

Senqu Annual Report

2010-2011

DRAFT

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Part
1

INTRODUCTION AND OVERVIEW

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Foreword by the Mayor

It is with great pleasure and very mixed emotions that I present to you the 2010/2011 Annual Report for Senqu Municipality. This is a bittersweet moment in that it brings back so many memories of when I took up office in 2006. I stand here at the political helm of Senqu Municipality with a deep sense of pride and gratitude. It has been a good journey but a journey of many challenges no less. With strong political and administrative leadership we have been able to steer our municipality to a place of great pride. Indeed when we make comparisons it is hard not to acknowledge that as a municipality we are enjoying financial stability and sustainability and are better positioned to offer our community services that improve with the years as a sense of financial stability and growth is maintained.

In terms of s59 of the Municipal Finance Management Act (MFMA) I am required to report on the performance of the municipality and the degree to which it has achieved its mandate. This is indeed a pleasure to do especially knowing the levels of performance that we were able to achieve just five (5) years ago. Our Council has fulfilled its oversight role – ensuring that this report is presented while fulfilling all of its mandatory commitments and fulfilling the requirements of the Provincial Department of Local Government and Traditional Affairs.

During this year it is fair to say that Senqu Municipality has continued to strive for excellence in terms of organizational performance and to accelerate service delivery within the challenging environment currently faced by municipalities. Every effort and focus has been made to establish an organisation that operates effectively and efficiently on a sustainable basis, within a governance framework that is based on best practice and applicable legislative prescripts. Looking around us, it is hard not to notice the changes to our administrative block. Our new offices epitomize the excellence with which our duties have for the most part been fulfilled.

After 5 years in office it gives me great pleasure to say that notwithstanding the many and ongoing challenges, we have achieved our primary mandate – that of “providing services to our people”, through good governance in both the political and administrative arena.

Through effective implementation of the IDP Process Plan we have continued to ensure that our community needs are met and enhanced through effective service delivery, the provision of basic infrastructure and housing delivery. A number of highlights in this current year are reflected on as follows:

1. Through the Mayor's Fund we were able to fund the tertiary tuition of Senqu Youth;
2. This Mayoral Fund assisted in the upliftment of sport, and formal social structures;
3. As the ANC Chair for the Local Government subcommittee, I was privileged to be able to pilot a job creation project. Senqu Municipality took the lead in this project and set aside R3m on the project. 264 jobs were created and this ensured that we received a R1.088 m rebate from registering the project with EPWP;
4. This job creation project has ensured that Senqu Youth have been equipped with skills and work experience in order that they are able to be permanently employed in other sectors;
5. The employees soccer team won the regional Old Mutual Soccer tournament and the employees netball came in third, in the spirit of following in the footsteps of leadership; and
6. A Call centre has been successfully established so that community complaints are looked into and monitored timeously for progress.

On the political front, this year has been a landmark which culminated in the election of a new Council for the next five (5) year period.

May I take this opportunity to wish our newly elected Mayor, Mayor Mtyali and her political team (formally inaugurated 31 May 2011 every success as they continue to build on a legacy that makes us very proud. Ms Mtyali takes over at the helm as an experienced District Mayoral Committee Member. As we leave our offices may I take this opportunity to thank our "outgoing Councillors" for their wonderful support and commitment to our cause. To the Municipal Manager, the management team and staff we thank you for your unwavering support and work, without which we could not have achieved the success that we have. We thank our community for believing in us and take pride in a very simple statement.

"WORKING TOGETHER WE CAN DO MORE!"



OUTGOING MAYOR

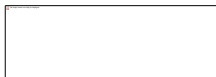
A WORD FROM OUR NEW MAYORESS: Ms N.Y MTYALI

As I begin my term of office I would like to begin by thanking our out-going Mayor and his team for laying a solid foundation and setting such high standards for us as the new team. We are so privileged to have been left with Mr Dumzela’s strong legacy. I wish to assure both the community and the administrative arm of Senqu Municipality of my Council’s absolute commitment to striving towards achieving better and stronger accolades in good governance.

Very close to my heart is ensuring economic upliftment for our area, especially for the previously marginalized which are women, youth and disabled.

We have achieved so much in our first fifteen (15) years of democracy and look forward to achieving so much more as we facilitate ways to ensure peace, stability, job creation, an improved and strong economy, and a firm foundation for better and even faster progress, especially within our rural areas.

We look forward to working with the Municipal Manager, staff and the community at large and thank you in anticipation for your support and vote of confidence.



MAYOR N.Y .MTYALI

MUNICIPAL MANAGER'S REPORT

The 2010/2011 financial year has been a particularly interesting and challenging year, which culminated in the election of a new Council for 2011-2016. With the dawning of this new chapter in the history of Senqu Municipality, it is important to reflect on our past and on what has been significant, particularly over this past year.

During this past year, we lay claim to the following areas of successful performance:

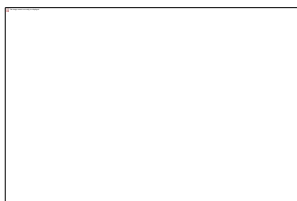
1. This is the second year running that Senqu Municipality has received an unqualified audit opinion;
2. Overall we have displayed very sound financial management practices and strong leadership ability;
3. Good governance practices have been evidenced in both the administrative and political arena;
4. We have been fortunate to have been able to renovate and create state of the art offices and administrative infrastructure to facilitate the effective administrative running of the organization. This boasts a new executive suite and an exceptional Council Chamber;
5. The need to address our Governance structure was identified in pursuit of creating greater excellence in our administrative and governance functioning. Work on the Governance Framework Project (which aims to identify critical gaps in governance, strategy, structure and operations and the manner in which to address these effectively) has begun. A simple and integrated approach to best practice in effective governance, execution, delivery and strengthening of operations and effectiveness of the municipality is being sought. This is a massive undertaking for the municipality, which is the next giant leap after having set a foundation of strong and capable leadership, to now embarking on building a strong structure on that foundation;
6. A new directorate which is termed the Integrated Planning Monitoring and Evaluation Directorate was established in order to strengthen our performance and our monitoring and evaluation processes;
7. Our new Councillors have been inaugurated and have already attended an extensive two day Induction workshop in an effort to equip them with the required knowledge and skills for their new role; and
8. A previous major concern of the high losses of electricity has seen a turnaround. We now reduced electricity losses from 40,15% to 23,89% s, and we have committed more resources to tackle the problem and to improve matters further.

Challenges continue notwithstanding the progress already made. Issues of prominence include:

1. The need to address scarce skills within Senqu Municipality
2. Capacity building throughout the organisation remains a challenge and is required to become an area of focus;
3. The Organizational structure will be reviewed and,
4. Job Descriptions are required to be redone as the current job descriptions that were used to grade positions are now 7 years out of date.
5. Performance management is a process and system that is required to be institutionalised in order to establish a culture of performance excellence;
6. The reporting and management of service delivery and related targets remains a huge challenge due to the lack of baseline data and statistics. Steps are to be taken to ensure that service delivery baseline data can be established.
7. The management and implementation of Local Economic Development Strategies and processes remains an ongoing challenge, due to the lack of resource capacity;
8. Greater emphasis is to be placed on the alignment of the IDP, SDBIP and Budget, which would translate into required scorecards;
9. Quarterly PMS reporting and assessments are to be done and ,
10. Regular (quarterly) SDBIP reporting is to be completed not only in terms of compliance issues, but due to the importance of performance management; and
11. Inconsistencies in the Indigent baseline data require that the Indigent Register be updated and verified.

Acknowledging these challenges Senqu Municipality (in an effort to enhance service delivery), is in the process of conducting a comprehensive institutional assessment and to perform extensive gap analysis exercise. Resulting from this, recommendations to overcome these gaps will be entertained and taken further. In this way, our ultimate objective remains to establish a sustainable organisation that operates effectively and efficiently within a governance framework that is based on best practice and applicable legislative prescripts.

May I take this opportunity to thank our current Mayor, Speaker and Councillors for all their support and assistance over this past term – without which Senqu Municipality would not have been able to achieve the tremendous results it has. To the new Mayor, Speaker and Councillors, as the management on behalf of our administrative team I would like to take this opportunity to “welcome you aboard” and to assure you of our unwavering support and commitment towards achieving common goals and addressing community needs.



Executive Summary

It is the intention of the Executive Summary to provide a synopsis or summary of the strategic direction and focus of Senqu Municipality within 2010/2011 and to be able to detail this and the impact that this will have on the community at large.

All efforts to guide this discussion will take place with due reference to Senqu Municipality's Integrated Development Plan, together with the strategic objectives that have emanated from this IDP.

As the IDP was developed for the period 2006-2011, it is important to note that the 2010-2011 period represents the last year attached to this 5-year strategy and term.

It is important to note that Senqu Municipality has focused its service delivery direction and commitment in keeping with the national indicators for local government together with the identified needs from the community. The IDP, SDBIP's and scorecards therefore have scorecards aligned to these same National Key Performance Indicators as follows:

1. **Good Governance and Public Participation**

Senqu Municipality has provided a significant amount of focus on the area of good governance and public participation. It is noted that:

2. Policies and By-Laws were reviewed regularly;
3. Operating systems and processes were created and refined in order to increase effective operation and functioning;
4. Council and Standing Committees are being supported administratively;
5. Council Resolutions are now formally managed and implemented more regularly due to the Council Resolutions Register;
6. Public Participation is being applied as per the Public Participation Policy, and
7. Every effort is being made together with Community Development Worker's to facilitate public participation and meeting the needs of the community at large.

An ongoing challenge in respect of public participation and ensuring that all members of the community are met, is the spread of the geographical area of Senqu Municipality. The great distances that need to be covered and the lack of infrastructure and telephone coverage at times makes reaching the community a great challenge.

1. **Service Delivery and Infrastructure Investment**

An ongoing challenge as detailed within all areas of service delivery remains ageing infrastructure, lack of capacity and availability of resources. On-going efforts are

undertaken to address the many backlogs in respect of essential services and to ensure that these are addressed in a sustainable manner moving forward.

Funding from National Treasury in the form of the Municipal Infrastructure Grant, is an example of funding that is used to facilitate a high level of infrastructure development.

2. Local Economic Development

An overriding consideration within this area is the fact that Senqu Municipality is challenged by high unemployment rates. This impacts socio-economically on development and our revenue base throughout.

A key objective remains to facilitate economic growth and investment through small, medium and macro enterprises. Tourism and agriculture remain areas of challenge and areas for expansion.

While it is acknowledged that this unit is experiencing capacity challenges and is relatively new (adding to these challenges), it remains focussed on the creation of a conducive environment within which economic development can take place.

3. Municipal Financial Viability and Management

It is imperative that the municipality manages its revenue and expenditure base effectively. It must be noted that for the second year in a row Senqu Municipality has received an unqualified audit opinion. Areas identified where improvements in financial management are required must be addressed formally throughout the year and this is achieved through the establishment and implementation of an Audit Action Plan.

Overall it is noted that Senqu Municipality is financially sound and follows prudent financial policies and procedures.

4. Municipal Transformation and Institutional Development

Great strides have been made within this area, and every effort has been made to develop a functional administration which is effective and efficient in operation. From the development of an appropriate organogram and the population thereof; the development and implementation of policies and procedures; the implementation of an integrated performance management system; renovations and improvements to buildings, infrastructure and the like, every emphasis is being placed on ensuring that an appropriate infrastructure is created that will facilitate optimum functioning. This reports details progress and challenges within all of these areas.

Overall Focus

It must be emphasized that the overriding goal of the vision and mission of Senqu Municipality is to “provide quality and affordable services to all members of the community, in a manner that sustains development and creates a better life for all”.

As per the IDP, focus areas include:

5. Good governance and effective administration
6. Sustainable Infrastructure development
7. Sustainable Basic Services
8. Economic Development
9. Environmental Management
10. Social Development
11. Financial Viability
12. Empowerment of Youth, Women and Disabled, and
13. Safety and Security

Noted: These focuses areas will be incorporated into the five national indicators for performance reporting purposes.

This report details the manner in which this is achieved, within the context of the goals and targets contained within the Integrated Development Plan.

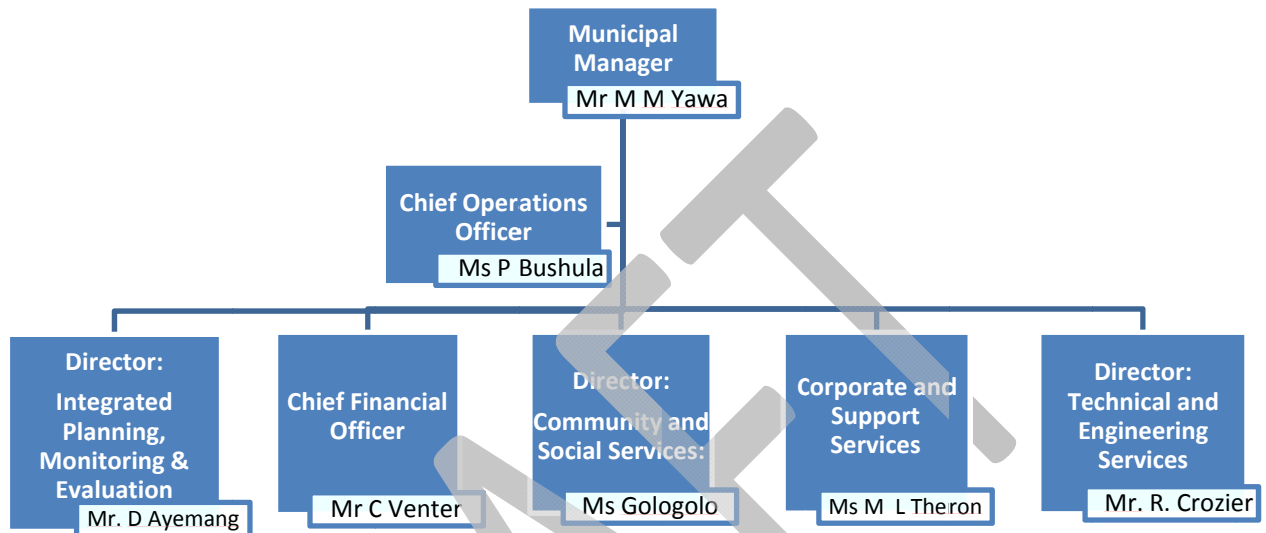
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ACHIEVEMENT REPORTS

CHAPTER 1

ORGANIZATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

1.1 Presentation of the Organisational Structure (Approved Organogram)



NOTE: Reference is made to Annexure A, p._ which provides the detailed organogram for Senqu Municipality for 2010/2011.

Analysis and comparison between the currently approved organogram and current staff complement would indicate that:

1. A total of 309 positions for the organization were approved for 2010/2011.
2. The total number of approved but vacant positions is 16 as at 30 June 2011.
3. During 2010/2011, the following 57 managers were in possession of employment contracts and performance agreements:
 1. Municipal Manager
 2. Corporate and Support Services Director
 3. Chief Financial Officer
 4. Technical Services Director

5. Community and Social Services Director
6. Integrated Planning, Monitoring and Evaluation Director

It must be noted that a new Directorate was formed during this period and this is termed the Integrated Planning, Monitoring and Evaluation Directorate. Mr Danso Ayemang was appointed Director of the IPME Directorate on the 1 August 2010. Aside from this appointment it must be noted that all of the s57 Managerspositions have remained constant for this period. As per legislative requirements all performance agreements and employment contracts for these posts were submitted to the Department of Housing, Local Government and Traditional Affairs within the prescribed timeframes.

The table below details the approved, filled and vacant funded posts within Senqu Municipality:

Approved and Funded Posts in the entire Institution	Number of Employment Contracts and Performance Agreements	Filled Posts	Total Number of Vacant funded posts in the Entire Institution	Total Number of Vacant unfunded posts in the Entire Institution
309	6 (s57)	200	16	93

Staff Complement: The table below indicates the positions as reflected within the budget for 2010/2011:

Department / Function	Posts Filled	Posts Funded but vacant	Posts Unfunded	Total Number of Posts
<i>Council and Executive</i>	9	1	1	11
<i>Corporate & Support Service</i>	14	1	4	19
<i>Budget & Treasury Service</i>	26	3	3	32
<i>Community & Social Service</i>	66	4	37	107

Technical & Engineering Service	74	7	43	124
IPME	11	0	5	16
Total	200	16	93	309
Percentage				100.00%

1.2 Staff Development Initiatives during the Financial Year

As required, the Workplace Skills Plan was compiled for the 2010/2011 financial year. This was adopted by Council (after having been signed off by SAMWU and IMATU).

Total training budget for the current year: R 760 874.00

Total Levy paid 2010/2011- R 186 437.00

Mandatory Grants/reimbursements for 2010/2011- R 33 428.00

Total spent for training 2010/11- R104 3312.00

The municipality used the under mentioned Training Providers to provide training to our staff during the financial year under review. We have quality assurance and each training provider must provide us with an Accreditation Number before they are approved. The table below reflects the training provided during the current year and the skills levels to which they have applied:

TABLE: TYPES OF TRAINING PROVISION 2010/2011

Name of provider	ETQA	Accreditation number	Skills Area
Institute of Waste Management	Services Seta	2481	Management/Leadership
Puzzle Peace Solutions	Service Seta	668	Occupational Health & Safety
Walter Sisulu University	Higher Education	H/05	Computer Literacy
Global Solutions	Service Seta	2481	Project Management Planning
Institute of Internal Auditors	Service Seta	2481	Finance
Wits University	Higher Education	H/05	Clerical and Administration
Walter Sisulu University	Higher Education	H/05	Specialist Technical

Lisho Training Solutions	Service Seta	2481	Project Management/planning
Walter Sisulu University	Higher Education	H/05	Computer Literacy
Mosaic Marketers	Service Seta	2481	Administration
Fort Hare University	Higher Education	H/05	Finance
Institute for Internal Auditors	Service Seta	2481	Finance
Profounder Intelligence	Service Seta	2481	Finance

TYPES OF TRAINING PROVISION 2010/2011(Cont.)

Name of provider	ETQA	Accreditation number	Skills Area
Eagle Creek Solutions	LGSETA	117	Client Service
Fort Hare University	Higher Education	H0/5	Economic, development & planning
Belgravia Institution	LGSETA	14/117/10	Social, Community, economic development & planning
GAAT	LGSETA	117	Financial
Fort Hare University	Higher Education	H0/5	Finance
Fort Hare University	Higher Education	H0/5	Life Skills
Institute of Plant Operators	Service Seta	2481	Specialist Technical
DBSA	Service Seta	2481	Electrical
Global Solutions	Service Seta	2481	Corporate, legal and support
Department of Education	Umalusi	H0/5	Abet
Fort Hare University	Higher Education	H0/5	Corporate, legal and support
Senqu Municipality	LGSETA	117	Policy Development
LGSETA/APMC Training Solution	LGSETA	117	Specialist Skills required by legislation

The following table project training that was done for Unemployed Learners. This program is funded by the Seta's. Eighty one unemployed learners were trained during the year under review.

TABLE: TRAINING FOR UNEMPLOYED LEARNERS 2010/2011

Title	Name of Provider	Number of Unemployed learners
Certificate in Project Management for Disabled people	Fort Hare University	2
Certificate in LED	Fort Hare University	7
Business Management	QabukaVuka	30
Workshop: Business Plan Development	QabukaVuka	10
Bidding and Pottery	Walter Sisulu	16
Bricklaying	IkhalaFET College	16

The following learnerships, skills programmes and apprenticeships were implemented during the year under review:

TABLE: LEARNERSHIP TRAINING PROVISION 2010/2011

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Title	Type	Number of Unemployed learners	Number of Employed Learners	ETQA
Mixed Farming on NQF level 2	Learnership	12		Agric Seta
Animal Production on NQF level 2	Learnership	13		Agric Seta
Plant Production on NQF level 2	Learnership	15	11	Agric Seta
Municipal Labour Relations	Skills		7	Mer Seta
Management and Development	Skills		6	Mer Seta
Skills Development	Skills		2	Service Seta
Core Municipal Processes and Service Delivery	Skills		53	LGSETA
Computer Course for Councillors	Skills		26	Higher
Socio Economic	Skills		5	Higher
State Protocol	Skills		6	Office of the Premier
Municipal Governance for Councillors	Skills		1	SALGA
Municipal Labour Relations	Skills		9	Service Seta
Plumbing	Apprenticeship	5	6	DBSA
Local Government Law and Admin	Learnership		4	Higher
Advance Local Govt and Admin	Learnership		5	Higher
HR and Strategic Policies	Skills		45	LGSETA
Basic Computer for Officials	Skills		5	Higher
Labour Law	Learnership		2	Service Seta
NQF Support Link	Learnership		1	Service Seta
Oversight Committee	Skills		7	Service Seta
TOTAL NUMBERS		45	201	

Internship Programmes

A very successful internship programme was held during 2010/2011 and was motivated in an effort to reduce the negative impact that skills shortages have had on recruitment and the placement of suitably qualified persons. The aim of this programme is to empower and create capacity to create a much needed future employable staff.

TABLE: INTERNSHIP PROGRAMMES 2010/2011

Name and Surname	I.D. Number	Department	Position	Appointment Date	Duration
NompiloNdlanzi	8209221115081	Finance	Intern. Internal Auditor	01 December 2010	12 Months
BakwenaRefilweMatsaba	8203165627086	Community Services	Librarian	01 July 2010	12 Months
YolandiBriggeth Minnie	8410020211085	Community Services	Librarian	01 July 2010	12 Months
NwabisaBooyesen	9111100739081	Community Services	Librarian	01 July 2010	12 Months
LuncedoMaqwara	8807245841085	Technical Services	Finance Interns	03 January 2011	12 Months
Zola UrggyDumzela	9005090312083	Technical Services	Administrator	01 July 2010	12 Months
Prudence NeliswaMzangwe	8407010383080	Technical Services	General Assistant	01 July 2010	12 Months
NandiphaMtshazo	8506170989089	Technical Services	Administrator –Town Planning	01 July 2010	12 Months
MamosaRalehoko	8603110630087	Technical Services	Roads	01 July 2010	12 Months
NokwandaMlotha	8212190332083	Technical Services	Electrician	01 July 2010	12 Months
Nondyebo Sylvia Lahlo	7703220726089	Community Services	Librarian	01 July 2010	12 Months
Lulamile Adam	8004085725087	Corporate Services	Administration	01 July 2010	12 Months
NozukoCynderellaGcinisa	8604030438080	Strategic and Planning	Administration	01 July 2010	12 Months
Sally – Ann Bealah Constable	9002230214089	Finance	IT Administrator	01 July 2010	12 Months
Neo Moea	8801315794084	Corporate Services	HR	01 July 2010	12 Months
T Belebesi	8301085647083	Finance	Finance Intern	03 January 2011	12 Months
B Mahlathi	7607280512083	Finance	Intern – Risk Management	15 December 2010	12 Months

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JOB CREATION SUPERVISOR'S TRAINING PROGRAMMES 2010/2011

Name and Surname	I.D. Number	Department	Vote Number	Position	Appointment Date	Duration
NtombizaneleLanguza	7809070782088	Technical Services	4600/3001	Supervisor	05 August 2010	11 Months
SbusisoMvakwendlu	906086213089	Technical Services	4600/3001	Supervisor	05 August 2010	11 Months
VuyaniMakeba	6406215469084	Technical Services	4600/3001	Supervisor	05 August 2010	11 Months

IN-SERVICE TRAINING 2010/2011

Name and Surname	I.D. Number	Department	Vote Number	Position	Appointment Date	Duration
Nontsikelelov Nxele	8505271000085	Strategic and Planning	1200/2248	Administration	02 August 2010	10 Months

1.3 Key HR Statistics per functional area

1.3.1. Full time staff complement per functional area

a. **Municipal Manager/s57 and Line (Inclusive of Councillors)**

Approved Positions	Number of approved and budgeted posts per position	Filled Posts	Gender	Vacant Posts	Level
1	1	1	African Male	0	Mayor
1	1	1	African Male	0	Speaker
30	30	30	18 African Females, 1 White Female, 1 Coloured Male and 10 African Males	0	Councillors
1	1	1	Male	0	Top Management
5	5	5	1 African Female, 1 African Male, 1 Coloured Female, 2 White Males	0	Senior Management
25	25	25	4 African Males , 14 African Females, 1 Coloured male Males ;2 White Females ,4 white Males and 1 White Male	2 unfunded posts	Professionally qualified and experienced specialists and Mid-management

1.3 Key Human Resource Statistics (Actual)

1.3.1a Full time Staff Complement per Level

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
1. JWA BOTHA	ADMIN ASSISTANT	0002	MALE	WHITE
2. WP THOBA	GENERAL ASSISTANT	0003	MALE	AFRICAN
3. MP MAQHEYANA	GENERAL ASSISTANT	0004	MALE	AFRICAN
4. F. SMIT	METER READER	0005	MALE	COLOURED
5. B.S NKUNKUMA	GENERAL ASSISTANT	0006	MALE	AFRICAN
6. N.P GEORGE	SWITCHBOARD OPERATOR	0007	FEMALE	AFRICAN
7. S.J MAQHEYANA	GENERAL ASSISTANT	0008	MALE	AFRICAN
8. M.L PILO	GENERAL ASSISTANT	0009	MALE	AFRICAN
9. M.M YAWA	MUNICIPAL MANAGER	0010	MALE	AFRICAN
10. B.M. GUSHMANI	GENERAL ASSISTANT	0011	MALE	AFRICAN
11. M. BIDI	GENERAL ASSISTANT	0012	MALE	AFRICAN
12. N. MVULENI	PAYROLL CLERK	0015	FEMALE	AFRICAN
13. J.J. VANRENSBURG	ELECTRICIAN	0016	MALE	WHITE
14. Z.J. MANGCOTYWA	ASSISTANT MECHANIC	0017	MALE	AFRICAN
15. I.M. TSELE	IT SPECIALIST	0018	FEMALE	AFRICAN
16. L. MAKAULA	LED OFFICER	0019	MALE	AFRICAN
17. M.E. MAPONOPONO	INCOME ACCOUNTANT	0020	FEMALE	AFRICAN
18. S.J. MATATA	GENERAL ASSISTANT	0021	MALE	AFRICAN
19. M. MAKAFANI	HEAVY PLANT OPERATOR	0022	MALE	AFRICAN
20. N.J. ADAM	PROJECT CO-ORDINATOR	0023	MALE	AFRICAN
21. N. PAMA	LOGISTICS & DISPOSAL OFFICER	0024	FEMALE	AFRICAN
22. M.E. SALMANI	UNIT SUPERVISOR	0025	MALE	AFRICAN
23. P.G. SOYIKWA	UNIT SUPERVISOR	0026	MALE	AFRICAN
24.A.R. MPELWANE	HANDYMAN	0027	MALE	AFRICAN

Full time Staff Complement per Level (cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
25. M.J. MOHAI	GENERAL ASSISTANT	0028	MALE	AFRICAN
26. A.K. FOURIE	BUDGET & TREASURY OFFICER	0029	MALE	AFRICAN
27. M.N. NTHAKO	METER READER	0030	MALE	AFRICAN
28. J.VAN RENSBURG	ROADS SUPERINTENDENT	0031	MALE	WHITE
29. M.N PHILLEMONT	METER READER	0032	MALE	AFRICAN
30. B.E. MEHLOMAKHULU	PERSONAL ASSISTANT	0033	FEMALE	AFRICAN
31. T.J. MAKOA	GENERAL ASSISTANT	0034	MALE	AFRICAN
32. L.J. QAYI	PERSONNEL CLERK	0035	FEMALE	AFRICAN
33. N. SIMANGA	DEBTORS CLERK	0036	MALE	AFRICAN
34. M. OERTEL	IT OFFICER	0037	FEMALE	WHITE
35. M.A. MOFALI	MESSENGER/CLEANER	0038	FEMALE	AFRICAN
36. N.D. METHOLA	TOURISM OFFICER	0039	FEMALE	AFRICAN
37.T. NDLAMBE	GARDNER	0040	MALE	AFRICAN
38. M.J. TLAKELI	GENERAL ASSISTANT	0041	MALE	AFRICAN
39. E.K. MBIZENI	GENERAL ASSISTANT	0042	MALE	AFRICAN
40. O. BAMBILAWU	ENTERPRISE DEVELOPMENT OFFICER	0043	FEMALE	COLOURED
41. T.J. ADAM	MAYORAL DRIVER	0044	MALE	AFRICAN
42. B.M. RABE	GENERAL ASSISTANT	0045	MALE	AFRICAN
43. B. SPAMBO	POVERTY ALLEVIATION OFFICER	0047	MALE	AFRICAN
44. Z.P. DIDIZA	LABOUR RELATIONS OFFICER	0048	FEMALE	AFRICAN
45. V.W. SOROSHO	GENERAL ASSISTANT	0049	MALE	AFRICAN
46.T.J. NONE	GENERAL ASSISTANT	0050	MALE	AFRICAN
47. T. NKEBETWANE	GENERAL ASSISTANT	0051	MALE	AFRICAN
48. X. MKINGIZANE	GENERAL ASSISTANT	0052	MALE	AFRICAN

49.N.J. DUMZELA	HEAVY PLANT OPERATOR	0053	MALE	AFRICAN
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Full time Staff Complement per Level(cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
50. P.J. BROOKS	PMU MANAGER	0054	MALE	WHITE
51. U. SOBUDULA	WASTE MANAGEMENT OFFICER	0055	FEMALE	AFRICAN
52. B. VIEDGE	IDP/PMS MANGER	0056	FEMALE	WHITE
53. T.M. MOKOKA	HUMAN RESOURCES OFFICER	0057	MALE	AFRICAN
54.CNL GOLOGOLO	MANAGER COMMUNITY	0058	FEMALE	AFRICAN
55. K. MDLALANA	FINANCE INTERN	0059	FEMALE	AFRICAN
56. S.A. KOELZ	UNIT SUPERVISOR	0060	FEMALE	WHITE
57. K. MTHEMBU	TEAM LEADER DRIVER	0061	MALE	AFRICAN
58. N.T. NKOPANE	PMU TECHNICIAN	0062	MALE	AFRICAN
59. A.S.M HAJI	CASHIER	0063	MALE	AFRICAN
60. M.F. HLASELO	GENERAL ASSISTANT	0064	FEMALE	AFRICAN
61. M.B. BOYIZINI	GENERAL ASSISTANT	0065	MALE	AFRICAN
62. T.J. MSONGELO	MESSENGER/CLEANER	0066	FEMALE	AFRICAN
63. N. PAKKIES	GENERAL ASSISTANT	0067	MALE	AFRICAN
64. L.A. MAKATE	CASHIER	0068	MALE	AFRICAN
65. T.R. MAJELA	GENERAL ASSISTANT	0070	MALE	AFRICAN
66. M.R KLAAS	DRIVER	0071	MALE	AFRICAN
67. D. JOUBERT	GENERAL ASSISTANT	0072	MALE	COLOURED
68. D.P. AGYEMANG	DIRECTOR: IPME	0073	MALE	AFRICAN
69. M.B. GCINISA	GENERAL ASSISTANT	0074	MALE	AFRICAN
70. T.T. HAJI	ASSISTANT LIBRARIAN	0075	MALE	AFRICAN
71. S.J. NOMAXHAYI	GENERAL ASSISTANT	0076	MALE	AFRICAN
72. A. SOBUDULA	METER READER	0077	MALE	AFRICAN
73. M.J. QILO	HEAVY PLANT OPERATOR	0078	MALE	AFRICAN

74.M.M. SENGOATSI	GENERAL ASSISTANT	0079	MALE	AFRICAN
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Full time Staff Complement per Level (cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
75. T.A. DYANTYI	HOUSING CLERK	0080	MALE	AFRICAN
76. N.F. NDLANZI	INTERNAL AUDIT INTERN	0081	FEMALE	AFRICAN
77. Z.W. DIKENI	TEAM LEADER DRIVER	0082	MALE	AFRICAN
78. M.L THERON	MANAGER CORPORATE SERVICES	0083	FEMALE	COLOURED
79. C.R. VENTER	CHIEF FINANCIAL OFFICER	0084	MALE	WHITE
80. K. KHOLOANE	GENERAL ASSISTANT	0085	MALE	AFRICAN
81. M.J. MAJELA	UNIT SUPERVISOR	0086	MALE	AFRICAN
82. L.J. SOROSHE	TEAM LEADER DRIVER	0087	MALE	AFRICAN
83. T.V. MOETI	TEAM LEADER DRIVER	0088	MALE	AFRICAN
84. V. GUMEKE	GENERAL ASSISTANT	0089	MALE	AFRICAN
85. P.H. MPAMBANE	ARCHIVES CLERK	0090	FEMALE	AFRICAN
86. M.C. MALOI	GENERAL ASSISTANT	0091	MALE	AFRICAN
87. M.E. SOROSHO	HEAVY PLANT OPERATOR	0094	MALE	AFRICAN
88. M. NCOFO	HEAVY PLANT OPERATOR	0095	MALE	AFRICAN
89.R. VAN HEERDEN	ELECTRICAL SUPERINTENDENT	0096	MALE	WHITE
90. S. SIBINDI	GENERAL ASSISTANT	0098	MALE	AFRICAN
91. N. LIWANE	GENERAL ASSISTANT	0099	MALE	AFRICAN
92. M.P. MAQAQA	MESSENGER/CLEANER	0100	FEMALE	AFRICAN
93. S.P.H WILLAMS	TRUCK DRIVER	0101	MALE	AFRICAN
94. P. WATCH	INTERNAL AUDITOR	0102	FEMALE	AFRICAN
95. J.G. NONE	TRUCK DRIVER	0103	MALE	AFRICAN
96. T.R. MOLETSANE	TRUCK DRIVER	0104	MALE	AFRICAN
97. L.J. RAPEANE	LIGHT PLANT OPERATOR	0105	MALE	AFRICAN

98. U. JAZA	COMMUNITY LIAISON OFFICER	0106	FEMALE	AFRICAN
99. M.Y MOROBI	SPECIAL PROGRAM OFFICER	0108	FEMALE	AFRICAN

Full time Staff Complement per Level (cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
100. R.A. MAJELA	TRAFFIC OFFICER (EXAMINER)	0110	MALE	AFRICAN
101. T.T SEBALABALA	GENERAL ASSISTANT	0111	MALE	AFRICAN
102. V.J. NYAMA	GENERAL ASSISTANT	0112	MALE	AFRICAN
103. M. JEJE	HOUSING CLERK	0114	MALE	AFRICAN
104. Z.Z. GEBUZA	NATIS CLERK	0115	FEMALE	AFRICAN
105. S. MBALO	SKILLS DEV. FACILITATOR	0117	FEMALE	AFRICAN
106. T. KOENA	COMMUNICATION OFFICER	0118	FEMALE	AFRICAN
107. B. FUNANI	PMU SECRETARY	0119	FEMALE	AFRICAN
108. P. TSHANGELA	PA (MAYOR/SPEAKER)	0120	FEMALE	AFRICAN
109. B. MAYEZA	ADMIN OFFICER	0122	MALE	AFRICAN
110. P. BUSHULA	CHIEF OPERATIONAL OFFICER	0123	FEMALE	AFRICAN
111.B. DU PLESSIS	CASHIER	0124	FEMALE	COLOURED
112.T.H. NDAULE	GENERAL ASSISTANT	0125	MALE	AFRICAN
113. T. MAGWAZA	TEAM LEADER DRIVER	1100	MALE	AFRICAN
114. V.R. MBOLEKWA	GENERAL ASSISTANT	1102	MALE	AFRICAN
115. C.N SBUKWANA	EXPENDITURE ACCOUNTANT	1103	FEMALE	AFRICAN
116. S.L. NCAMANI	GENERAL ASSISTANT	1104	MALE	AFRICAN
117. W. MKHONTWANA	GENERAL ASSISTANT	1105	MALE	AFRICAN
118. R.N. CROZIER	MANAGER TECHNICAL	1106	MALE	WHITE
119. B. MGJIMA	GENERAL ASSISTANT	1107	FEMALE	AFRICAN
120. E.N. MOLEFE	LINESMAN	1108	MALE	AFRICAN
121. S.K. SHUMANE	GENERAL ASSISTANT	1109	MALE	AFRICAN

122. T.M. OLIPHANT	GENERAL ASSISTANT	1110	FEMALE	AFRICAN
123. A.N. MTHIMKHULU	GENERAL ASSISTANT	1111	MALE	AFRICAN
124. S.W. XHANGA	GENERAL ASSISTANT	1112	MALE	AFRICAN

Full time Staff Complement per Level(cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
125. L.E. BOBOTYANA	GENERAL ASSISTANT	1114	FEMALE	AFRICAN
126. E.M. BADUZA	GENERAL ASSISTANT	1116	FEMALE	AFRICAN
127. T.C. RANTSANE	GENERAL ASSISTANT	1117	MALE	AFRICAN
128. A. MAPUTLE	GENERAL ASSISTANT	1118	MALE	AFRICAN
129. M. SUNDUZA	MPCC ADMINISTRATOR	1119	MALE	AFRICAN
130. T.S. MBEKA	GENERAL ASSISTANT	1120	MALE	AFRICAN
131. M.A. MBIZENI	PUMP OPERATOR	1125	MALE	AFRICAN
132. A.M. RAPATSINYANE	GENERAL ASSISTANT	1126	MALE	AFRICAN
133. T.J. KHATHI	GENERAL ASSISTANT	1127	MALE	AFRICAN
134. S. MAKHETHA	GENERAL ASSISTANT	1130	MALE	AFRICAN
135. K.H. OLIPHANT	GENERAL ASSISTANT	1131	MALE	AFRICAN
136. G.Z. XWAZI	UNIT SUPERVISOR	1133	MALE	AFRICAN
137. S.T SHAI	TEAM LEADER	1134	MALE	AFRICAN
138. M. MAKGOBOKWANA	GENERAL ASSISTANT	1136	MALE	AFRICAN
139. M.P. MEHLOMAKHULU	GENERAL ASSISTANT	1138	MALE	AFRICAN
140. N. MHLOMI	MESSENGER/CLEANER	1141	FEMALE	AFRICAN
141. M.P. LOUW	GENERAL ASSISTANT	1142	MALE	AFRICAN
142. N.V. LANGUZA	SUPPLY CHAIN MANAGEMENT	1145	FEMALE	AFRICAN
143. S.SIFUMBA	DEBTORS CLERK	1146	FEMALE	AFRICAN
144. A. GUSHMANI	DEBTORS CLERK	1147	MALE	AFRICAN
145. A. MEI	LIBRARIAN	1148	FEMALE	AFRICAN

146. S. LETSOSO	CASHIER	1149	FEMALE	AFRICAN
147. M. GUMADA	GENERAL ASSISTANT	1150	MALE	AFRICAN
148. M.J. NKHAHLE	GENERAL ASSISTANT	1151	FEMALE	AFRICAN
149. S. MGIJIMA	GENERAL ASSISTANT	1152	MALE	AFRICAN

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Full time Staff Complement per Level(cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
150. S. XWAZI	GENERAL ASSISTANT	1153	MALE	AFRICAN
151. M. MDALA	GENERAL ASSISTANT	1154	MALE	AFRICAN
152. K.V. DZAI	GENERAL ASSISTANT	1155	MALE	AFRICAN
153. N.E. NXELE	LIBRARIAN	3001	FEMALE	AFRICAN
154. R. MATSELETSELE	MESSENGER/CLEANER	3002	FEMALE	AFRICAN
155. G.B. MTSI	GENERAL ASSISTANT	3004	FEMALE	AFRICAN
156. T.I MASUMPA	SENIOR NATIS CLERK	3005	FEMALE	AFRICAN
157. R.S. BHUNGUZANA	GENERAL ASSISTANT	3006	MALE	AFRICAN
158. N.S. MAKELENI	TEAM LEADER DRIVER	3007	MALE	AFRICAN
159. S. KAMA	GENERAL ASSISTANT	3008	MALE	AFRICAN
160. M. NCINANE	GENERAL ASSISTANT	3009	MALE	AFRICAN
161.T.A. XAKEKA	PLUMBER	3010	MALE	AFRICAN
162. A. MATSOLO	SENIOR ADMIN OFFICER	3011	FEMALE	AFRICAN
163. Z.V. KHWAZA	LINESMAN	3012	MALE	AFRICAN
164. S. PHUZA	GENERAL ASSISTANT	3013	MALE	AFRICAN
165. P.K. BANIBESE	TEAM LEADER DRIVER	3014	MALE	AFRICAN
166. S. XOKONYEKA	GENERAL ASSISTANT	3015	MALE	AFRICAN
167. B. DAMISO	GENERAL ASSISTANT	3016	MALE	AFRICAN
168. S.R. MANGALISO	GENERAL ASSISTANT	3017	MALE	AFRICAN
169. S. MAWEYI	GENERAL ASSISTANT	3018	MALE	AFRICAN
170. T.D. MOSO	GENERAL ASSISTANT	3020	MALE	AFRICAN
171. P.F MDEDELWA	GENERAL ASSISTANT	3021	FEMALE	AFRICAN
172. M.K. MASETI	GENERAL ASSISTANT	3022	MALE	AFRICAN
173. L.E.YAWA	GENERAL ASSISTANT	3023	MALE	AFRICAN
174. J.G. BAMBISO	HEAVY PLANT OPERATOR	3029	MALE	AFRICAN

Full time Staff Complement per Level(cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
175. L. MAQWARA	FINANCE INTERN	3030	MALE	AFRICAN
176. T. MOKHINA	TRAFFIC OFFICER (EXAMINER)	3031	MALE	AFRICAN
177. N.P. BALENI	MESSENGER/CLEANER	3033	FEMALE	AFRICAN
178. X. NDABENI	GENERAL ASSISTANT	3037	MALE	AFRICAN
179. Z.C. GAWE	TEAM LEADER DRIVER	3040	MALE	AFRICAN
180. P.M. NDAMASE	GENERAL ASSISTANT	3041	MALE	AFRICAN
181. M.E. THOLA	GENERAL ASSISTANT	3042	FEMALE	AFRICAN
182. V.J. KOLI	GENERAL ASSISTANT	3043	MALE	AFRICAN
183. I.L. MANGALI	GENERAL ASSISTANT	3045	FEMALE	AFRICAN
184. S. TWANI	GENERAL ASSISTANT	3047	MALE	AFRICAN
185. B. MAGQASHELA	RISK INTERN	3048	FEMALE	AFRICAN
186. T. BELEBESI	FINANCE INTERN	3051	MALE	AFRICAN
187.G. RUITERS	GENERAL ASSISTANT	3059	MALE	COLOURED
188. L.J. MDEDELWA	TEAM LEADER DRIVER	3063	MALE	AFRICAN
189. B. MATUKA	GENERAL ASSISTANT	3065	MALE	AFRICAN
190. K.N. BUSAKWE	RANGER	3072	MALE	AFRICAN
191. N.B. THOLA	GENERAL ASSISTANT	3101	MALE	AFRICAN
192. V.J. TSHUTSHANI	GENERAL ASSISTANT	3102	MALE	AFRICAN
193. P. KUNDAYI	GENERAL ASSISTANT	3105	MALE	AFRICAN
194. M.E. NDABULA	GENERAL ASSISTANT	3106	MALE	AFRICAN
195. L.O. DINGILE	GENERAL ASSISTANT	3107	MALE	AFRICAN
196. D.V. HAJI	GENERAL ASSISTANT	3108	FEMALE	AFRICAN
197. J.S. LEPHOWANI	TRAFFIC OFFICER (EXAMINER)	3109	MALE	AFRICAN
198 A. ALI	DEBTORS	3111	FEMALE	AFRICAN

199. M.J. PHATO	GENERAL ASSISTANT	3112	MALE	AFRICAN
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Full time Staff Complement per Level(cont.)

INITIALS & SURNAME	DESIGNATION /JOB TITLE	STAFF NUMBER	GENDER	RACE
200. J. NOKHONONGO	TEAM LEADER DRIVER	3114	MALE	AFRICAN

1.3.1.a. Full time Staff Complement per Functional Area

TABLE: GENDER / RACE ANALYSIS OF FILLED POSTS (PER FUNCTIONAL AREA)

Department / Function	Black Male	Coloured Male	White Male	Black Female	Coloured Female	White Female	TOTAL
Council & Executive	14	1		25		1	41
Corporate & Support Service	4			9	1		14
Budget & Treasury Service	9	1	1	12	2	1	26
Community & Social Service	54	0	0	12			66
Technical & Engineering Service	63	2	6	2	0	1	74
Integrated Planning, Monitoring & Evaluation	6			4		1	11

Total	150	4	7	64	3	4	232 (inclusive of councilors)
Percentage							100.00%

1.3.1 (b) Organization Structure

The Organogram for Senqu Municipality is in place and to date 64.72% of the posts are occupied. The municipality has an overall staff complement of 309 posts of which 200 posts are filled (16 funded positions remain vacant and there are 93 unfunded positions; of which 43 unfunded positions relate to the Water Services Authority (WSA) functions that will be transferred to the Joe Gqabi District Municipality once required agreements have been finalized. An analysis of posts during the year under review is broken down as follows:

Department / Function	Posts Filled	Posts Funded but vacant	Posts Unfunded	Total Number of Posts
Council and Executive	9	1	1	11
Corporate & Support Service	14	1	4	19
Budget & Treasury Service	26	3	3	32
Community & Social Service	66	4	37	107
Technical & Engineering Service	74	7	43	124
IPME	11	0	5	16
Total	200	16	93	309
Percentage				100.00%

1.3.1.c Staff complement in the Technical Services

The staffs complement in the Technical Services: - 74 filled positions, 7 vacant unfunded positions

1.3.2 Technical Staff Registered with Professional Bodies

Technical Service (e.g. Water, Electricity etc.)	Total Number of Technical Service managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
Technical Services Manager	1	Nil	Unknown	Unknown
Water Operators	43	Unknown	Unknown	Unknown
Learnships (Water)	4			

1.3.3 Levels of education and skills

Total number of staff	Number of staff without Grade 12	Number of staff with Senior Certificate only	Number of staff with Tertiary/accredited professionals training
200	75	48	77

Staff appointments during this time: 16

Staff terminations: 7

1.3.4 Trends on total personnel expenditure

FINANCIAL YEARS	TOTAL APPROVED OPERATING BUDGET	PERSONNEL EXPENDITURE (SALARY AND SALARY RELATED)	PERCENTAGE OF EXPENDITURE
2006-2007	52 589 227	18 008 309	34%
2007-2008	71 589 227	20 168 753	28%
2008 - 2009	76 525 928	25 909 676	34%
2009 - 2010	88 602 942	29 383 034 (re stated)	34%
2010 - 2011	174 294 902	34 732 945	20%

*percentges (%) rounded up

1.3.5 List of pension and medical aids (elected by employees)

The table below project number of employees who belong to medical aid and pension funds.

Names of Pension Funds	Number of Members	Names of Medical Aids	Number of Members
Cape Joint	146	Bonitas	82
SALA	32	Samwu Med	28
SAMWU Provident Fund	6	LA Health	2
		Munimed	1
		Keyhealth	0

Medical Aid Continued Membership

Noted: it is not compulsory for employees to become a member of a medical id scheme

Senqu Municipality has five Continued Members on different Medical Aids for whom the municipality still pays a contribution. They are as follows:

1. Mr Ramsay - Barkly East TLC
2. Mr Du Toit - Lady Grey TLC and Senqu
3. Mr Botha - Barkly East TLC and Senqu
4. Mr Theron; and - Barkly East TLC and Senqu
5. Mrs Cloete - Barkly East TLC

1.4 Senior Officials' wages and benefits (even if included in the financial statements) **KEY MANAGEMENT PERSONNEL**

Key management personnel are all appointed on 5-year fixed contracts.

REMUNERATION OF KEY MANAGEMENT PERSONNEL	2011	2010
	R	R
Remuneration of the Municipal Manager		
Annual Remuneration	1, 046,468	896 465
Performance bonuses	581,185	168 883
Car Allowance	82 800	82 800

Telephone Allowance	18 000	18 000
Contributions to UIF, Medical and Pension Funds	<u>1 497</u>	<u>1 497</u>
Total	1,729,696	1 167 645

Remuneration of the Director Technical Services

Annual Remuneration	887,306	790 827
Performance bonuses	507,991	102 288
Car Allowance	93 600	93 600
Telephone Allowance	12 000	12 000
Contributions to UIF, Medical and Pension Funds	<u>1 497</u>	<u>1 497</u>
Total	1,502,394	1 000 212

Remuneration of the Director Community and Social Services

Annual Remuneration	705,840	626 009
Performance bonuses	187,798	27 850
Car Allowance	48 000	480 000
Telephone Allowance	12 000	12 000
Contributions to UIF, Medical and Pension Funds	<u>1 497</u>	<u>1 497</u>
Total	955,136	715 356

Remuneration of the Director Financial Services

Annual Remuneration	1,013,067	898 978
Performance bonuses	445,584	154 572

Telephone Allowance	12 000	12 000
Contributions to UIF, Medical and Pension Funds	<u>1 497</u>	<u>1 497</u>
Total	1,472,148	1 067 047

Remuneration of the Director Corporate and Support Services

Annual Remuneration	705,538	674 009
Performance bonuses	257,440	-
Telephone Allowance	12 000	12 000
Contributions to UIF, Medical and Pension Funds	<u>1 497</u>	<u>1 497</u>
Total	976,476	687 506

REMUNERATION OF KEY MANAGEMENT PERSONNEL	2011	2010
	R	R

Remuneration of the Director IPME

Annual Remuneration	725,809	-
Performance bonuses (Housing)	24,731	-
Telephone Allowance	11 000	-
Car Allowance	66 900	-
Contributions to UIF, Medical and Pension Funds	<u>1 497</u>	-
Total	829,937	

Remuneration of Councillors

Mayor	691,602	569 842
Speaker	582,592	459 285
Executive Committee Members	1,335,346	1 193 310
Councillors	4,448,532	4 407 036
Other Councillors' contributions and allowances	<u>100,851</u>	<u>177 390</u>
Total Councillors' Remuneration	7,158,923	6 806 863

1.5 Implementation of the Performance Management System (PMS)

The Performance Management Framework was developed in terms of the Municipal Planning and Performance Management Regulations of 2001, where it was required that municipalities develop Performance Management Policies and Systems that were "commensurate with their resources and best suited to their circumstances".

While taking this into consideration, Senqu Municipality developed and adopted a Performance Management System that suited its circumstances and was required to facilitate the implementation of the Integrated Development Plan (IDP) objectives.

The Performance Management Framework that resulted was based on the following pieces of legislation:

1. The Local Government Municipal Systems Act, Act No. 32 of 2000;
2. The Municipal Planning and Performance Regulations (2001) and (2006); and
3. The Municipal Finance Management Act, Act No. 56 of 2003.

Within this framework an integrated approach to Performance Management is provided. Accordingly the following process is followed to ensure effective performance monitoring and management at both an employee and an institutional level.

1. The IDP provides a 5-year Strategic Plan for the municipality;
2. Annually the IDP is reviewed and an annual set of IDP objectives are developed;

3. These objectives are translated into departmental objectives which by necessity and design are linked to the organisations annually approved Budget, so as to ensure that these objectives can be practically achieved (without financial resource constraints being an issue – ie. budgeted for);
4. Service Delivery and Budget Implementation Plans (SDBIP’s) are developed from Departmental Strategic Objectives that were in turn developed and linked to Departmental Budgets;
5. The Service Delivery and Budget Implementation Plan (SDBIP) is further broken down into individual and team performance objectives, in order to ensure that all individuals and teams remain working towards achieving common performance targets.

Based on this process flow and at a formal level, it must be noted that individual performance is only assessed at the level of s57 managers. At an **informal level** it is clear that performance aligned to these targets will be required from all staff and this in turn will at this stage be evaluated informally (externally from the PMS), in terms of day-to-day management functioning.

During 2010/2011 it must be noted that PMS at **an individual level** has not been successfully applied. This may be attributed to the fact that strict adherence to every aspect of the PMS cycle is not being maintained. Clearly it must be acknowledged that greater effort is required to be made to ensure that all aspects of coaching and mentoring are applied.

The Integrated Performance Management System requires integration between both the “Employee” and “Institutional” aspects of performance management and performance assessment. These are effectively two sides of the same coin and both aspects work together in order to ensure that the institutional strategic objectives are met. These two aspects will be examined further as follows:

Employee Performance Management

In terms of the “Employee” aspect of the PMS, the PMS cycle involves the following four (4) steps:

	Period	Process	Month of Reporting
1	July – September	Coaching and Review	October
2	October – December	Assessment	January
3	January – March	Coaching and Review	April

4	April – June	Final Assessment	July
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Prior to the beginning of the performance cycle (which runs annually from 1 July – 30 June), both employee and employer work together to develop a mutually acceptable individual employee scorecard that is aligned to: the departmental scorecard, the SDBIP, the budget and ultimately the IDP.

During the first and third quarters, coaching and review (of actual performance as compared with the required performance) occurs. During these discussions between the manager and the subordinate, performance shortfalls are identified and action plans are developed to facilitate the required performance improvement.

During the first and final review all actual performance is rated against the required performance targets. In terms of the final assessment, s57 managers may qualify for a performance bonus in terms of the PMS Framework, providing the qualifying criteria are met. An Evaluation Panel to conduct the final review is constituted as follows:

EVALUATION PANEL OF THE MUNICIPAL MANAGER		EVALUATION PANEL OF MANAGERS ACCOUNTABLE TO THE MUNICIPAL MANAGER
Mayor (Senqu Municipality)	→	Municipal Manager (Senqu Municipality)
Chairperson of the audit committee or member of the Audit Committee	→	Chairperson of the audit committee or member of the Audit Committee
Executive Committee member	→	Executive Committee member (portfolio head of the respective Department - nominated by Mayor)
Executive Committee member	→	Executive Committee member
Mayor from another municipality	→	MM from another municipality
Ward committee member nominated by Mayor	→	PMS Facilitator
PMS Facilitator		

TABLE: Evaluation Panels for Final Reviews (MM and s57 managers')

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Rating and assessing individual employee performance

These Performance Evaluation Panels', review each managers' performance and rate this according to the rating calculator below. Each member of the assessment panel scores each indicator individually and a PMS facilitator / Coordinator collates all the scores and presents a consolidated report which will produce a final rating that is required to be ratified by Council before being accepted.

Based on the final score (out of 200 points), a bonus award may be applicable based on a sliding scale of 5-14% as provided by the Regulations or up to 20% in "special cases" as already detailed for s57 employees. This bonus (if applicable) is required to be approved by Council and any bonus can only be awarded after the Annual Report is approved by Council and has in this manner been verified and approved by the Auditor General's office. It is a misconception, that if an organization receives a qualified audit report that no bonuses are allowed to be paid. It is noted that the assessment of performance for every s57 Manager will be specifically based on his/her KPA's and CMC's. Based on these results (not the organization), the performance bonus will either be found to be applicable or not.

All performance claims are required to be validated and as such each manager is required to present a detailed Portfolio of Evidence containing all supporting documentation/material that validates all actual claims of performance. In the absence of evidence no score could be awarded and it must be noted that all scores made by the panelist would ultimately be validated by an Audit Committee that would sit expressly for this purpose.

In order to rate performance achieved, the following **rating calculator** is used:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above the fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.

Level	Terminology	Description
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Using the rating calculator and only taking into account the 4th quarter final rating, performance bonuses will be allocated to qualifying s57 Managers. The bonuses that may be awarded (as detailed below) **are not applicable** to those managers that are considered to be “Special Cases” in terms of the Municipal Performance Regulations. Bonuses are paid out as a percentage of the all –inclusive remuneration package as follows:

Performance Score	Performance Bonus
150% +	10% – 14%
130% to 149%	5% – 9%

Accordingly:

1. A score of 130-133.99 receives a bonus of 5%
2. A score of 134-137.99 for example would receive a bonus of 6% as per the sliding scale above and detailed in the table below; and
3. Any score of 166 and above receives a fully bonus of 14% of the all-inclusive remuneration package.

TABLE: Sliding Bonus Scale

Performance Score	% Bonus
130	5
134	6
138	7
142	8
146	9
150	10
154	11
158	12

162	13
166+	14

Special Cases

S57's managers that entered into contracts prior to implementation of the Performance Management Regulations are treated as "special cases" in terms of section 39(2) of the Regulations. In this regard the special case incidents (as in the case of Mr Venter; Mr Crozier and Mr Yawa) payment of performance bonuses may occur up to a maximum of 20% of their total remuneration package. In terms of their contract arrangement this remains currently applicable.

In determining the performance bonus, it must be noted that the relevant percentages will be required to be based on the overall rating calculated by using the applicable assessment rating calculator (as already detailed above). Accordingly for special cases the following bonus structure applies:

TABLE: Bonuses for Special Cases

RATING	ASSESSMENT SCORE	PERFORMANCE REWARD
5	81 - 100	Total Package x 20% (full bonus)
4	66 - 80	Total Package x 20% x percentage (%) obtained in formal evaluation
3	51 - 65	Total Package x 20% x percentage (%) obtained in formal evaluation
2	36 - 50	Total Package x 20% x percentage (%) obtained in formal evaluation
1	Less than 35	No Reward

Management of Poor Performance

Poor or unacceptable performance is required to be managed according to standard practice and in terms of the organizations Grievance and Disciplinary Code. In the event that these attempts prove to be unsuccessful, the employer should take steps to terminate the contract on grounds of misconduct or incapacity. In that case, there should be adherence to the provisions of the Labour Relations Act (Schedule 8, Code of Good Practice).

Final Reporting: Employee Performance

Within 14 days of concluding the assessment of the MM's performance, the results thereof will be submitted to the MEC for Eastern Cape Local Government and the national Minister for Local Government. **NOTE: No final assessment will be conducted until the Annual Report is finally approved and therefor the data contained within the Annual Report will have been audited --- thereby verifying statistics and performance claims on which the assessments will be based.**

Annual Performance Reporting and Review (Institutional Performance)

Annually it is required that a comprehensive report on the performance of the Municipality is compiled as per the prescriptions of Chapter 12 of the Municipal Finance Management Act, Act no. 56 of 2003. In terms of these prescriptions the following table details all the Performance Reporting and responsibilities required at the institutional level:

REPORT	FREQUENCY	SUBMITTED FOR CONSIDERATION AND/OR REVIEW	REMARKS
1. SDBIPs	Quarterly	Exco	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayor (in consultation with Exco)	See Sections 71 and 54 of the MFMA
3. Organizational Scorecard	Quarterly	Exco	PMS framework
4. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with Exco)	See Sections 71 and 54 of the MFMA
5. Performance Report	Annually	Council	See Section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report

6. Annual Report	Annually	Council	See Chapter 12 of the MFMA
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The review in January coincides with the mid-year performance assessment as per s72 of the Municipal Finance Management Act, Act no. 56 of 2003. This section requires that the Accounting Officer must by 25 January of each year, assess the performance of the municipality and report to Council on the service delivery performance during the first half of each financial year and the service delivery targets and indicators as set out in the SDBIP.

The MFMA requires that an internal audit function is utilized in order to audit and verify the accurateness and correctness of the performance management function and reporting requirements (i.e. assessment of the functionality of the performance management system).

The Audit Committee was established in terms of the MFMA and the Municipal Planning and Performance Management Regulations and is comprised of a minimum of 3 members, the majority of which are not employees of Council, and must exclude Councillors. Additionally the Chairperson may not be an employee of Senqu Municipality.

Internal Audit (Performance Management)

It is required by the MFMA that the accurateness and correctness of the performance management function and the performance reporting be audited and verified. The Audit Committee was duly established to:

1. Review the quarterly reports submitted to the internal audit
2. Review the PMS System of the Municipality and make recommendations to Council; and
3. To submit the Audit Report to the Municipal Council at least twice during the financial year.

The table below highlights the key roles and responsibilities of all Performance Management System role-players.

Stakeholder Roles & Responsibilities

STAKEHOLDER	ROLE & RESPONSIBILITIES
COUNCIL / EXCO	<ol style="list-style-type: none"> 1. Adopt the PMS Framework & PMS 2. Adopt the Municipal Scorecard 3. Conduct Annual Review 4. Commission Performance Audits 5. Report to the public and Province
MANAGEMENT TEAM	<ol style="list-style-type: none"> 6. Plan for Performance Management (PMS) 7. Adopt the PMS Framework & Performance Management System 8. Draft Scorecards 9. Approve Departmental Scorecards 10. Conduct Performance Measurements 11. Commission Performance Reviews 12. Produce Performance Management (PM) Reports 13. Commission Performance Audits
AUDIT COMMITTEE	Audit Performance Management Reports & make recommendations

INTERNAL AUDIT	Audit the results of Performance Measurements
IDP STEERING COMMITTEE	Participate in PM Planning, Monitoring & Review
IDP REPRESENTATIVE FORUM	
WARD COMMITTEES	

Application of Performance Management during 2010/2011

Scorecards for 2010/2011 were noticeably improved and were aligned to the National Indicators and IDP as per requirements. Notwithstanding, the improvements it is acknowledged that the performance targets could have been more specifically worded in many instances. Setting of performance targets and controls is an issue that needs to be addressed formally and efforts will be made to improve within this area.

It is reconized in future when planning and compiling these scorecards every effort must be made to ensure that targets are written in an objective manner (managers are required to provided input in establishing these targets /milestones), and according to the **SMART** principle. In this regard targets must be written in a manner that is:

Simple to understand;
 Measurable (able to be measured);
 Achievable;
 Realistic; and
 Time bound

The following Key Performance Areas (KPA's) were reflected within each s57 Managers scorecard as follows

14. Basic Service Delivery
15. Good Governance and Public Participation
16. Municipal Institutional Development and Transformation
17. Municipal Financial Viability and Management
18. Local Economic Development

Key performance indicators were detailed within each KPA.

Within each scorecard, these KPA's account for 80% of the value of the Performance Targets. The remaining 20% is made up of Core Management Competencies (CMC's) Three (3) compulsory CMC's are required to be evaluated. These are detailed as:

1. Financial Management
2. People Management and Empowerment
3. Client Orientation and Customer Focus

Two elective CMC's /CCR's are required and must be chosen in accordance with the job functions.

Note:The IDP (Integrated Development Plan) has been reviewed but it was identified that there were many discrepancies between the information contained within the IDP's for 2009/2010 and the 2010/2011 financial years from which the SDBIP's (Service Delivery Budget and Implementation Plans and performance scorecards) had been developed. The development and population (development of performance targets and alignment to IDP/Budget) and SDBIP reporting still remains a challenge.

During 2010/2011 the performance levels of the 57 Managers were evaluated in terms of the **final review only**. The PMS was therefore not fully applied. It is critical that all 4 phases of the performance cycle are conducted and this is an issue that has to be addressed if performance management is to be taken seriously and applied effectively. This has been a criticism in the past few years and it is clearly an issue that is urgently required to be addressed moving forward.

Quarterly performance and SDBIP reporting was conducted however in the strictest sense this was not conducted according to standard or according to the the PMS Framework. Moving forward it will be required that all cycles of Employee Performance are strictly applied and incorporate coaching and review. It is noted that the final review of the 57 managers will only occur (for the year 2010/2011) after the approval of the Annual Report as it is only at this time that the information has been audited and verified.

In respect of performance reporting at the institutional level, it is unfortunate that the S72 report was not submitted on the required deadline. While this was not ideal, it perhaps highlights the need for all managers to treat performance management as an area of priority and to recognize that the responsibility of reporting lies with each and every manager. In other respects performance reporting (institutional level) is occurring in the manner required.

Auditing of Performance

Progress within this field has not been without challenge. A Integrated Planning & Compliance Manager has been appointed, a Internal Auditor is appointed and the internal audit Unit is functional. An Internal Audit Plan was developed and approved by the Audit Committee. The role and function of this unit is to facilitate compliance in the manner in which reporting is conducted and the manner in which policies and procedures are conducted. Efforts are made to evaluate performance and functioning within departments and to advise them of important dates and on the type of reporting / information required from departments. This unit focuses on the facilitation of compliance issues.

Notwithstanding these appointments it is acknowledged that improvement overall is required and this is to a large extent necessitated by the need for management to treat these issues as a priority at all times rather than merely an issue of compliance. This will ensure that greater success is achieved within this area.

1.6 Annual performance as per key performance indicators in municipal transformation and organisational development

Indicator Name		Total Number of people (planned for) during the year under review	Achievement level during the year under review	Achievement Percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts	16	16	100%	Funded vacant positions filled
2	(Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	6	6	100%	
3	Percentage of Section 57 Managers including Municipal Managers who attended at least one skill development training course within the Financial Year	6	5	83.33%	CFO was planned for but has not attended a skill development training course during the Financial year
4	Percentage of Managers in Technical Services with a professional qualification	Nil	Nil	0%	
5	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	200	200	100%	
6	Percentage of councillors who attended a skill development training within the current 5 year term	32%	32%	100%	
7	Percentage of female employees	56	56	28%	

8	Percentage of employees that are aged 35 or younger	25		44.64%	
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