list-style-type: none"> Non timeous provision of service Project delays due to insufficient resources Inferior service/ product (M)
<i>KPA: Maintenance Management</i>			
Properly maintain the electrical network	Review of maintenance policy and safety plans done by September? Yes or No	Yes	<ul style="list-style-type: none"> Service/ equipment failure/ outdated Low productivity Lack of quality assurance Unsafe working environment (M)
	% of maintenance budget spent (cumulative)	95%	
Ensure that disruptions are in line with standards	% average compliance of planned disruptions (monthly)	95%	<ul style="list-style-type: none"> Unsatisfied client Poor service delivery (L) Unsatisfied client (M)
	% average compliance of unplanned disruptions	95%	
Ensure a high quality electricity support service	Number of legitimate written complaints per annum	4 pa maximum	<ul style="list-style-type: none"> No response to enquiries/ complaints (L)
Properly maintain vehicles and equipment	% of required generator service undertaken	100%	<ul style="list-style-type: none"> Equipment failure/ outdated Project delays Lack of quality assurance Unsafe working environment (M)
	% of required lifting equipment and compressors with valid certification	100%	
<i>KPA: Operational Management</i>			
Appropriately monitor and maintain network infrastructure	% of built substations inspected per 3 month period	100%	<ul style="list-style-type: none"> Unexpected equipment/ service failures (M) Unskilled workforce Low productivity Lack of quality assurance Unsafe working environment
	% of mini substations and switchgear inspected annually	95%	
	% of km MV line inspected annually	95%	
	Number of tripping incidents caused by vegetation encroachment of MV and LV lines	5 pa maximum	
Ensure correct operational procedures	% of all MV work by external contractors for which permits were issued	100%	<ul style="list-style-type: none"> Unsafe working environment Non-compliance with law/ regulations (H)
	Number of MV operations undertaken with unexpected incidents	4 pa maximum	
Ensure proper monitoring of the Client Service Charter	% of unforeseen power outages (electrical faults, malfunctioning equipment, etc.) repaired within 1,5 hours	60%	<ul style="list-style-type: none"> Non-identification of poor service delivery Low productivity (M) Non-identification of poor service delivery Low productivity (M)
	% of complaints regarding faulty street lighting, area, building and sports field lighting dealt with within 5 working days	95%	

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Electricity Safety			
Ensure sound safety practices in the provision of electrical service	Number of reportable safety incidents in terms of legislation	2 pa maximum	<ul style="list-style-type: none"> • Unsafe working environment • Loss of life • Non-compliance with OSH Act • Inadequate protection of human resources and assets (H)
	Number of incidences not compliant in terms of safety committee reports	5 pa maximum	
KPA: General and Administration			
Ensure correct personnel administration	Number of months during which information for monthly reports were submitted to Director	12	<ul style="list-style-type: none"> • Ineffective disciplinary and grievance process (M)
	Number of months during which standby and overtime schedules and time sheets were submitted correctly	12	<ul style="list-style-type: none"> • Unauthorised payments (M)

Division: Design and Planning (MJ Swanepoel)

Strategic Objective: To provide a quality and safe electricity service that is at all times operational with well maintained infrastructure

Performance Objectives	KPI's	Annual Targets	Risks
Planning and Design			
Continuously do master planning	Up to date Master plans available by end of June? Yes or No	Yes	<ul style="list-style-type: none"> • Inadequate Information systems to provide necessary information for decision-making • Uneconomical utilisation of resources
Properly set and operate electrical protection systems	% of trip incidents investigated with report	100%	<ul style="list-style-type: none"> • Unsafe working environment (H)
Maintain supply capacity through continuous load forecasting	Quarterly forecasting done per town	100%	<ul style="list-style-type: none"> • Service breakdown/ failure
Meet reporting requirements	Annual Quality of Supply Report submitted by end of October? Yes or No	Yes	<ul style="list-style-type: none"> • Uninformed management • Insufficient information for monitoring
Keep energy loss within an acceptable level	% technical and non technical loss	12% maximum	<ul style="list-style-type: none"> • Loss of revenue • Non-identification of damages/ unauthorised connections (M)
Ensure correct operation of meters for billing of bulk electricity	% of bulk meters correctly programmed and documented	100%	<ul style="list-style-type: none"> • Loss of revenue • Non-identification of damages/ unauthorised connections (H)
Provide sufficient network capacity	% of potential overload incidences dealt with effectively	100%	<ul style="list-style-type: none"> • Poor service delivery/ breakdowns
Proper documentation of design	% of new electrical networks incorporated in CAD	100%	<ul style="list-style-type: none"> • Repairs/upgrades not according to specifications • Equipment failure/ outdated • Unsafe working environment (M)
	% of schematic diagrams on standard and correct	100%	
Project Management			
Ensure correct contract documentation	% sets of contract documents submitted for record keeping	100%	<ul style="list-style-type: none"> • Non compliance with contract terms & conditions (M) • Inferior quality of services
Customer Services			
Ensure sufficient income to cover costs	Did connection income cover expenditure? Yes or No	Yes	<ul style="list-style-type: none"> • Fruitless & Wasteful spending • No follow-up & rectification of errors (H)

Performance Objectives	KPI's	Annual Targets	Risks
Ensure customer orientated electrical engineering services	Number of written complaints regarding connection applications per year	2 pa maximum	<ul style="list-style-type: none"> No response to enquiries/ complaints (L)
Ensure proper monitoring of the Client Service Charter	% of quotations for standard applications for electrical connections, upgradings, changes and new developments given on application	100%	<ul style="list-style-type: none"> Damage to the image of the Municipality Low productivity Lack of monitoring/quality assurance

DEPARTMENT: PROTECTION SERVICES

Division: Municipal Police Services

Strategic Objective: To promote and maintain a safe environment

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Operational Services [Objective: To promote a safe environment by the provision of a municipal police service]			
Comply with strategic objective matrix targets	Monthly Objective Matrix target (%)	80%	<ul style="list-style-type: none"> Unrealistic & irrelevant objectives (M)
Provide an effective crime prevention, traffic policing and by-law service	% of total hours worked per month (Objective Matrix)	50%	<ul style="list-style-type: none"> Incorrect/ uneconomical utilisation of resources Insufficient and Unskilled resources Non- compliance with BCEA (H)
	% of productive hours worked (road blocks) (Objective Matrix)	14%	
	% of productive hours worked (patrols) (Objective Matrix)	55%	
	% of patrol hours worked (foot patrols) (Objective Matrix)	15%	
	Average hours per month dedicated to bicycle and motorcycle patrols	40 hours pm average	
Effectively manage speeding fines	% of first notifications issued by service providers within 30 days	100%	<ul style="list-style-type: none"> Insufficient/ non timeous notification Inaccurate/ incomplete records/ address (H)
Ensure that legal registers are compliant	Number of months during which service provider maintained court and AG registers	12	<ul style="list-style-type: none"> Non-compliance with law/ regulations Insufficient management information for decision making Unauthorised waiving of fines (H)
Report to the council regularly	Number of months during which reports were submitted	12	<ul style="list-style-type: none"> Uninformed management Non-compliance with regulations (M)
	Number of quarterly reports submitted	4	
Compile an annual police plan in line with the relevant legislation	Annual plan submitted to the council by end of April? Yes or No	Yes	<ul style="list-style-type: none"> Non-compliance with law/ regulations No strategic direction (H)
Undertake pro-active programmes and projects	Number of traffic safety and drug awareness programmes	2 pq	<ul style="list-style-type: none"> Uninformed staff/ public (L)
Reduce alcohol and drug related crime	Number of alcohol / drug and other crime prevention operations per quarter	100 pq	<ul style="list-style-type: none"> Incorrect/ uneconomical utilisation of resources Increase in alcohol and drug related crime

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Vehicle registration and licensing [Objective: To provide a trustworthy and effective traffic and licensing service]			
Provide a high quality traffic and licensing service	Number of written complaints regarding traffic service	0 maximum	<ul style="list-style-type: none"> Invalid/ Illegal issuing of licences Unsatisfied client/ public Insufficient response to client/ public complaints Irresponsible action taken/ decision made by management (H)
	% of provincial decisions obtained within 48 hours	100%	
	% of queries and request finalised within 48 hours	100%	
	Number of legal actions taken against Swartland Municipality	0 maximum	
Manage funds properly	% of cashiers reconciled daily	100%	<ul style="list-style-type: none"> Incomplete/ Inaccurate financial information Misuse/ Fraud Non timeous recording of transactions (H)
Ensure proper monitoring of the Client Service Charter	% of motor registration and licensing cases handled within 15 – 20 minutes	100%	<ul style="list-style-type: none"> Non-identification of poor service delivery Low productivity

Division: Fire and Emergency Services

Strategic Objective: To promote and maintain a safe environment

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Fire and Emergency Services [Objective: To provide an effective and pro-active fire-fighting and disaster management service]			
Provide a quality fire fighting service	% of time during month that service is available	100%	<ul style="list-style-type: none"> Insufficient response to reported incidents Damage to property/ loss of life(H)
	% vehicles operational per month	90%	
	Number of months during which vehicles and equipment inspections were undertaken	12	<ul style="list-style-type: none"> Inadequate vehicles and equipment to execute effective fire fighting service (H) Unsatisfied client/ public Insufficient response to reported incidents Non identification of causes/ origination of fire (H)
	No of written complaints regarding poor service	2 pm maximum	
Reduce fire risks through continuous public awareness	Number of educational / awareness campaigns	6	<ul style="list-style-type: none"> Uninformed staff/ public (L)
Properly maintain all supporting infrastructure	Total no of hydrants monitored and repaired	1000	<ul style="list-style-type: none"> Inadequate resources/ equipment to execute effective fire fighting service (H)
Utilise disaster management resources optimally	Compilation/annual revision of Disaster Management Plan completed by end of June? Yes or No	Yes	<ul style="list-style-type: none"> Severe damage to property and town infrastructure (H)
Ensure proper monitoring of the Client Service Charter	% of fire incidences reacted to within 20 minutes (in town areas) after receipt of a call or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> Insufficient response to reported incidents Damage to property/ loss of life(H) Insufficient response to reported incidents Uninformed client/ public regarding their complaints
	% of other emergencies receiving immediate attention and feedback when attended to, or immediately after capture by an SMS system	100%	

Division: Harbour: Yzerfontein

Strategic Objective: To promote and maintain a safe environment

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA: Harbour: Yzerfontein [Objective: To provide safe harbour and fishing infrastructure]</i>			
Provide a safe harbour facility	Number of accidents on slipway due to poor control	0 maximum	<ul style="list-style-type: none"> • Damage to property/ infrastructure (M)
Provide a quality and legally compliant market facility	Number of legal actions taken against the SM due to the failure to implement by-law	0 maximum	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Non awareness of changes in bylaws • Unsatisfied client/ public • Unhygienic harbour area (M)

DEPARTMENT: DEVELOPMENT SERVICES

Division: Community Development

Strategic Objective: To promote social development in the municipal area

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA: Community Development [Objective: To render, coordinate and support social development in the region]</i>			
Ensure the proper management of the Thusong centres	Contracts with Thusong Service Centres finalised? Yes or No	Postponed until next fin year	<ul style="list-style-type: none"> • Funds not spent according to approved projects (M)
Establish a comprehensive policy for social development	% completion of a Social Development Policy by May	100%	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Insufficient guidelines (M)
Promotion of early childhood development in the Swartland	Number of capacity building sessions with all ECD organisations in the Swartland	4	<ul style="list-style-type: none"> • Non-identification of needs • Uneconomical utilisation of available resources (M)
	Number of meetings with Child Development Forum	4	<ul style="list-style-type: none"> • Insufficient guidelines (M)
Promote the capacity of young adults (with special emphasis on towns with low development potential)	Number of youths from the whole Swartland community assisted to access economy (focus on agriculture and protection services)	1500 pa	<ul style="list-style-type: none"> • Insufficient capacity/ skills • Insufficient support services (M) • Uninformed community
	Number of youths from the whole Swartland community assisted to enter training opportunities	100 pa	
Promote access to the six government services	Number of people reached through Government services at the Ilinge Lethu Thusong centre	250 pm	<ul style="list-style-type: none"> • Insufficient information for planning and decision making (M)
	Service level agreements with 3 government departments reached	3 pa	<ul style="list-style-type: none"> • Poor service delivery (M)
Promote quality of life through life skills development	Number life skills programmes per month	At least 3	<ul style="list-style-type: none"> • Insufficient support services (M) • Underdeveloped community
Support business development through skills development (with special emphasis on towns with low development potential)	Training workshop held? Yes or No	Yes	<ul style="list-style-type: none"> • Uninformed community • Non-participation of entire community in business development

Performance Objectives	KPI's	Annual Targets	Risks
Support upcoming farmers	Number of meetings of municipal officials with agricultural forums	10 pa	<ul style="list-style-type: none"> • Insufficient support services (M)
	Number of quarterly training sessions re finance and governance held	4	
Mechanisation centres - agriculture	Completion of feasibility study by May? Yes or No	Yes	<ul style="list-style-type: none"> • Insufficient information for planning and decision making (M)
Support the effective management of food security in the region	Number of beneficiaries from community nutrition centres linked to development programmes	500	<ul style="list-style-type: none"> • Inadequate programme to ensure sound food security
Effective co-ordination of social development	Bi-annual progress reports from organisations benefitting from the Municipality submitted in January and July? Yes or No	Yes	<ul style="list-style-type: none"> • Trends of poor services not identified and addressed
	Number of areas made available for youth advisory services per quarter	3 pq	<ul style="list-style-type: none"> • Insufficient support services (M) • Underdeveloped/ Uninformed community

Division: Planning, Building Control and Valuations

Strategic Objective: To ensure sound management of the urban and rural environment

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Planning [Objective: To ensure a sustainable planning and development service]			
Ensure proper monitoring of the Client Service Charter	% of building plans for which acknowledgement of receipt were issued within 48 hours, or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> • Uninformed public • Delays in process
	% of building plans finalised within 30 calendar days or for which feedback is provided if not finalised	100%	<ul style="list-style-type: none"> • Trends of poor services not identified and addressed • Delays in building process
	% of land use applications for which acknowledgement of receipt were issued within 48 hours, or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> • Trends of poor services not identified and addressed • Delays in building process
Ensure proper monitoring of the Client Service Charter (continued)	% of land use applications for which feedback is provided within 30 working days and the enquiry is attended to within 90 working days.	100%	<ul style="list-style-type: none"> • Trends of poor services not identified and addressed • Delays in building process
Provide an efficient and effective land use management service	% of applications processed within 2 weeks	90%	<ul style="list-style-type: none"> • Unsatisfied clients/ public • Non-compliance with law/ regulations • No or late response to enquiries/ complaints • Lack of under-standing of land use process (H)
	Number of successful legal actions against municipality regarding town planning matters	0 maximum	
Maintain up-to-date cadastral information	Number of times that cadastral maps were updated	4	<ul style="list-style-type: none"> • Incomplete/ inaccurate/ Invalid management information for decision making • Unauthorised changes (H)
Maintain up-to-date zoning information	Number of times that zoning maps were updated	4	

Performance Objectives	KPI's	Annual Targets	Risks
Monitor and evaluate developer's contributions	Number of times that schedule were updated	4	<ul style="list-style-type: none"> • Non receiving of developer's contribution according to agreement • No or late collection of deposit/ registration fees (H)
Maintain comprehensive development guidelines	Annual review of development guidelines completed by end of March? Yes or No	Yes	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Insufficient guidelines (M)
Monitor and evaluate land use trends through an extensive database	% of applications recorded on database	100%	<ul style="list-style-type: none"> • Incomplete/ inaccurate/ Invalid management information for decision making (H)
Promote long term sustainable development through 5 year planning	Compilation of Spatial Development Framework for Swartland Municipal Area completed by end of June 2011? Yes or No	Yes	<ul style="list-style-type: none"> • Poor/insufficient management direction (H)
Promote equal access by allocating a percentage of appropriate developments to social and/or affordable housing	% of housing units developed as social/affordable housing	10% pa	<ul style="list-style-type: none"> • No integrated development in terms P/SDF • Insufficient development of social/ GAP housing – squatter camps (M)
Ensure that private developments assist in cross subsidising the development of low income housing	% adherence to progress schedules	100%	<ul style="list-style-type: none"> • Non conformance to operational plan • Non achievement of operational standards • Poor service levels • Incomplete/ inaccurate recording of spending/ cross subsidising • Insufficient support services • Insufficient funds for council contributions of upgrading of standard of services & low cost housing (H)
KPA: Building Control [Objective: To provide an effective and efficient building control service]			
Provide a client orientated and effective building control service for the municipal area	% of building plans approved/ amendments requested within 30 calendar days	90%	<ul style="list-style-type: none"> • Unsatisfied client/ public • Non compliance with laws and regulations • Insufficient knowledge of national building regulations (H)
	Number of legal cases won against municipality regarding building plans	0 maximum	
Optimise the costing structures for the building control service	Cost structure of building plans reviewed by end of November? Yes or No	Yes	<ul style="list-style-type: none"> • Non recovery of expenses • Unrealistic tariffs (M)
Minimise illegal backyard structures in new housing projects	<i>NOTE: KPI and target subject to finalisation of policies</i>	Pending	<ul style="list-style-type: none"> • Uncontrolled structures • Fire & Safety hazards • Non compliance with laws and regulations (M)
Undertake site inspections within set timeframes	% of requested site inspections undertaken	90%	<ul style="list-style-type: none"> • Unsafe structures • Fire & Safety hazards • Non compliance with laws and regulations (M)

Performance Objectives	KPI's	Annual Targets	Risks
Capture all building plan information	% of building plan applications updated and transferred to system (monthly)	100%	<ul style="list-style-type: none"> Incomplete/ inaccurate/ invalid database Insufficient communication to update valuation and changes in property rates (H)
Address all enquiries and complaints	% of complaints addressed within a week	100%	<ul style="list-style-type: none"> No or late response to enquiries/ complaints (M)
Establish good relationships with planning and building related consultants	Annual capacity building meeting with planning and building related consultants held? Yes or No	Yes	<ul style="list-style-type: none"> Insufficient knowledge of national building regulations (H) Unaware of changes in building environment
KPA: Valuations [Objective: To ensure that all properties are valued and taxed in a correct manner]			
Ensure that sufficient capacity exist for the general valuation	Service provider appointed by end of July? Yes or No	Yes	<ul style="list-style-type: none"> Non timeous compilation of valuations (H)
Ensure that properties are valued correctly	Number of supplementary valuation role updates implemented	2	<ul style="list-style-type: none"> Inaccurate/ incomplete/ Invalid valuations Loss of revenue Late implementation of valuation roll (H)

Division: Housing

Strategic Objective: To provide effective and sustainable housing delivery and management

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Housing [Objective: To manage settlement development in a strategic and sustainable manner for optimal benefit]			
Effectively administer council resources	% of flats filled within one month after being vacated	90%	<ul style="list-style-type: none"> Non timeous allocation of housing (M)
Provide an effective and client orientated housing service	% of complaints resolved within 2 weeks	100%	<ul style="list-style-type: none"> Trends of poor services not identified and addressed No or late response to enquiries/ complaints
	Actual spending of housing funds (only applicable if a final grant is received)	R15m	<ul style="list-style-type: none"> Unauthorised/ invalid spending/ payments
	% of contractors paid within two weeks from receiving a certified invoice	100%	<ul style="list-style-type: none"> Fraud & Corruption Non timeous erection of houses (delays) (H)
	% of applicants updated on waiting lists per month	100%	<ul style="list-style-type: none"> Unauthorised changes to database Favouritism Fraud & Corruption Invalid applications accepted Unauthorised / Illegal possession (H)
Ensure that housing access is provided in line with planning	Number of top structures completed	Qtr 3 = 40 Qtr 4 = 40	<ul style="list-style-type: none"> Outdated database (M)

Performance Objectives	KPI's	Annual Targets	Risks
Support disaster victims on a continuous basis	% of disaster victims supported	90%	<ul style="list-style-type: none"> • Non acceptance of responsibility and accountability • Insufficient disaster support • Unauthorised/ invalid allocation of funds (M)
Monitor and evaluate the changes in informal settlement in the region	Number of months during which 4 weekly inspections took place	12	<ul style="list-style-type: none"> • Outdated database • Insufficient management information for decision making • Uninformed staff/ management (M)
Maintain functional structures to address housing issues	Number of housing committee/ site/ technical meetings held	20 pa	
Accommodate vulnerable groupings, such as farm dwellers, in housing projects	% of persons from farms which are on waiting lists and which are accommodated in subsidized housing projects (for Chatsworth if and when realised)	Postponed until next fin year	<ul style="list-style-type: none"> • Unauthorised changes to database • Favouritism • Fraud & Corruption
Ensure that all new home owners informed and aware of responsibilities and rights	Number of training sessions held	3 pm	<ul style="list-style-type: none"> • Non timeous allocation of housing • Invalid applications accepted • Unauthorised / Illegal possession (H)
Development of a housing plan	Housing plan reviewed by the council by May? Yes or No	Yes	<ul style="list-style-type: none"> • Poor/insufficient management direction (H) • Non-execution of projects • Project delays (H)

Division: Occupational Health and Facilities

Strategic Objective: To promote an improved quality of life for all

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Occupational Health and Environmental Health [Objective: To ensure a safe and healthy work environment]			
Ensure that all appointed and elected safety representatives are in place	Number of appointed and elected safety rep's in place on continuous basis	12	<ul style="list-style-type: none"> • Non compliance with laws and regulations • Uninformed staff (H)
Ensure that health and safety committees are functional	Number of meetings held	4	<ul style="list-style-type: none"> • Non compliance with laws and regulations • Uninformed management • No guidance or monitor of adherence (H)
Ensure the effective administration of claims	% of claims submitted within 14 days from final report from doctor	100%	<ul style="list-style-type: none"> • Non compliance with laws and regulations (M)
Reduce injuries on duty	Number of injuries on duty	5 pm maximum	<ul style="list-style-type: none"> • Uncontrolled injuries on duty • Uninformed management (M) • Trends of unsafe work procedures not identified and addressed
Effectively manage all injuries	% of job-related injuries per month referred to Compensation Commissioner	100%	<ul style="list-style-type: none"> • Non compliance with laws and regulations (M)
Ensure that all projects comply with safety regulations	% of projects with safety specifications	100%	<ul style="list-style-type: none"> • Non compliance with laws and regulations (H) • Unsafe working environment

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Caravan Parks [Objective: To ensure the effective management of caravan parks]			
Manage caravan parks effectively	% of the operating budget for maintenance of caravan parks spent	100%	<ul style="list-style-type: none"> • Unsafe/ Untidy environment • Unsatisfied clients/ public (M)
	% of the capital budget for caravan parks spent	100%	<ul style="list-style-type: none"> • Poor development • deterioration of assets
	Number of double bookings	5 pa maximum	<ul style="list-style-type: none"> • Mismanagement of park • Fraud and corruption • Poor service • Non utilisation of latest technology (H)
	Number of written complaints regarding poor infrastructure / administration	5 pm maximum	<ul style="list-style-type: none"> • Unsatisfied clients/ public • No response or action on complaints
	Annual customer survey undertaken during December? Yes or No	Yes	<ul style="list-style-type: none"> • Poor service (M)
	% guests who rated the camp as "Good" in the December survey	At least 75%	
Optimise internet access to the facility	Days per month that online booking was available	30 pm	<ul style="list-style-type: none"> • Poor service (H)
KPA: Non Related Environmental Health [Objective: To promote a clean and healthy environment]			
Keep the water quality on an acceptable level	Average no of water samples taken	5 pm	<ul style="list-style-type: none"> • Unhygienic/ Unhealthy environment
	% deviation from water standard followed up	100%	<ul style="list-style-type: none"> • Impact on human safety • Non compliance with laws and regulations (H)
Properly address all complaints	% of relevant complaints addressed within 2 weeks	90%	No response or action on reported incidents (M)
Ensure that all erven in urban areas are compliant with standards	% of identified erven cleaned up within 3 months after final inspection (28 Feb)	80%	<ul style="list-style-type: none"> • Unsafe/ Untidy environment • Fire hazard (M)
Monitor air pollution in the area	Database of fuel burning processes updated by end of March? Yes or No	Yes	<ul style="list-style-type: none"> • Unhygienic/ Unhealthy environment • Impact on human safety
	Implementation of Air Quality Management Plan by end of December? Yes or No	Yes	<ul style="list-style-type: none"> • No response or action on reported incidents
Provide an effective pest control service	% requests for pest control responded to within 14 days	100%	<ul style="list-style-type: none"> • Non compliance with laws and regulations (H)
	Annual pest control programme completed by end of March? Yes or No	Yes	

National KPA 2: Institutional development and municipal transformation

DEPARTMENT: CORPORATE SERVICES

Division: Management Services

Strategic Objective: To ensure an effective and client orientated municipal administration

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Communication and Public Relations			
Objective: To ensure effective library services in the region			
Render a quality library service	Number of months during which libraries were fully operational	12	<ul style="list-style-type: none"> • Non-functional/ ineffective libraries • Under expenditure of library grant (L)
	Number of written complaints from users	1 pm maximum	
	Monthly circulation figures	35 000 pm	
Properly manage libraries	Number of monthly status reports submitted during year	12	
Protect library material through consumer training	Number of annual consumer training programmes	14 (2 per lib pa)	
Improve IT access for libraries	% of libraries PALS-equipped	70%	
	% of libraries internet-equipped	70%	
Objective: To promote and support tourism			
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	Number of quarterly reports submitted by LTO	4	<ul style="list-style-type: none"> • Uninformed management & staff
	Annual financial statements submitted by January? Yes/No	Yes	<ul style="list-style-type: none"> • Uninformed community • Non adherence to legal requirements • Unreliable financial information for decision making • Unexplained/ unauthorised expenditure (M)
	Annual Report by Chairperson submitted by September? Yes/No	Yes	
Objective: To promote internal and external communication and public relations			
Promote internal and external communication	Number of external newsletters distributed	4	<ul style="list-style-type: none"> • Uninformed public & staff • Irregular/ ineffective communication with target public (M)
	Number of internal newsletters distributed	4	
	Annual review of communication plans completed by June? Yes or No	Yes	
KPA: Secretariat and Record Management			
Objective: To provide an efficient secretariat service to the council			
Ensure an effective secretariat service to the council and mayoral committee	Number of council agendas distributed per quarter according to policy (i.e. 48 hours in advance)	1 pq	<ul style="list-style-type: none"> • Ineffective secretariat services to the council and its committees (M)
	Number of months during which EMC agendas were distributed according to policy (i.e. 24 hours in advance)	12	
Ensure an effective secretariat service to the ward committees	Number of months during which ward committee agendas were distributed at least 7 days before the meetings	8	
Ensure the timely distribution of resolutions to appropriate officials	Average number of days to distribute EMC, council and ward committee resolutions according to policy	7 maximum	
Ensure that council minutes are placed on the Municipality's website	Council minutes placed on the Municipality's website within 5 days after the council meeting? Yes or No	Yes	

Performance Objectives	KPI's	Annual Targets	Risks
Objective: To create, maintain and support structures for community participation			
Ensure that ward committees are continually engaged	Number of wards that had at least 6 ward committee meetings per annum	6	<ul style="list-style-type: none"> Ineffective/ defunct ward committees Uninformed Management (L)
Promote participative decision-making on ward level	% of resolutions taken per month with ward committee input	25%	
Objective: To ensure legal compliance and efficient distribution of records			
Appropriately manage the filing system and records control schedule for other records	Update of master copy bi-annually in December and June completed? Yes or No	Yes	<ul style="list-style-type: none"> Loss of records Non-compliance with statutory requirements related to records management Unrestricted access to sensitive info (H)
Adequately distribute all incoming correspondence	% of incoming mail referred within 48 hours	80%	
Manage archives in a legally compliant manner	Number of quarterly inspection reports per year	4	
Train all staff in records management	Number of training sessions	1 pq	
Ensure the disposal of records according to Disposal Authorities issued by the Provincial Archivist	Was the disposal of records according to Disposal Authorities done by December? Yes or No	Yes	
KPA: Administration: Properties and Contracts [Objective: To manage facilities in a financially sustainable manner]			
Keep rental policies relevant	Annual review of rental policies completed by end of May? Yes or No	Yes	<ul style="list-style-type: none"> Defunct/ damaged infrastructure and equipment Halls not cleaned and prepared on time (L)
Ensure that hall facilities are available as requested	% of times per month that halls were available on determined standards	100%	
Adequately maintain facility infrastructure	Maintenance audit annually in December completed? Yes or No	Yes	
Ensure that annual rental rates comply with legislation	Annual revision of rental rates finalised by end of May? Yes or No	Yes	
KPA: Administration: General Support [Objective: To provide a general support service to line function departments]			
Improve access to municipal policies and bylaws	Annual review of policy register completed by May? Yes or No	Yes	<ul style="list-style-type: none"> Uninformed staff Non-adherence to policies (H)
Facilitate the compilation of an annual report	Annual Report submitted by January? Yes or No	Yes	<ul style="list-style-type: none"> Uninformed tax payers/ community Non adherence to legal requirements Unreliable financial information for decision making Unexplained/ unauthorised expenditure (H)
Update delegation register	Annual update of delegation register by June? Yes or No	Yes	<ul style="list-style-type: none"> Unauthorised business decisions Outdated delegation of authority

Division: Human Resource Services

Strategic Objective: To promote a well-trained, motivated and professional workforce in a positive working environment

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA: Human Resources Services [Objective: To provide an efficient support service with regard to human resources]</i>			
Ensure the efficient and timely administration of appointments	% of external appointments made within 3 months after advertising	75%	<ul style="list-style-type: none"> • Inadequate advertising • Position not budgeted for/ approved • Inadequate reference • Invalid qualifications • Recruitment of unsuitable personnel • Favouritism • Non-adherence to company employment equity plans • Lack of accountability (M)
Keep the organogram up to date	Annual review of the organogram completed by end of June? Yes or No	Yes	<ul style="list-style-type: none"> • Insufficient information for decision-making (M)
Keep human resource policies up to date	Number of HR policies reviewed	3 pa minimum	<ul style="list-style-type: none"> • Uninformed staff • Non-compliance with applicable laws, regulations and company policies (M)
Continuously train and develop staff	Annual review/amendment of the Skills Development Plan completed by end of June? Yes or No	Yes	<ul style="list-style-type: none"> • Training incompatible with company / employee needs • Lack of career path/ planning • Ineffective identification of current skills and skills required (shortage) • Excessive training cost (M)
	Annual report on bursaries submitted in February? Yes or No	Yes	<ul style="list-style-type: none"> • Uninformed management • Ineffective monitoring of training provided • Non claiming of skills development levy (M)
Implement skills development	% of a municipality's salary budget actually spent on implementing its workplace skills plan (cumulative)	100% (R454 818)	<ul style="list-style-type: none"> • Insufficient skills development (M)
Implement the Prosperity Partnership	Number of invocom evaluations done	4	<ul style="list-style-type: none"> • Non-execution of invocoms • Uninformed staff and management
Promote employment equity through continuous planning	Compilation/review of Employment Equity plan completed by end of November? Yes or No	Yes	<ul style="list-style-type: none"> • Non-adherence to law & company employment equity plans (M)
	% of PDI's appointed in terms of the Municipality's approved Employment Equity plan	70%	
Ensure legal compliance regarding employment equity reporting	Employment Equity Report submitted to Department of Labour by end of September? Yes or No	Yes	
Properly manage disciplinary disputes and processes	Bi-annual report compiled and submitted to Management in July and January? Yes or No	Yes	<ul style="list-style-type: none"> • Inadequate Inconsistent / inappropriate disciplinary action taken • No disciplinary records database • Uninformed staff (M)
	% of unfavourable awards for the employer regarding disputes (CCMA)	10% maximum	

Performance Objectives	KPI's	Annual Targets	Risks
Ensure Labour Relations liaison	Number of planned LLF meetings for the year actually held	9	<ul style="list-style-type: none"> Poor communication with labour Labour unrest / strikes / stay aways Unfair labour practices Demotivated personnel (M)
Promote a productive workforce	% of person days lost per month	3% pm maximum	<ul style="list-style-type: none"> Unproductive workforce Compulsory leave not taken Non-performance not identified (M)
Maintain a safe working environment	% of person days per month lost due to injuries	2% pm maximum	<ul style="list-style-type: none"> Unsafe working environment Lack of awareness programs (HIV) Uninformed staff (M)
	% of training budget allocated to safety training	4% pa	
Sufficiently orientate new staff to Swartland values	% of new personnel receiving induction	100%	<ul style="list-style-type: none"> Employee unfamiliar with organisation (M)
Promote the Municipality's spending on skills development	% of Municipality's budget spent on skills development	1%	<ul style="list-style-type: none"> Ineffective identification of current skills and skills required (shortage) Ineffective monitoring of training provided Excessive training cost (M)
Properly manage Staff doing private work	Quarterly report submitted to Municipal Manager on private (outside) work done by staff? Yes or No	Yes	<ul style="list-style-type: none"> Interference with job responsibilities Utilisation of employer's resources & time (M)
Mainstream the rights of disabled people	% progress with developing a disability policy?	20%	<ul style="list-style-type: none"> Uninformed staff No direction regarding business objective

National KPA 3: Financial viability and management

Department: Financial Services

Division: Financial Statements and Control

Strategic Objective: To ensure financial viability and sustainability

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Budgeting [Objective: To ensure that the municipality's budget is transparent and implemented]			
Provide accurate service information	R value retained by government due to improper reporting	R0	<ul style="list-style-type: none"> Inadequate management reports Unreliable/ incomplete/ incorrect management information Inappropriate management decisions (M)
MFMA Section 21(2): When preparing the annual budget:			
<ul style="list-style-type: none"> take into account the national budget, provincial budget, national government's fiscal and macro-economic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum 	Said budgets, policy, act and agreements taken into account? Yes or No	Yes	<ul style="list-style-type: none"> Non-availability of funds for needs identified in the IDP
<ul style="list-style-type: none"> consult relevant authorities 	Relevant authorities consulted? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Problem areas not timely identified and addressed
<ul style="list-style-type: none"> provide, on request, any information relating to the budget to relevant government bodies 	Information provided if requested? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Inappropriate utilisation of funds Unreliable financial information for decision making
MFMA Section 23(2): Respond to budget submissions and, if necessary, revise the budget and table amendments for consideration by the council			
	Responded to budget submissions, if any? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Non-availability of funds for needs identified in changes to the IDP
	Budget, if necessary, revised and amendments tabled? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Non-compliance with laws and regulations (M)
MFMA Section 28(4): Table an adjustments budget in the council			
	An adjustments budget tabled in the council before end of February? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> Non-availability of funds for needs identified in the IDP
MFMA Section 16(2): Table the annual budget at a council meeting (90 day budget)			
	Annual budget at a council meeting at least 90 days before the start of the budget year? Yes or No	Yes	<ul style="list-style-type: none"> Intervention by Provincial Executive if budget is not timely compiled
MFMA Section 24: Table the annual budget at a council meeting 30 day budget)			
	Final budget tabled before end of May? Yes or No	Yes	<ul style="list-style-type: none"> Inappropriate utilisation of funds Unreliable financial information for decision making
MFMA Section 24(3): Submit the approved annual budget to the National Treasury and the relevant provincial treasury			
	Approved annual budget submitted to National and Provincial Treasury before end of June? Yes or No	Yes	
KPA: Credit Control [Objective: To ensure effective credit control that will optimise income]			
Optimise income through effective credit control	% of defaulters disconnected per month as per cut-off lists	95%	<ul style="list-style-type: none"> Granting of credit to high risk clients
Appropriately manage defaulters	% of identified defaulters reconnected within standard timeframe	95%	<ul style="list-style-type: none"> Incorrect allocation Unnecessary disconnecting of services Claims against municipality Reconnecting of services prior to payment (M)

Performance Objectives	KPI's	Annual Targets	Risks
Appropriately manage debt	% recovered debt as at month end (prior to levy)	90%	<ul style="list-style-type: none"> • Non compliance to defined guidelines • Inadequate credit control • Unauthorised transactions • Granting of credit to high risk clients • Negative impact on cash flow • Unauthorised write-off of bad debts (H)
	Number of write-off transactions for year	4	
	% of debtors handed over end of year	100%	
	% decrease in household debt per year (end of year)	2%	
	% of indigent households reached through awareness	95%	
Optimise credit control through continuous trend analysis	% of accounts paid per month	90%	<ul style="list-style-type: none"> • Uninformed Management • Insufficient information for decision making • Non-identification of causes for non-payment • Uncontrolled granting of credit (M)
Comply with debtor reporting standards	No of months during which report submitted to CFO	12	
Continuously monitor poverty in the area	% of changes in indigents captured on database	95%	<ul style="list-style-type: none"> • Insufficient surety • Bad debt • Invalid subsidies (M)
Ensure access to free basic services	% of households earning less than R1100 per month with access to free basic services	100%	<ul style="list-style-type: none"> • Granting of credit to households that don't qualify (H)
KPA: Asset and Vehicle Management [Objective: To ensure that council's assets are managed in a legally compliant manner]			
Ensure the effective administration of insurance claims	% of claims submitted within 5 days after registration by Asset Manager	90%	<ul style="list-style-type: none"> • Inadequate safeguarding of assets • Unauthorised use / misuse / abuse of assets • Non monitoring of under / over utilisation of assets • Insufficient insurance on assets • Loss due to late submission of insurance claims (M)
	Financial loss due to late submission of insurance claims	R0 maximum	
	Number of unapproved claims due to assets that is not insured	0 maximum	
	Submission of draft vehicle and insurance budget to CFO by end of November? Yes or No	Yes	<ul style="list-style-type: none"> • Lack of correlation between business plan and fixed asset plan • Insufficient justification for capital acquisition • Lack of capacity / inadequate infrastructure (H)
	Number of months during which insurance claim register were reconciled	12	<ul style="list-style-type: none"> • Unauthorised claims • Claims not settled (H)
Continuously report on and monitor insurance claims and general control accounts	Number of months during which reports were compiled according to policy	12	<ul style="list-style-type: none"> • Inadequate management reporting • Ineffective asset counts
Properly manage fleet	Number of months during which reconciliations took place	10	<ul style="list-style-type: none"> • Non reconciliation of asset counts to asset register • Incomplete asset register and inaccurate financial statements (M)

Performance Objectives	KPI's	Annual Targets	Risks
Ensure the effective management of assets	Annual asset stock taking completed by end of August? Yes or No	Yes	<ul style="list-style-type: none"> Missing assets Outdated asset register (H)
	% of new assets accounted for on the inventory register	100%	<ul style="list-style-type: none"> No recording of asset movements Unauthorised disposal, transfer and scrapping of assets Assets removed from the asset register intentionally to commit fraud Disposal of usable assets (H)
	Double payments for vehicles (duplications)	0 maximum	<ul style="list-style-type: none"> Unjustified capital expenditure Long outstanding capital projects Non monitoring of quality of work performed Non monitoring of compliance to agreed specification Incomplete asset register Insufficient identification of assets Inaccurate depreciation rates
KPA: Expenditure [Objective: To ensure that all expenditure are managed in an accountable manner]			
Properly manage expenditure	Number of monthly expenditure budget meetings held	10	<ul style="list-style-type: none"> Unreliable financial information Unexplained budget deviations Inadequate follow-up and implementation of action plans Incorrect allocation /classification (H)
	Number of months during which daily reports were in balance at the end of the month	12	
	Number of months during which monthly bank reconciliation and related accounts finalised within 10 days after end of month	12	
Properly manage VAT	Number of months with zero difference between VAT claimed and VAT paid	12	<ul style="list-style-type: none"> Non-compliance with law/ regulations Incorrect/ invalid claims (M)
	Monthly reconciliation with SARS statements	12	
Properly manage salary related transactions	Draft budgets completed and submitted to CFO by end of November? Yes or No	Yes	<ul style="list-style-type: none"> Payroll is not processed timely Time information (absenteeism, sickness, leave, acting, overtime) used to calculate wages and salaries is inaccurate/ invalid Unauthorised deductions/ payments Deductions not timeously paid over (H)
	% of salary related deductions made on time	100%	
	Number of months with calculation and payment of income tax	12	
	Annual feedback by May from SARS re correction of IRP positive? Yes or No	Yes	
	Number of complaints regarding salaries	5 pm maximum	
Pay creditors in a timely fashion	% of creditors paid within 30 days	100%	<ul style="list-style-type: none"> Invalid/ inaccurate payments Loss of settlement discount Incurrence of interest Mismanagement of funds Fraudulent payments (H)

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Income [Objective: To ensure sufficient and sustainable income for the organisation]			
Ensure that all monies are accounted for	Number of months during which receipts will be issued for all monies	12	<ul style="list-style-type: none"> • Incomplete/ Inaccurate financial information • Misuse/ Fraud • Late update of clients' accounts (interest) (H)
Record all financial transactions	Number of transactions not captured during the month	10 pm maximum	<ul style="list-style-type: none"> • Incomplete / inaccurate reconciliation • Non timeous clearing of reconciling items • Lack of review and approval of reconciliation (H)
Ensure that all monies are banked	Number of months during which all monies were banked daily	12	<ul style="list-style-type: none"> • Incomplete/ Inaccurate financial information • Misuse/ Fraud • Loss of interest (H)
Ensure proper budget control	Number of months during which budget control was done, deviations pointed out and reported to CFO	12	<ul style="list-style-type: none"> • Unreliable financial information for decision making
Do proper financial planning	Draft income budget submitted to CFO by end of November? Yes or No	Yes	<ul style="list-style-type: none"> • Unexplained budget deviations • Inadequate follow-up and implementation of action plans • Incorrect allocation/ classification (H)
Improve council's income through accurate meter readings	% deviation between estimated and actual readings per month	10% maximum	<ul style="list-style-type: none"> • Incomplete / inaccurate recording of Revenue • Non recording of services provided • Inadequate application of tariffs • Non timeous invoicing • Unauthorised adjustments • Invalid/ unauthorised debit/ credit notes • Unauthorised waiving of revenue (H)
Properly manage property information	Number of written complaints from public regarding faulty property information	5 pm maximum	<ul style="list-style-type: none"> • Incomplete/ Inaccurate information on database
	Number of months during which property register were updated on receipt of listing	12	<ul style="list-style-type: none"> • Unauthorised changes to database (H)
Continuously monitor variances	Number of months during which variance report was controlled or checked daily and rectifications done where applicable	12	<ul style="list-style-type: none"> • Unreliable financial information for decision making • Unidentified errors
Ensure the proper inter-departmental management of income	Number of monthly income budget meetings held	10	<ul style="list-style-type: none"> • Incorrect allocation/ classification (H)
Improve council's income through the rapid registration of new subsidised clients	% of new subsidised households for which "happy letters" were received by Finance Department connected within one month from the date of receipt	100%	<ul style="list-style-type: none"> • Unauthorised subsidised households

Performance Objectives	KPI's	Annual Targets	Risks
Properly manage council's facilities	Number of written booking complaints received	1 pq maximum	<ul style="list-style-type: none"> • Incomplete / inaccurate recording of Revenue • Non recording of services provided • Inadequate application of tariffs • Non timeous invoicing • Unauthorised adjustments • Invalid/ unauthorised debit/ credit notes • Unauthorised waiving of revenue (H)
	Number of months during which facility register were updated daily and reconciled monthly	12	<ul style="list-style-type: none"> • Inadequate follow-up and implementation of action plans • Outdated register (M)
Ensure local economy benefits through service incentives	% of relevant applications receiving incentives	100%	<ul style="list-style-type: none"> • Unauthorised / incorrect allocation of incentives (H)
Keep cemetery service on an acceptable standard	Number of written complaints received regarding cemeteries	1 pq maximum	<ul style="list-style-type: none"> • Incomplete / inaccurate recording of Revenue • Non recording of services provided • Inadequate application of tariffs • Non timeous invoicing • Unauthorised adjustments • Invalid/ unauthorised debit/ credit notes • Unauthorised waiving of revenue (H)
	Number of months during which cemetery register were updated on daily basis	12	
Provide accurate service information	Number of months during which (electricity & water) statistics were updated	12	<ul style="list-style-type: none"> • Inadequate management reports • Unreliable/ incomplete/ incorrect management information • Inappropriate management decisions
Ensure proper valuation information	Number of months during which valuation information was aligned with Promun	12	<ul style="list-style-type: none"> • Incomplete/ Inaccurate information on database • Unauthorised changes to database • Incorrect billing (H)
Ensure that electricity tariffs comply with legal requirements	Electricity tariffs approved by end of May? Yes or No	Yes	<ul style="list-style-type: none"> • Inaccurate recording of Revenue • Invalid adjustments • Inadequate application of tariffs (H)
Ensure the proper management of income	Number of months during which daily reports were in balance at the end of the month	12	<ul style="list-style-type: none"> • Incomplete/ Inaccurate financial information • Misuse/ Fraud • Late update of clients' accounts (interest) (H)
	Daily reconciliation of cash received	100%	
Ensure that all necessary reconciliations take place in line with legislation	% of monthly reconciliation (services, properties, tariffs) done	95%	
Ensure proper monitoring of the Client Service Charter	% of account enquiries for which feedback is provided within 10 working days and adjustments made before the next account is levied	100%	<ul style="list-style-type: none"> • Trends of poor services not identified and addressed
	% of accounts distributed monthly before the 10 th day of each month	100%	<ul style="list-style-type: none"> • Poor service delivery • Late payment of accounts

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Reporting and Policy [Objective: To ensure that all legally required reporting are adhered to]			
Submit financial statements in line with legislation	Annual financial statements submitted before the end of August? Yes or No	Yes	<ul style="list-style-type: none"> • Incomplete/ Inaccurate financial statements • Non-compliance with law/ regulations • Unauthorised transactions (M)
Adhere to accounting standards	Number of months during which reporting on the general ledger was done	12	
Ensure legal compliance through continuous reporting	Number of months during which treasury reports were submitted	12	
	Number of quarterly reports submitted per year	4	
Comply with MFMA section 72 requirements	Mid Year Performance Report submitted before 25 January? Yes or No	Yes	
KPA: Supply Chain Management [Objective: To ensure that procurement processes are transparent and benefit local communities]			
Properly manage expenditure	Number of months during which no order were placed that would lead to unauthorised spending	12	<ul style="list-style-type: none"> • Acceptance of incorrect/ inferior quality goods • Non timeous delivery of goods/ services • Incorrect capture of goods received information • Non compliance with contract terms and conditions (H)
	% of correct requisitions sent out by the Chief Purchaser for completion within 3 days from when it landed in his/her Collaborator inbox	80%	
Properly manage municipal stores and stationary	Number of quarterly stock spot checks done	4	<ul style="list-style-type: none"> • Under or over statement of stock value • Non-timeously identification of irregularities (H)
	Annual stock-taking completed by end of June? Yes or No	Yes	
	Number of monthly balancing/reconciliation of the general ledger accounts	12	
	Annual auction held before end of November? Yes or No	Yes	<ul style="list-style-type: none"> • Unauthorised disposal of stock • Stock removed from the inventory intentionally to commit fraud (H)
Ensure that all service providers comply with tax clearance certification	Number of months during which it was verified that tax clearance certificates are included with all formal and informal tenders	12	<ul style="list-style-type: none"> • Inadequate legal vetting of suppliers • Poor management of contracts resulting in failure to adhere to agreed contract rates and prices (H)
Ensure that all service providers are accessible for the municipality	Annual update of the supplier list by inviting new suppliers to register completed before end of March? Yes or No	Yes	

Performance Objectives	KPI's	Annual Targets	Risks
Comply with statutory reporting requirements	% of reporting requirement met: <i>a Report to national and provincial treasury on awards made above R100 000.</i> <i>b Report to CFO within 5days on final awards made below R200 000.</i> <i>c Report to CFO within 3days on awards made based on less than three quotations.</i> <i>d Report to the AG, provincial and national treasury on a tender that was approved other than the one recommended.</i>	50%	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Inadequate communication (M)
Ensure that supply chain management operational processes are undertaken	Number of SCM management meetings	10	<ul style="list-style-type: none"> • Non-compliance with law/ regulations • Uninformed staff/ community (M)
Keep the supply chain management policy relevant and up to date	Review of SCM Policy completed by end of May? Yes or No	Yes	
Promote awareness of economic opportunities in the community	Number of information sessions held	1	
Job creation opportunities	Number of new jobs created through SCM for contracts smaller than R200 000	To be determined	<ul style="list-style-type: none"> • Incorrect allocation of contracts (M)

National KPA 4: Good governance, community participation and local economic development

OFFICE OF THE MUNICIPAL MANAGER

Division: Internal Audit

Strategic Objective: To ensure an economical, effective, efficient and accountable organisation

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA: Internal Audit [Objective: To audit municipal processes and risks]</i>			
Ensure consistent and accurate performance monitoring	Performance measurement tabled at Audit Committee in Qtr 1 and Qtr 3? Yes or No	Yes	• Uniformed Audit Committee (M)
Ensure that management is aware of all audit related risks	Number of months during which reports were submitted	12	• Municipal Manager and Directors unaware of audit issues to implement Action Plan (H)
Ensure that the Audit Committee is aware of all audit related risks	Number of reports submitted to Audit Committee	4	• Uniformed Audit Committee (M)
Ensure that the Audit Committee function as per legislation	Number of Audit Committee meetings correctly administered	4	• Non-compliance with law/regulations (H)
Continuously update the risk profile of the Municipality	Compilation of Risk Based Audit Plan (RBAP) completed by end of July 2009? Yes or No	Yes	• Non-prioritise of projects • Uneconomical utilisation of resources(H)
Reduce identified risks through the implementation of the appropriate RBAP	% Implementation of the RBAP	60%	
Ensure proper identification of risks in the Municipality	Annual review and update of risk assessment done by end of May? Yes or No	Yes	
Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	% of Auditor General requests for documents and information effectively obtained and submitted	100%	• Audit delay (M)
	% of outstanding findings addressed according to schedule deadlines	100%	• Late or non-implementation of audit recommendation (H)

Division: Strategic Management

Strategic Objective: To promote local economic development

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA: Local Economic Development [Objective: To promote local economic development in the municipal area]</i>			
Facilitate the creation of jobs through the municipality's LED initiatives	Number of jobs created through Municipality's capital projects (contracts > R200 000)	100 pa	• Increase in unemployment (M)

Strategic Objective: To ensure effective strategic management

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA : Performance Management [Objective: To effectively manage and measure the performance of the organisation and its staff members]</i>			
<i>Structures Act Section 56(3)(a):</i> Identify and develop criteria in terms of which progress in the implementation of the municipality's strategies, programmes and services can be evaluated, including KPI's	Criteria, including KPI's, identified and developed? - Yes or No	Yes	• No services delivery measurements • Trends of poor services not identified and addressed

Performance Objectives	KPI's	Annual Targets	Risks
Ensure effective performance management	Annual revision of KPI's and targets done by end of March? Yes or No	Yes	<ul style="list-style-type: none"> Objectives or strategies may not be adequately defined Poor management direction Management unaware of responsibilities (H)
Structures Act Section 56(3)(b): Evaluate progress against the key performance indicators	Monthly progress against the KPI's monitored? Yes or No	Yes	<ul style="list-style-type: none"> Poor services not identified and addressed
	Quarterly progress against the KPI's evaluated? Yes or No	Yes	
MFMA Section 72: Submit a mid-year performance assessment report to mayoral committee	Report submitted to the mayoral committee by 25 January? Yes or No	Yes	<ul style="list-style-type: none"> Uninformed council Insufficient information for decision making purposes
MFMA Section 54: Submit a mid-year performance assessment report to the council	Report submitted to the council by 31 January? Yes or No	Yes	
Ensure that performance management adheres to legal requirements	% of Auditor General requirements with respect to PMS met	85%	<ul style="list-style-type: none"> Non-adherence to legal and regulatory requirements (H)
MFMA Section 53(3)(b): Submit copies of the performance agreements to the council and the MEC for local government	Draft annual performance agreements for the next year submitted to the Executive Mayor no later than 14 days after the approval of an annual budget? Yes or No	Yes	<ul style="list-style-type: none"> Poor management direction Management unaware of responsibilities (H) Objectives or strategies may not be inline with government (H)
	Copies of the performance agreements submitted to the council and the MEC for local government by end of June? Yes or No	Yes	
MFMA Section 53(3)(b): Make public the performance agreements	Performance agreements of Municipal Manager and senior managers made public no later than 14 days after the approval of the SDBIP? Yes or No	Yes	<ul style="list-style-type: none"> Uninformed community/ tax payers Non-adherence to legal and regulatory requirements (H)
MFMA Section 53(1)(c)(iii): Ensure compliant annual performance agreements for the municipal manager and all senior managers	Annual performance agreements comply with this Act in order to promote sound financial management? Yes or No	Yes	<ul style="list-style-type: none"> Budget not aligned according to the IDP Service delivery targets and KPI's Poor services not identified and addressed Insufficient evidence/prove of performance measurement Non-identification of poor performance (H)
	Annual performance agreements linked to the measurable performance objectives? Yes or No	Yes	
	Annual performance agreements for the current year concluded in accordance with section 57(2) of the MSA before 1 August? Yes or No	Yes	
KPA : Community Participation [Objective: To encourage the involvement of communities and community organisations in the matters of local government]			
Systems Act Section 4(2)(c): Encourage the involvement of the local community	SMAF meetings held in November and March? Yes or No	Yes	<ul style="list-style-type: none"> Lack of information for decision-making Non-awareness of community needs and issues (H)
	Draft annual ward plans completed by end of February? Yes or No	Yes	
	IDP public meetings to obtain inputs on draft IDP held in April? Yes or No	Yes	
Structures Act Section 56(3)(g): Annually report on the involvement of communities and community organisations in the affairs of the municipality	Was such an annual report submitted? Yes or No	Yes	<ul style="list-style-type: none"> Community needs and issues not identified and taken into consideration

Performance Objectives	KPI's	Annual Targets	Risks
Structures Act Section 56(3)(h): Ensure that regard is given to public views and report on the effect of consultation on the decisions of the council	Regard given to public views and was a report on the effect of consultation on the decisions of the council submitted? Yes or No	Yes	
KPA : Integrated Development Planning [Objective: To compile and implement the IDP and to monitor progress with implementation of the plan]			
MFMA Section 21(1)(a): Co-ordinate the processes for reviewing the IDP	Processes co-ordinated? Yes or No	Yes	<ul style="list-style-type: none"> Non-availability of funds for needs identified in the IDP
MFMA Section 21(1)(b): Table in the council a IDP/Budget time schedule	Time schedule adopted by the council before the end of August? Yes or No	Yes	<ul style="list-style-type: none"> Objectives or strategies may not be adequately defined Projects/Funds not allocated and prioritised according to community needs Non-adherence to legal and regulatory requirements (H)
Structures Act Section 56(2): Ensure proper needs analysis	Needs of the municipality identified? Yes or No	Yes	<ul style="list-style-type: none"> Insufficient funds resulting in delays and/ or breakdown in service delivery
	Needs reviewed and evaluated in order of priority? Yes or No	Yes	<ul style="list-style-type: none"> Non-prioritisation of projects and identified needs
	Strategies, programmes and services to address the needs through the IDP recommended to the council? Yes or No	Yes	<ul style="list-style-type: none"> Objectives or strategies may not be adequately defined Budget not aligned according to the IDP Service delivery targets and KPI's
	The best way to deliver those strategies recommended or determined? - Yes or No	Yes	<ul style="list-style-type: none"> No participating decision making process
MFMA Section 21(2): Ensure that the municipality revises the IDP taking into account realistic revenue and expenditure projections for future years	Municipality revised its IDP taking into account realistic revenue and expenditure projections for future years? - Yes or No	Yes	<ul style="list-style-type: none"> Non-availability of funds for needs identified in the IDP
Systems Act Section 30: Manage the drafting of the municipality's IDP	Draft Annual Plan adopted by the council before the end of March? Yes or No	Yes	<ul style="list-style-type: none"> IDP not aligned according to the Service delivery targets and needs Non-performance of constitutional and statutory functions
	Final Annual Plan adopted by the council before the end of May? Yes or No	Yes	
	Summary of the IDP publicised within 14 days of the adoption of the plan? Yes or No	Yes	
	Notice given to the public of the adoption of the IDP within 14 days of the adoption of the plan? Yes or No	Yes	
Structures Act Section 30(5): Submit to the council a report and recommendation on the IDP before its approval or amendment	Report submitted? - Yes or No	Yes	<ul style="list-style-type: none"> Community needs and issues not identified and taken into consideration Non-prioritisation of projects and identified needs
MFMA Section 21(1)(a): Ensure that the budget, the IDP and budget-related policies are mutually consistent and credible	IDP and budget-related policies mutually consistent and credible? - Yes or No	Yes	<ul style="list-style-type: none"> Objectives or strategies may not be inline with government (H) Budget not aligned according to the IDP Service delivery targets and policy

Performance Objectives	KPI's	Annual Targets	Risks
Promote intergovernmental cooperation to improve multi-sectoral planning	A copy of the revised IDP submitted to the MEC for local government within 10 days of the adoption of the plan? Yes or No	Yes	<ul style="list-style-type: none"> Development projects do not support entity-wide objectives or strategies (H)
Ensure legal compliance regarding integrated development planning	% of Auditor General requirements with respect to IDP and Annual Plans met	90%	<ul style="list-style-type: none"> Non-execution or delays of projects Funds not utilised according to approved budget/IDP
MFMA Section 53(1)(c): Take all reasonable steps to ensure that the SDBIP is approved by the mayor	A draft SDBIP for the budget year submitted to the Executive Mayor no later than 14 days after the approval of an annual budget? Yes or No	Yes	<ul style="list-style-type: none"> Management are unaware of project priorities Non-adherence to legal and regulatory requirements (H)
	SDBIP approved by the Executive Mayor within 28 days after the approval of the budget? Yes or No	Yes	
MFMA Section 53(3)(a): Make public the SDBIP	SDBIP made public no later than 14 days after its approval? Yes or No	Yes	<ul style="list-style-type: none"> Objectives or strategies may not be inline with community needs
MFMA Section 54(3): Make public any revisions of the SDBIP	Revisions of the SDBIP, if any, made public? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> SDBIP not aligned to the approved budget

DEPARTMENT: FINANCIAL SERVICES

Division: Information Management

Strategic Objective: To ensure proper and up-to-date information communication technology systems and processes

Performance Objectives	KPI's	Annual Targets	Risks
KPA: Information Management [Objective: To ensure that the council provides sufficient IT services and access]			
Ensure that all personnel have full time access to the computer network	% availability of the network service	95%	<ul style="list-style-type: none"> Unauthorised access to information that is confidential Private Use of Municipal Equipment (H)
Ensure that software is legal	% of purchased software licensed	90%	<ul style="list-style-type: none"> Illegal software Lose of Data Antivirus Software and Backups (M)
Address a high percentage of complaints	% of requests lodged with Helpdesk resolved within 48 hours	75%	<ul style="list-style-type: none"> Unacceptable downtime of systems (M)
Optimise reporting	% of working days per month that daily reports were submitted	95%	<ul style="list-style-type: none"> Late settlement of accounts Unsatisfied clients
Improve council's income through effective billing	No of months during which billing was referred to service provider within 4 days after month end closure	10	<ul style="list-style-type: none"> Insufficient management information (M)
Provide a quality and legally compliant website	% of information items provided to IT for publishing on the website done within 48 hours	75%	<ul style="list-style-type: none"> Uninformed staff/ clients Non-compliance with laws and regulations (H)
Actively involve all directorates in the management of IT systems	Number of months during which IT met with all the directors on IT matters	10	<ul style="list-style-type: none"> Poor back-up and recovery procedures resulting in lose of income Inadequate safeguarding of IT resources (H)
	Number of IT Committee meetings held	1 pq	

7.5. PERFORMANCE MANAGEMENT - COUNCILLORS

The performance objectives, KPI's and annual targets in the following table are applicable to Councillors:

Performance Objectives	KPI's	Annual Targets
For all councillors		
Systems Act Section 4(2)(e): Consult the local community	% of all public consultation meetings regarding municipal matters attended (e.g. IDP, Budget, SDF, Client Service, Imbizos, Engineering Services)	At least 70%
Systems Act Section 4(2)(i): Promote a safe and healthy environment in the municipality	Number of initiatives by councillor to promote a safe and healthy environment (e.g. with schools, road safety, fire safety, community safety with CPF)	At least 1 per annum
Attend and participate in training courses for which nominated	% of training courses for which nominated attended	100%
Systems Act Schedule 1 Item 2: General conduct of councillors	Number of written warnings for transgressing the Councillor's Code of Conduct received	0 maximum
	Number of months that councillor was more than 30 days in arrears with the payment of municipal accounts	0 maximum
Systems Act Schedule 1 Item 3: Attend each meeting of the council and of a committee of which the councillor is a member	% council meetings attended	At least 80%
	Number of council meetings absent without permission	0 maximum
	% mayoral committee meetings attended (if member)	At least 80%
	Number of mayoral committee meetings absent without permission (if member)	0 maximum
	% of portfolio committee meetings (of which the councillor is a member) attended	At least 80%
	Number of portfolio committee meetings (of which the councillor is a member) absent without permission	0 maximum
	% of ward feedback meetings attended	PR councillors: At least 40% Ward councillors: At least 80%
	% of ward committee meetings attended (if PR councillor)	At least 70%
Report back to the community	Number of meetings held with the chief whips of the different political parties (only for the Speaker)	At least bi-annually per party
	Number of report back meetings to constituency held	At least 2 per annum
Attendance of meetings of specific bodies and committees for which the councillor was appointed	% of such meetings attended	At least 80%
Additional for ward councillors		
Structures Act Section 73(2)(a): Act as chairperson of the ward committee	% of ward committee meetings held under chairpersonship of the ward councillor	At least 90%
Structures Act Section 74(a): Ensure that recommendations made by the ward committee are presented to the council or the executive mayor	Did the ward councillor present recommendations made by the ward committee to structures of the council as and when necessary? Yes or No or N/a	Yes or N/a
Systems Act Section 4(2)(c): Encourage the involvement of the local community	Number of months during which there were no more than 1 vacancy on the ward committee	At least 8
	% of ward committee meetings held with a quorum	At least 80%
	Was the annual ward plan completed by end of February - Yes or No	Yes
Additional for mayoral committee members		
Develop contacts in the Cabinet and Department relevant to Portfolio	Number of meetings with such contacts	At least 2 per annum

Performance Objectives	KPI's	Annual Targets
Additional for the Speaker		
Report on the activities, meeting schedules and agendas of ward committees as well as reference to matters raised	Were the bi-annual reports on ward committee activities submitted to the council in March and August? Yes or No	Yes
Structures Act Section 36(1): Each municipal council must have a chairperson who will be called the speaker	Does the council have a Speaker? Yes or No	Yes
Structures Act Section 37(a): Preside at meetings of the council	% Council meetings at which the Speaker presided	At least 90%
Structures Act Section 37(c): Ensure that the council meets at least quarterly	Number of quarterly council meetings held	4
Structures Act Section 37(d): Maintain order during meetings	% Council meetings that had to be adjourned as a result of disorder	0% maximum
Structures Act Section 37(e): Ensure compliance in the council and council committees with the Code of Conduct	% transgressions of the Code of Conduct for which written warnings were issued to councillors	100% or N/a
Structures Act Section 37(f): Ensure that council meetings are conducted in accordance with the rules and orders of the council	% transgressions of the rules and orders of the council for which written warnings were issued to councillors	100% or N/a
Additional for the Deputy Executive Mayor		
Structures Act Section 56(6): Exercise the powers and performs the duties of the executive mayor if the executive mayor is absent or not available or if the office of the executive mayor is vacant	% of the times requested, acted as Executive Mayor	100% or N/a
Additional for the Executive Mayor		
Structures Act Section 7(b): Accept the executive leadership of the municipality	Number of months active as executive leader of the Municipality	12
MFMA Section 21(1)(b): Table in the council an IDP/Budget time schedule at least 10 months before the start of the budget year	Was the time schedule tabled within the prescribed time framework? Yes or No	Yes
MFMA Section 16(2): Table the annual budget at a council meeting at least 90 days before the start of the budget year	Was the 90 days annual budget tabled within the prescribed time framework? Yes or No	Yes
MFMA Section 21(1)(a): Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies	Were the IDP/Budget processes co-ordinated? - Yes or No	Yes
MFMA Section 21(1)(a): Ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible	Tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible? Yes or No	Yes
Structures Act Section 56(2): Ensure the identification of the needs of the municipality	Were the needs of the municipality identified? Yes or No	Yes
	Were the needs reviewed and evaluated in order of priority? Yes or No	Yes
	Were strategies, programmes and services to address priority needs through the IDP recommended to the council? Yes or No	Yes
	Was the best way to deliver those strategies, programmes and services recommended or determined? Yes or No	Yes
Systems Act Section 30: Manage the drafting of the municipality's IDP	Was the drafting of the IDP managed? Yes or No	Yes
	Were responsibilities in this regard assigned to the municipal manager? Yes or No	Yes
	Was the draft plan submitted to the council for adoption? Yes or No	Yes

Performance Objectives	KPI's	Annual Targets
MFMA Section 21(2): When preparing the annual budget - • take into account the IDP	Was the IDP taken into account? Yes or No	Yes
• take all reasonable steps to ensure that the municipality revises the IDP	Did the Municipality revise its IDP taking into account realistic revenue and expenditure projections for future years? Yes or No	Yes
• take into account national directives	Were such budgets, policy, legislation and agreements taken into account? Yes or No	Yes
• consult relevant authorities	Were relevant authorities consulted? Yes or No or N/a	Yes or N/a
• provide information to relevant authorities	Was information provided if requested? Yes or No or N/a	Yes or N/a
MFMA Section 23(2): Respond to the submissions and, if necessary, revise the budget and table amendments for consideration by the council.	Was there response to the submissions, if any? Yes or No or N/a	Yes or N/a
	Was the budget revised if necessary and amendments tabled for consideration by the council? Yes or No or N/a	Yes or N/a
MFMA Section 27(1): Inform the MEC for finance in the province, in writing, of any impending non-compliance by the Municipality	Was the MEC informed of any non-compliance? Yes or No or N/a	Yes or N/a
MFMA Section 28(4): Table an adjustments budget in the council	Was an adjustments budget tabled in the council if necessary? Yes or No	Yes
MFMA Section 29(1): Authorise unforeseeable and unavoidable expenditure	Was unforeseeable and unavoidable expenditure, if any, authorised? Yes or No or N/a	Yes or N/a
MFMA Section 31: Give approval that expenditure for a programme during a financial year may exceed the amount budgeted	Was such approval, if applicable, given? Yes or No or N/a	Yes or N/a
MFMA Section 45(2): Sign a resolution by the council approving a debt agreement with respect to incurring short-term debt	Was such a resolution, if applicable, signed? Yes or No or N/a	Yes or N/a
MFMA Section 46(2): Sign a resolution by the council approving a debt agreement with respect to incurring long-term debt	Was such a resolution, if applicable, signed? Yes or No or N/a	Yes or N/a
MFMA Section 52(a): Provide general political guidance over the fiscal and financial affairs of the municipality	Was such political guidance provided? Yes or No	Yes
MFMA Section 52(c): Take all reasonable steps to ensure that the Municipality performs its constitutional and statutory functions	Did the Municipality perform its constitutional and statutory functions? Yes or No	Yes
MFMA Section 52(d): Submit a report to the council on the implementation of the budget and the financial state of affairs of the Municipality within 30 days after the end of each quarter	Number of quarterly reports submitted within 30 days after the end of each quarter	4
MFMA Section 53(1)(a): Provide general political guidance over the budget process and the priorities that must guide the preparation of a budget	Was such political guidance provided? Yes or No	Yes
MFMA Section 53(1)(b): Co-ordinate the annual revision of the IDP and the preparation of the annual budget	Was such annual revision and preparation co-ordinated? Yes or No	Yes
	Was it determined how the IDP is to be taken into account? Yes or No	Yes
MFMA Section 53(1)(c): Take all reasonable steps to ensure that the municipality approves its annual budget	Was the annual budget approved before the start of the budget year? Yes or No	Yes
MFMA Section 53(1)(c): Take all reasonable steps to ensure that the SDBIP is approved	Was the SDBIP approved within the prescribed time framework? Yes or No	Yes
Structures Act Section 30(5): To submit to the council a report and recommendation on the IDP before approval or amendment thereof	Was such a report submitted? Yes or No	Yes
MFMA Section 53(2): Report to the council and the MEC for finance in the province any delay in the tabling of an annual budget	Was such a delay, if any, reported to the council and the MEC? Yes or No or N/a	Yes or N/a
MFMA Section 53(3)(a): Ensure that the SDBIP is made public not later than 14 days after approval	Was the SDBIP made public within the prescribed time framework? Yes or No	Yes

Performance Objectives	KPI's	Annual Targets
MFMA Section 54(1): On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 - • consider the statement or report	Number of monthly statements or reports considered	12
	Was the bi-annual budget and performance report considered? Yes or No	Yes
• check whether the municipality's approved budget is implemented in accordance with the SDBIP	Was the municipality's approved budget implemented in accordance with the SDBIP? Yes or No	Yes
• consider and, if necessary, make revisions to the SDBIP	Was the SDBIP consider and, if necessary, revisions made? Yes or No	Yes
• issue any appropriate instructions to the accounting officer	Were appropriate instructions issued? Yes or No or N/a	Yes or N/a
• identify any financial problems facing the municipality	Were any financial problems, if any, identified? Yes or No or N/a	Yes or N/a
• submit the section 72 report to the council by 31 January of each year	Was the bi-annual budget and performance report submitted to the council before 31 January? Yes or No	Yes
MFMA Section 54(3): Ensure that any revisions of the SDBIP are made public	Were amendments to the SDBIP made public? Yes or No or N/a	Yes or N/a
MFMA Section 55: Immediately report any serious financial problem referred to in Section 136 to the MEC for local government in the province	Was a serious financial problem referred to in Section 136 immediately reported to the MEC? Yes or No or N/a	Yes or N/a
MFMA Section 131(1): Ensure that any issues raised by the Auditor-General in an audit report are addressed	% of the issues raised by the Auditor-General in an audit report addressed	100%
MFMA Section 133(1): If the accounting officer fails to submit financial statements to the Auditor-General, or if the mayor fails to table the annual report in the council, promptly table in the council a written explanation setting out the reasons for the failure	Was such written explanation, if applicable, tabled in the council? - Yes or No or N/a	Yes or N/a
Structures Act Section 56(3)(a): Identify and develop criteria in terms of which progress in the implementation of the strategies, programmes and services including key performance indicators can be evaluated	Were criteria, including key performance indicators, identified and developed? Yes or No	Yes
Structures Act Section 56(3)(b): Evaluate progress against the key performance indicators	Was progress against the key performance indicators evaluated? Yes or No	Yes
Structures Act Section 56(3)(c): Review the performance of the municipality	Was the performance of the municipality reviewed? Yes or No	Yes
Structures Act Section 56(3)(d): Monitor the management of the municipality's administration in accordance with the directions of the council	Was the management of the municipality's administration in accordance with the directions of the council monitored? Yes or No	Yes
Structures Act Section 56(3)(e): oversee the provision of services to communities in the municipality in a sustainable manner	Was the provision of services to communities in the municipality in a sustainable manner overseen? Yes or No	Yes
Systems Act Section 39(a): Manage the development of the municipality's performance management system	Was the development of the municipality's performance management system managed? Yes or No	Yes
Systems Act Section 39(b): Assign responsibilities in this regard to the municipal manager	Were responsibilities in this regard assigned to the municipal manager? Yes or No	Yes
Systems Act Section 39(c): Submit the proposed system to the council for adoption	Was the proposed system submitted to the council for adoption? Yes or No	Yes
Systems Act Section 99(a): Oversee and monitor the performance of the municipal manager in implementing policy and any bylaws	Was the performance of the municipal manager overseen and monitored? Yes or No	Yes

Performance Objectives	KPI's	Annual Targets
MFMA Section 53(1)(c)(iii): Take all reasonable steps to ensure that the annual performance agreements for the municipal manager and all senior managers - • comply with this Act	Do the annual performance agreements comply with this Act in order to promote sound financial management? Yes or No	Yes
• are linked to measurable performance objectives	Are the annual performance agreements linked to measurable performance objectives? Yes or No	Yes
• are concluded in accordance with section 57(2) of the Municipal Systems Act	Were the annual performance agreements concluded in accordance with section 57(2) of the Municipal Systems Act? Yes or No	Yes
MFMA Section 53(3)(b): Ensure that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public	Were the performance agreements made public within the prescribed time framework? Yes or No	Yes
MFMA Section 53(3)(b): Ensure that copies of the performance agreements are submitted to the council and the MEC for local government in the province	Were copies of the performance agreements submitted to the council and the MEC? Yes or No	Yes
MFMA Section 127(2): Table in the council the annual report	Was the annual report tabled in the council within the prescribed time framework? Yes or No	Yes
Structures Act Section 56(4): Perform a ceremonial role as the council may determine	All ceremonial tasks performed as desired? Yes or No	Yes
Structures Act Section 56(1): Forward reports together with recommendations to the council when the matters are not delegated	Were such reports submitted to the council? Yes or No	Yes
Structures Act Section 56(3)(g): Annually report on the involvement of communities and community organisations in the affairs of the municipality	Was such an annual report submitted? Yes or No	Yes
Structures Act Section 56(3)(h): Ensure that regard is given to public views and report on the effect of consultation on the decisions of the council	Was regard is given to public views and report on the effect of consultation on the decisions of the council submitted? Yes or No	Yes
Structures Act Section 56(5): Report to the council on all decisions taken by him/her	Was such a report submitted? Yes or No	Yes
Structures Act Section 60(1): Appoint a mayoral committee from among the councillors	Was a mayoral committee appointed? Yes or No	Yes
	Number of months that the mayoral committee was fully functional	12
Systems Act Section 62(4): Act as appeal authority when an appeal is lodged against a decision of the municipal manager	Successful appeals against the appeal authority by a higher court? Yes or No	No
Systems Act Section 99(a): Oversee and monitor the implementation and enforcement of the municipality's credit control and debt collection policy and any by-laws enacted in terms of section 98	Was the implementation and enforcement of policy and any by-laws is overseen and monitored? Yes or No	Yes

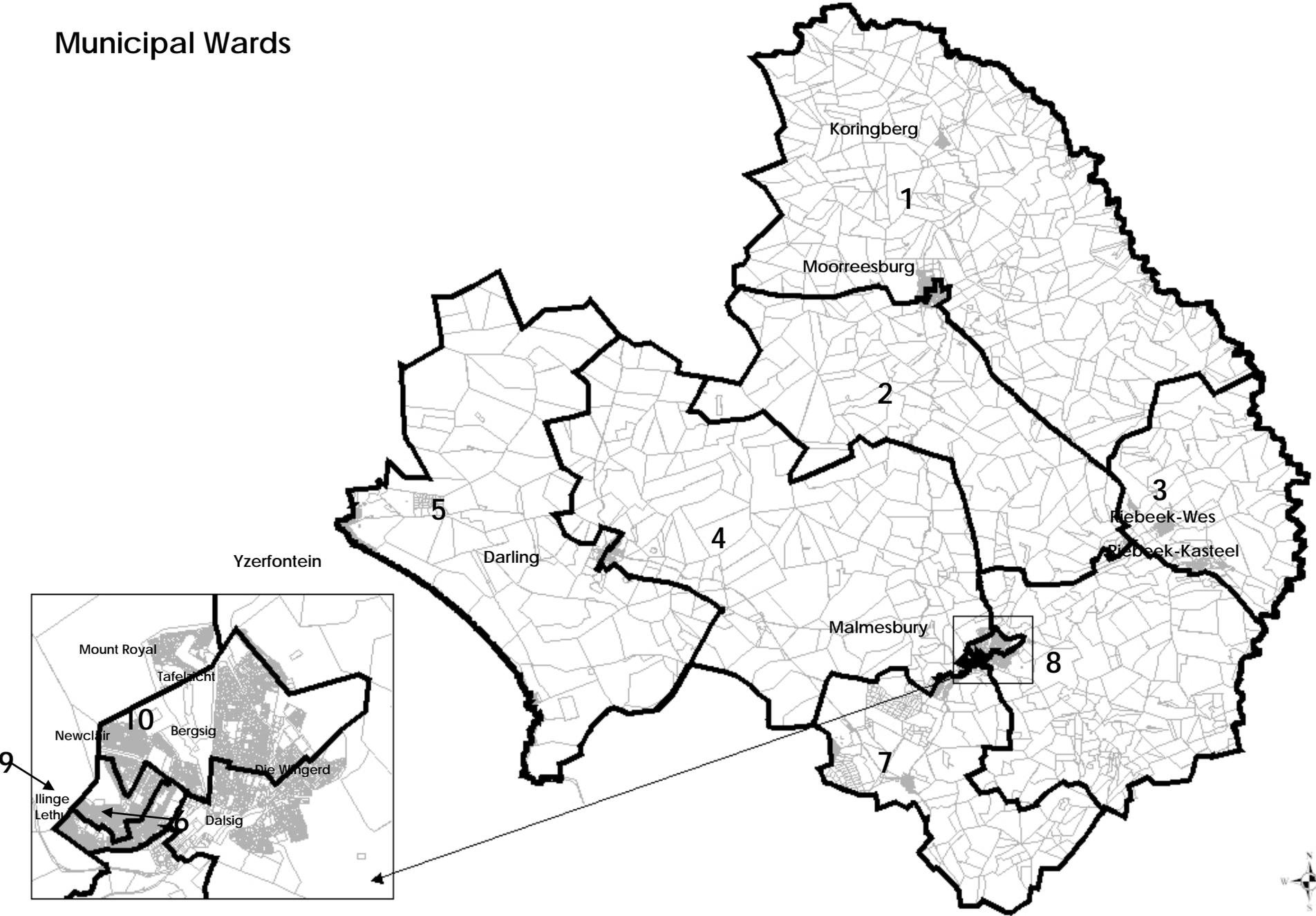
Profile of Swartland

1.1 THE 10 WARDS OF SWARTLAND MUNICIPALITY

Ward	Description	Ward Councillor
01	Northern part of Moorreesburg, Koringberg as well as surrounding rural area	John Loxton
02	Southern part of Moorreesburg, Ruststasie as well as surrounding rural area	Adam Atkins
03	Riebeek Kasteel, Riebeek West, PPC village as well as surrounding rural area	Rudi du Plooy
04	Portion of Darling east of Pastorie, Cole, Donkin and Smith Streets as well as surrounding rural area	Abe Johnson
05	Portion of Darling west of Pastorie, Cole, Donkin and Smith Streets, Yzerfontein, Jakkalsfontein, Grottobaai, Ganzekraal, Dassen Island as well as surrounding rural area	Harold Cleophas
06	Malmesbury (Saamstaan and portion of Wesbank)	Maude Goliath
07	Chatsworth, Kalbaskraal, Riverlands, Abbotsdale as well as surrounding rural area	Basil Stanley
08	Malmesbury (portion of Amandelrug, Dalsig, De Molen, Die Wingerd and Prison Extension) as well as surrounding rural area	Klasie Rust
09	Malmesbury (Ilinge Lethu, portion of Sunnyside and portion of Wesbank)	Monde Stemele
10	Malmesbury (portion of Amandelrug, Bergzicht, Garden Village, Newclair, Panorama, portion of Sunnyside and Tafelzicht)	Tijmen van Essen

The wards are indicated on the map below:

Municipal Wards



1.2 INFORMATION SOURCES

The statistics below were obtained from the following sources:

- Community Survey 2007 (Key Municipal Data), Statistics South Africa.
- Population estimates of Swartland Municipality 2010, H L Zietsman, Geographical Systems Research Bureau, Stellenbosch, 2010
- Social, economic and environmental analysis and facilitation of the alignment of District IDP's with the National Spatial Development Perspective (West Coast District Municipality), The Presidency South Africa.

More detail statistics per ward are available in the ward plans.

1.3 POPULATION AND ECONOMIC PROFILE

		Comments
Total municipal area	3 700 km ²	Swartland Municipality contributed 29% towards the district's GDP of R6.8 billion in 2007. The other big contributor was Saldanha Bay Municipality with 32%. These two municipalities also contain just over 54% of the district's population. The wealth and the people of the district are concentrated in the southern regions closest to the Cape Town metro. The per capita GDP of these two municipalities are also significantly above that of the other municipalities in the district.
Projected population (2010)	83 900	
Employed (2007)	56.1%	
Unemployed (2007)	9.9%	
Not economically active (2007)	28.4%	
Gross Domestic Product (GDP) (2007)	R2.03billion	
GDP per capita (2007)	R26 150	

1.4 INCOME (2007)

Category	%	Comments
No income	44.6%	Almost 50% of the district's residents earn no income. Most of the people without income reside in Saldanha Bay (37 590) followed by Swartland (34 604). The highest proportion of people in Swartland who earn income are those in income bracket R801-R1 600 (17.3%) followed by R1 601-R3 200 (8.2%).
R1 - R400	4.5%	
R401 - R800	4.8%	
R801 - R1 600	17.3%	
R1 601 - R3 200	8.2%	
R3 201 -R6 400	5.8%	
R6 401 - R12 800	2.9%	
R12 801 - R25 600	1.6%	
R25 601 - R51 200	0.5%	
R51 201 - R102 400	0.1%	
R102 401 - R204 800	0.0%	
R204 801 or more	0.0%	

1.5 GDP CONTRIBUTION PER SECTOR (2007)

Sector	Amount (R'000)	%	Comments
Agriculture, forestry and fishing	349 316	17.2	<p>In analysing the district economy in 2007 by breaking it down per sector, about R1.5 billion (23%) comes from manufacturing, R1.2 billion (17%) from agriculture, forestry and fishing and R1.1 billion (16%) from wholesale and retail trade. Saldanha Bay Municipality followed by Swartland Municipality are the major manufacturing centres. Of the municipalities in the district, Swartland is the biggest contributor to the following sectors:</p> <ul style="list-style-type: none"> • Agriculture, forestry and fishing • Electricity and water • Construction • Finance and business
Mining	5 167	0.3	
Manufacturing	455 988	22.5	
Electricity and water	46 565	2.3	
Construction	118 121	5.8	
Wholesale and retail trade	286 010	14.1	
Transport and communication	78 152	3.9	
Finance and business	445 959	22.0	
Community Service	242 007	11.9	
Total	2 027 285	100.0	

1.6 ACCESS TO WATER (2007)

Source	%	Comments
Piped water inside dwelling	84.3	<p>The Municipality has seen a 22% improvement in access to water during 1995-2007. During the same period the district has seen a 43% improvement with Saldanha Bay Municipality showing the greatest improvement (77%). It is only in the rural areas that there are people without access to potable water close to their dwellings.</p>
Piped water inside yard	13.3	
Piped water from access point outside the yard	1.5	
Borehole	0.2	
Rainwater tank	0.4	
Other	0.2	

1.7 ACCESS TO TOILET FACILITIES (2007)

Facility	%	Comments
Flush toilet (connected to sewerage system)	83.2	<p>The Municipality has a high level of access to sanitation with 94% (the figure for the district is 93%) having sanitation on a level in excess of RDP standards. Only 5% (around 1000) have poor or no sanitation. The 1.6% people without access to toilet facilities are in the rural areas.</p>
Flush toilet (with septic tank)	10.5	
Dry toilet facility	0.6	
Pit toilet with ventilation (VIP)	0.6	
Pit toilet without ventilation	1.8	
Bucket system	1.7	
None	1.6	

1.8 ENERGY FOR COOKING PURPOSES (2007)

Source	%	Comments
Electricity	93.7	96% of the households have appropriate energy sources and only 4% use sources that may be problematic. These figures correspond with those of the district.
Gas	2.0	
Paraffin	2.9	
Wood	1.2	
Coal	0.2	

1.9 ACCESS TO HOUSING (2007)

Housing type	%	Comments	
House or brick structure on a separate erf	82.1	Housing also seems not to be a major constraint in the Municipality with at least 92% persons living in housing in excess of RDP standards. Of those households in housing which may not be of RDP standards, 5% live in backyard shacks or informal dwellings. Since 1994 more than 5 000 houses were built by the Municipality:	
Traditional dwelling/hut/structure built with traditional materials	1.6		
Flat in block of flats	4.4		
Town/cluster/semi detached house (simplex, duplex, triplex)	5.5		Darling (Phase 1) 783 Abbotsdale (Phase 1) 296
House/flat/room in backyard	0.4		Riebeek Kasteel(Phase 1) 160
Informal dwelling/shack in backyard	4.9		Riebeek West (Phase 1) 169
Informal dwelling/shack NOT in backyard e.g. in an informal/squatter area	0		Kalbaskraal (Phase 1) 189 Saamstaan 1 & Ilinge Lethu 1 778
Caravan or tent	0.7		Riverlands (Phase 1) 226
Workers hostel (bed/room)	0.2		Saamstaan 2 & Ilinge Lethu 2 1 553
Other	0.2		Moorreesburg(Phase 2) 813
			Koringberg (Phase 1) 143 Kalbaskraal (Phase 2) 83 Riebeek Kasteel (Phase 2) 352

External analysis

2.1 WARD PLANS

The following information per ward can be found in the ward plans:

- A profile of the ward
- Results of the 2008 rural services survey
- Service backlogs
- Strengths and opportunities
- Weaknesses and threats
- The ward's five year strategic objectives
- The ward's most important priorities
- An action plan (July 2010 - June 2011)
- A summary of actions where assistance is needed from Municipality

2.2 CLIENT SERVICE SURVEY

Background and methodology

This survey was done in February 2009. The main objective was to determine how ratepayers of Swartland Municipality experience service delivery and what possible improvements can be suggested. The survey dealt with the following points in question:

- Communication;
- Service delivery in total and specific evaluation of the different service delivery directorates; and
- Consumers' suggestions.

The methodology used was focus group discussions with a representative random sample of ratepayers from the different regions in the municipal area. Reasons why it was chosen as the most suitable method for obtaining information are:

- It created an informal milieu that allowed people to talk comfortably about the frustrations as well as the positive elements of service delivery;
- It allowed for in depth scrutiny of specific subjects as they arose from the discussions; and
- It presented the opportunity for richer and more valuable inputs as participants complemented one another.

The population for the random sample was based on the distribution of households in the municipal area. Respondents were thus identified as:

- Men and women from all race groups that reside in the municipal area;
- Between 25 and 50 years of age;
- Not associated with the Municipality in any way; and
- Not associated with related industries such as market research, advertising or marketing.

Awareness of municipal services

- In general most ratepayers were not aware of the extent of services delivered by Swartland Municipality.
- Awareness of services mainly focussed on the monthly-paid services, with the result that water and electricity supply, cleaning of streets, refuse removal and sewerage were frequently mentioned.
- In a few cases libraries and swimming pools were also mentioned.
- There was a clear need for more information on the business of the municipality which may possibly limit unrealistic expectations.

Service delivery in general

- In general service delivery of Swartland Municipality was judged positively, especially in comparison with other municipalities. Ratepayers that lived in other regions had many positive remarks on this.
- Certain aspects were evaluated very positively, but at the same time areas for improvement were also identified.
- Ratepayers rated the service of Swartland Municipality in general as 5-6 out of 10, whilst the municipal staff rated it as 7-8 out of 10.

Specific evaluation

POSITIVE ASPECTS	NEUTRAL ASPECTS	NEGATIVE ASPECTS
<ul style="list-style-type: none"> • Refuse removal • Cleaning services • Water supply • Licensing • Emergency services • Service delivery at local offices • Sewerage (except Riebeeke) • Library services (except Malmesbury) 	<ul style="list-style-type: none"> • Electricity supply • Parks and amenities • Tourism 	<ul style="list-style-type: none"> • Cutting of electricity • Municipal Police Service • Fire response and ambulance • Maintenance of sport fields • Municipal swimming pool • Building plans and inspections • Storm water and Sewerage – Riebeeke • Meter-readings

Survey Results per area

Malmesbury – Central (Rating: 6/10)

- In general there were no prominent aspects that were either good or bad.
- Refuse removal was praised.
- Tourism office was unknown.
- Meter-reading was suspicious.

Malmesbury – Surroundings (Rating - Wesbank: 7/10, Chatsworth: 2/10)

- Wesbank community was satisfied with services with high regards for emergency services and policing that were visible.
- Chatsworth’s deficient infrastructure created a considerable cause for unhappiness that affected all other opinions negatively.
- Both communities were ignorant about non-payment and suspension of services.

Moorreesburg (Rating: 5/10)

- In general there were no prominent aspects that were either good or bad.
- Officials were praised.
- Police was criticised.
- Meter-reading was suspicious.

Riebeek West / Riebeek Kasteel (Rating: 6/10)

- Good comment on libraries.
- Storm water was regarded as a problem.
- Workers sometimes appeared inactive in public.
- Meter-reading was suspicious.

Darling (Rating: 5/10)

- Considerable general frustrations and unhappiness.
- Felt alienated from Malmesbury.
- No specific services were described as poor.

Yzerfontein (Rating: 5/10)

- Felt unhappy about tariff-distribution.
- Seasonal pressure on service-delivery and law enforcement created problems.
- No services were described as poor.

Internal analysis

3.1 DEPARTMENTAL NEEDS AND CONSTRAINTS

3.1.1 Civil Engineering Services

What are the most critical service needs that must be addressed over the next five years?

General

- Due to the shift in emphasis within local government level from service delivery to administrative/corporative actions in order to comply with legal requirements, there is increasingly an opinion under those people paying tax and for services, that they don't get value for their money with respect to visible services.
- This shift in focus of municipalities has already shown cracks – decay in roads, water and sewerage pipes, and storm water systems at all municipalities.
- Valuable “technical time” that could be devoted to communities, is taken up by widely diverse actions in an attempt to be legally compliant.
- A total shift in focus must therefore first take place – away from the over regulating of administrative actions back to the core functions for which we are responsible in terms of the Constitution.
- Promulgate and promote a co-operative government
- More effective and strategic driven IDP'S
- Political and municipal structures (separation of functions)

Buildings and maintenance

- As with any other services/structures buildings also have a “expected useable life” (EUL). The “remaining useable life” (RUL) of buildings can however only be extended if meaningful maintenance is done to that specific building every five years.
- Swartland Municipality has at its disposal a number of buildings that are many years old and with unique architectures. There is not only an obligation on the Municipality to do maintenance in such a way that the useable life of the buildings is extended, but also to handle the sensitive architectures with “respect”.
- Apart from the approximately R1.45 million needed annually for the next ten years, an awareness campaign must be launched through good communication to sensitise residents of our area towards our historical heritage.
- Meaningful maintenance to municipal buildings can be an incentive for private individuals to also upgrade their own buildings with the necessary “historical respect”.
- This joint effort can change and certainly improve the “face” of the Swartland towns.
- Municipal functions are being delivered from three different offices which results in more inconvenience for the community and also contribute to negative influence on service delivery.

Civil Services

- With the exception of Yzerfontein, streets, storm water pipes, water- and sewerage networks in the Swartland are more than 50 years old.
- Through good maintenance over the past 20 years, the RUL was doubled. Above-mentioned services have however now reached a critical state.
- All overarching plans that prescribes periods, procedures and methods, are in place and must now be implemented.
- The existing services must enjoy precedence above the installation of new infrastructure.

- Besides the essential maintenance to existing services, there is a great need that areas where streets without permanent road surfaces and storm water drainage, be provided thereof. The imminent creation of a strategic policy to focus on the balance or splitting between maintenance to existing services and providing new infrastructure, is important.

Cleaning Services

General

- Capacity must be created in the Cleaning Section to deal with illegal dumping by itself.
- Implementation of a two bag refuse removal system at dwelling houses.
- Enough funding to implement one man contracts right through the year.
- Extension of refuse removal service to rural areas.
- We should reflect on our participation to the Cleanest Town Competition. By executing visible projects without an actual strategy is not enough to comply with the requirements to set a good cleansing service.

Dumping sites

- Yzerfontein's dumping site must close (only the transfer station must remain).

What prevents the department to address the above-mentioned needs?

General

- External plans from Central and Provincial Government "brush off".
- Exaggerated policies.
- Time consuming administrative/corporative processes and procedures.
- Exaggerated financial control.
- Fear for corruption.
- Exaggerated administrative handling.

Personnel

- The remuneration structure in local governments does not take into account the scarcity of technical staff. The scarcity of technical staff is time and again revealed when posts are advertised because correctly qualified persons do not apply.
- The effect of the application of the Task Personnel Evaluation System will be monitored to ensure that scarce technical skill did benefit from it.

Finances

- The investigation into the condition of the assets of the Municipality was just completed. This was a comprehensive investigation of which the results are reliable and scientifically grounded. The execution of these plans will however cost the Municipality millions of rands.
- It is important that councillors and non-technical directors and managers also understand and realise the importance of the unbundling of assets. The execution of maintenance and operational plans will then be more generally acceptable.

3.1.2 Electrical Engineering Services

What are the most critical service needs that must be addressed over the next five years?

General

- Maintenance of qualified and experienced staff and appointment of staff according to organogram for specialist functions.
- Training of electrical artisans.
- Improvement of procedures for services applications.
- Replacement of obsolete vehicles and equipment.
- Continuation of improvement of efficiency through control and protection of income, i.e. the limiting and monitoring of non technical losses through analysis and inspection.

Design and planning as well as project implementation

Malmesbury:

- Upgrading of bulk supply by means of the Klipfontein substation.
- Replacement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.
- Replacement/upgrading of outdated electrical low voltage lines where the safety of the public is at stake.
- Upgrading of regional networks from the new Klipfontein substation for the northern areas.
- Upgrading of industrial ring supply to provide for the new sewerage works.
- Implementation of remote supervisory and control system.

Moorreesburg:

- Upgrading of bulk supply by the reconstruction of supply line 1.
- Replacement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.
- Replacement/upgrading of outdated electrical cables where the design life is exceeded and the reliability of power supply is at stake.
- Upgrading of high voltage main ring circuit and regional substations.

Darling:

- Upgrading of bulk supply i.e. Eskom substation and a second supply cable to the main substation.
- Replacement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.
- Replacement/upgrading of outdated electrical high and low voltage lines where the safety of the public is at stake.

Yzerfontein:

- Completion of project for upgrading of bulk supply.
- Replacement of obsolete mini substations and switchgear.

Swartland including towns in Eskom supply area:

- Provision and upgrading of street lights.

Operation, maintenance and construction

- Maintenance of a qualified personnel corps for sustainable service delivery at each depot.
- Sufficient funding on operating budget to cater for existing and new developments.
- Improvement of safety with respect to high voltage network operation and maintenance (safety procedures, documenting and training).
- Improvement of safety with respect to departmental construction (safety plans, procedures and documenting).

- Improvement of maintenance programmes and documenting of maintenance.
- Improvement of documenting of complaints and client services.

What prevents the department to address the above-mentioned needs?

- The needs are being addresses within the limits of available resources. Additional funding and staff with project management and specialist skills will increase the rate of implementation.

3.1.3 Protection Services

What are the most critical service needs that must be addressed over the next five years?

Municipal Police (SMPS)

- Compliance to the SMPS's business plan – grew to 60 officials.
- Establishment of a precinct in ward 7 (inspector and six constables).
- Address communication problem. Direct telephone line or address enquiries from the public through the establishment of a client service point.
- Radio communication between towns needs urgent attention.
- Construction and management of an animal pound.
- Management of a vehicle pound in line with legislation.
- Development of a policy/strategy for the effective management of illegal structures; land invasions; displaced persons and street children.
- Replacement of old patrol vehicles with fit for purpose vehicles such as highway patrol vehicles for N7 and R27.
- In service training of officers.
- Changing of shifts in Malmesbury.

Fire and emergency services

- Outdated vehicles and equipment.
- Not enough vehicles. Vehicles not suited for rough terrain and therefore do not last.
- Insufficient budget.
- Staff has not received the necessary formal training. Only one qualified fireman.
- Emergency calls take too long to get through from the public.
- Radio reception is not available everywhere in the Swartland area.
- Too many fires at one time to handle especially in the summer months.
- Staff is too wide spread – difficult to get them together during the day.
- Too many drivers on vehicles which cause the vehicles to break down more often.
- Emergency numbers must be made comprehensible.
- Crowd control at shack fires puts a damper on fire fighting (Swartland Municipal Police Service must give assistance).
- Great distances that are travelled to fires (reaction time not on standard).
- Fire Prevention Officer not yet appointed (vacant posts must be funded and filled).
- No storage space for vehicles – fire fighting vehicles are left in the wind and rain.
- Disaster management capacity needs to be developed.
- Improvement of documenting of complaints and client services.

Harbour: Yzerfontein

Harbour

- Parking – boat trailers in peak times (harbour too small if snoek runs).
- Safety of stone jetty. Installation of a railing is needed.
- Store and toilet upgrading (toilets insufficient).
- Resealing of tar surface within the harbour.
- Rehabilitation of sea banks between harbour and sea.

NOTE: The harbour is not a core function of the Municipality and outsourcing is being investigated.

Fish market

- Provision of store (tools) - can be a container.
- Fish gutting area too small (sport fishermen are increasing).
- Blood water reservoir too small.
- Placement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.

What prevents the department to address the above-mentioned needs?

Fire and emergency services:

- Insufficient budget.
- Uncertainty on where the Fire Service function will be placed.

NOTE: As from 1 July 2010 Swartland Municipality is responsible for structure fires and the District Municipality for veld fires.

Harbour: Yzerfontein:

- Shortage of space for extra parking.
- Insufficient budget.
- The fish industry is unpredictable.

Swartland Municipal Police Service (SMPS)

- Insufficient budget.
- Provision of basic services in the municipal area places soft services such as policing under pressure.
- Uncertainty of the future of Municipal Police Services in SA - Incorporated into SAPS.

3.1.4 Development Services

What are the most critical service needs that must be addressed over the next five years?

Housing

- Sustainable Integrated Human Settlements.
- Normalisation of communities.
- Economically viable.

Planning, Building control and Valuation

- Ownership (Municipality/Departments) of SDF – all developmental needs.
- Creating a favourable economic climate through proactive infrastructure, planning and implementation.

- Finalisation and implementation of integrated zoning scheme regulations. House shops, taverns, etc.
- Agreements with Cape Nature and other conservation organisations concerning a conservation area in Swartland.
- Implementing and monitoring of general and supplementary valuation.

Community development

- Strategic direction of Social Development.
- Personnel structure.
- Budget.
- Contracts with role-players at multi-purpose centre's (Thusong).
- Role clarification.
- Liability with respect to Management/Funding.
- Other organisations that provide funds.
- Availability of land/infrastructure for farming.
- Executing children facilities policy.

Occupational Health and Safety

- Clean environment.
- Enforcement of the Occupational Health and Safety Act.
- Extension of Caravan Park/camping amenities.

What prevents the department to address the above-mentioned needs?

Housing

- Availability of suitable land.
- Acceptance of the draft by developers.
- Adequate funding.
- Collective planning between departments.
- Financial impact.
- Influx of people.

Planning, building control and valuation

- Funding of SDF. Implementation of SDF. Implementation of PPP's.
- Pro-active strategic thinking concerning infrastructure planning.
- Provincial Department's acceptance/approval of integrated zoning scheme regulations / amendments as a result of changing legislation and needs.
- Absence of adequate and competent tenders for valuations.

Community Development

- Lack of awareness with regard to the council's legal obligation with respect of social development.
- Lack of awareness of social development in other departments and service delivery is not co-ordinated.
- No funding for contract posts. The council's inability to make a decision with regard to operational cost of the MPCC Ilinge Lethu and Youth Advisory Centre.
- Disparity between remuneration of staff due to the above problem.
- There are no contracts with other community centres funded by Swartland Municipality due to no decision by the council on status of MPCCs.
- Unavailability of land in respect of small farmers. Agriculture is not a core function of the Municipality but part of economic development.

- Lack of commitment from external role-players and especially government departments to co-ordinate service delivery.

Occupational Health and Safety

- Collaborating with other role-players, departments: Spheres of government as well as the private sector: Enforcement of legislation.
- Urgency with assigning authority to directors (Occupational Health and Safety Act): Collaborating / insensitiveness of personnel in respect of the application / implementation to the requirements of Occupational Health and Safety policy.
- Funding of extension: caravan stands. Construction, maintenance of existing infrastructure. Software for computer. Capacity / Personnel.

NOTE: The caravan park is not a core function of the Municipality and outsourcing is being investigated.

3.1.5 Corporate Services

What are the most critical service needs that must be addressed over the next five years?

Capacity needs

- Establishment of an internal legal support division (legal compliance, contract, disciplinary matters, policies and by-laws, litigation and revisions/appeals).
- Future monitoring of development conditions?
- Legal costs.
- Other municipalities, e.g. Mosselbay (4), Overstrand (2).

Accommodation requirements

- Insufficient (confidentiality issues, etc).
- Training venue (for training, hearings, interviews, testing of candidates, etc.)
- Main registry and sub-archives
- Provision/extension of library facilities: population growth.
- Provision of libraries in smaller towns.
- Office extensions: international liaison office.

Sustainability guarantees

- Long term plan for Sondeza, e.g. funding, new partners, own / permanent venue.
- Libraries: clear mandate necessary.
- Client services: regular/annual evaluation of service delivery; one-stop services (call centre) in future?
- Ward committees: ensure constant, active participation.
- Junior Town Council: constant innovation.

Maintenance/upgrading of infrastructure

- Maintenance plan and funding necessary to prevent degrading/ decay of hall facilities (hard infrastructure) (no say in or control over maintenance funding).
- Conversion of office - and hall accommodation to promote disability friendliness.
- Upgrading of computer infrastructure and internet-access at libraries.

Tourism

- Swartland Municipality must effectuate better co-operation between all role-players/ towns to improve benefit from tourism

What prevents the department to address the above-mentioned needs?

- Lack of capacity.
- Lack of funding.
- Lack of buy-in/commitment by certain role-players.
- Unfunded mandates: Libraries and museums.
- Maintenance of infrastructure: no say in or control over funding.

3.1.6 Financial Services

What are the most critical service needs that must be addressed over the next five years?

- Non compliance with statutory stipulations.
- Budget should be more precise (Departments must allocate realistic amounts).
- Security of information, equipment, server of service delivery, and all security of IT.
- Need for alarm system and burglar proofing in all offices.
- Establishment of sub-stores. Officials place orders directly with SCM in stead of purchasing through stores.
- R200 000 limit difficult to predict if officials do not predict realistically.
- Pay Day reports are not user friendly.

What prevents the department to address the above-mentioned needs?

- Staff vacancies can lead to a shortage in skills.
- Office and storage space totally inadequate.
- Upgrading and Standardization of excel software
- Insufficient excel licenses

3.1.7 Office of the Municipal Manager

What are the most critical service needs that must be addressed over the next five years?

Unfunded mandates

- The fact that the following unfunded mandates were not addressed by national and provincial governments since 5 December 2000, is proof of the lack of leadership and understanding of what is happening on local government level:
 - Libraries
 - Museums
 - Disaster management
 - Enforcement of environmental regulations (Biodiversity Act No 10 of 2004 and Protected Areas Act No 57 of 2003)
 - Regional planning
 - Passenger transport management
 - Traffic enforcement on provincial / national roads
 - Vehicle licensing
 - Drivers licensing
 - Road worthy tests
 - Provincial roads

- Housing
- In the 2008/2009 financial year Swartland ratepayers had to contribute R11.8 million to the development of 540 low cost houses in Darling. The MIG allocation falls short by far. The funds were not used for luxuries, but for essentials such as:
 - Fencing.
 - Upgrading of sewerage system, streets and electricity inside dwellings.
 - Installation of formal storm water system
 - Creation of commercial erven and community facilities
 - External services not covered by MIG funds
- These unfunded mandates are the cause that municipalities cannot fulfil its constitutional obligation with respect to their core functions.

Core functions

- The focus of a municipality must be service delivery with respect to the following functions:
 - Provision of water
 - Provision of electricity
 - Provision of sewerage
 - Provision of refuse removal
 - Provision of streets and storm water systems
 - Sustainable development with the focus on the environment, the economy and the human being
- This approach is subject to the financial and administrative capacity of the Municipality and unfunded mandates prevents the fulfilment thereof.

Investment in staff

- The inability of various role players to implement the TASK job evaluation system is not only proof of a lack of leadership and understanding with respect to local government, but also contributed to the loss of skilful staff.
- Aforementioned inability is a contributing factor to the low morale of staff because of expectations that were created since 1 January 2004 only to move the goalposts time and again. As a counter to this Swartland Municipality implemented the prosperity partnership approach and process that focus on:
 - a leadership philosophy
 - a value system
 - rules
 - the Invocom methodology.

3.2 FINANCIAL ANALYSIS

The following input was provided by Dr CJ Kapp of ZMS Management Solutions (Pty) Ltd.

Viability assessment

The assessment was done by using the same financial ratios as in the past. The results for 2008, 2009 and 2010 are reflected in the table below:-

RATIO	STANDARD	RESULTS % 2008	RESULTS % 2009	RESULTS % 2010
Cash available for operating purposes	>100%	√	√	√
Short-term debt	<16%	√	√	√
Debtor's movement	<7,5%	√	√	√
Debtor's turnover	<45 days	X	X	X
Creditor's turnover	<30 days	X	√	√
Capital costs	<15%	√	√	X
Long-term debt	<40%	√	√	√
Staff costs	<30%	√	√	√
Cash funded	>100%	√	√	X
Maintenance	>10%	X	X	X
Grant dependency	<25%	√	√	√
Funding options employed	>100%	√	√	√

The ratios used and their meanings are attached as annexure "A" (Already in your possession). During the last financial year the municipality's financial situation has deteriorated due to fact that the revised budget for 2009/2010 was not cash funded. During 2010/2011 the municipality will have to rectify the situation which is going to result in abnormal rates and tariff increases unless savings can be affected.

Areas of concern

- Debtor's turnover. Outstanding debtors are still increasing. The trend over the last three years was as follows:-

2007	2008	2009
46 days	55 days	57 days

During 2009 and 2010 debtors increased by R6.1m and R5.2m respectively which is indicative of the economic decline and inability to pay for rates and service charges. Although the collection period remained the same, outstanding debtors contain uncollectible amounts that should be written off.

- Staff costs. Staff cost has never been an issue for the Swartland Municipality. The introduction of TASK and the creation of new post have distorted costs. Staff cost still requires the biggest portion of income and needs to be managed conservatively.
- Maintenance as a percentage of expenditure has increased from 5.8% to 5.9% during 2008/2009 but has decreased to 3.7% during 2009/2010. It appears that it was one of the areas where the municipality effected saving. Although it only reflects the material cost, Head of Departments must indicate whether it is sufficient and in line with municipality's maintenance plan.
- Capital cost as a percentage of revenue. The municipality has exceeded the norm of 15% for the first time in 2009/2010. The anticipated borrowing of R105m to finance the sewerage work is going to result in further deterioration in the ratio. It is anticipated that for 2010/2011 the municipality is also going to default in the ratio, long-term debt as a percentage of revenue. This means that the municipality will not be able to borrow further and be limited to internal funds. Not making any contribution to the capital replacement fund other that the odd land sales are going to limit the municipality's ability to finance infrastructure.

Other aspects relating to the financial statements

The cash situation of the municipality has deteriorated during 2010. This is reflected in Annexure "B" and the following table:-

	2008	2009	2010
Provision for retirement benefits	19 150 406	21 134 252	22 868 295
Non-current provisions	2 483 370	3 102 826	3 585 330
Unspent conditional grants	9 082 730	11 534 086	12 233 232
Capital replacement reserve	67 006 316	96 890 422	111 949 375
Net current liabilities	12 959 364	10 134 098	6 575 500
Accumulated surplus	23 681 720	52 142 328	29 561 817
Housing development fund		2 828 029	1 485 459
	134 363 906	197 666 041	188 259 008

The following conclusions can be made:-

- The overall cash situation has deteriorated by R9.4m.
- The retirement benefits and non-current provisions do not need to be cash funded.
- The cash available for operating purposes has deteriorated by R22.6m from R52.1m to R29.5m. The current cash holding for operating purposes is equal to twice the monthly salary bill and bulk purchases account. This is the maximum standard.

Viability

All the statutory requirements for cash holding are met by the municipality. Unfortunately the municipality will have to rely on its Internal Finance Reserve, donations and grants for future capital funding. Further borrowing is not possible. An annual contribution to the capital replacement reserve from revenue is essential to replace assets. If this is not going to happen service delivery will deteriorate.

Future capital requirements. The three year program indicates that the following infrastructure is required:-

Source	2010/2011	2011/2012	2012/2013	2013/2014
Loans	105,0	-	-	3,0
CCR	33,0	38,1	39,9	34,7
PAWK	5,0	0,5	-	-
Dept of Transport	-	-	-	-
Lotto	3,0	-	-	-
MIG	18,8	12,0	14,6	15,7
Housing Board	-	-	-	-
Housing Dev Fund	-	-	-	-
Eskom	-	-	-	-
EQ Share	4,6	-	-	-
Grants	3,0	-	-	-
DME	1,4	-	-	-
Vuna	-	-	-	-
	173,8	50,6	54,5	53,4

The above schedule indicates that the municipality is going to borrow R105m externally. Together with the current external exposure, total borrowing will amount to R167.8m or 51.5% of income. This will make further borrowing difficult.

The cash balance of the capital replacement reserve amounts to R111.9m which is sufficient to cover the anticipated spending to 2013. The municipality will have to make annual contribution from revenue to strengthen the reserve. The odd land sales will not be enough to ensure future infrastructural spending. Contribution from the accumulated surplus is no longer possible. The cash holding for operating purposes are at its minimum standard.

In summary it can be stated that:-

- The municipality has exhausted its borrowing capacity.
- Regular contribution from revenue to the capital replacement reserve is essential.
- The operating reserve (cash available in the accumulated surplus) is at the minimum level.
- Savings can only be affected by scaling down on non-core functions.