

Laingsburg Municipality

Annual Report



2017/18



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CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

CHAPTER 1

COMPONENT A: MAYOR'S FOREWORD

To be inserted after AG Report is received

Executive Mayor



CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT B: EXECUTIVE SUMMARY

1.1 MUNICIPAL MANAGER'S OVERVIEW

To be inserted after AG Report is received

Municipal Manager



CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

1.2 MUNICIPAL OVERVIEW

This report addresses the performance of the Laingsburg Municipality in the Western Cape in respect of its core legislative obligations. Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the Council of the Municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality.

The 2017/18 Annual Report reflects on the performance of the Laingsburg Municipality for the period 1 July 2017 to 30 June 2017. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

1.2.1 VISION AND MISSION





The Laingsburg Municipality committed itself to the following vision and mission:

Vision:

"A destination of choice where people comes first"

Mission:

To function as a community-focused and sustainable municipality by:

-  Rendering effective basic services
-  Promoting local economic development
-  Consulting communities in the processes of Council
-  Creating a safe social environment where people can thrive

1.3 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.3.1 POPULATION

The Municipality is estimated to have a population of **9 443** in the 2017/18 financial year. This shows a **1.9% increase** against the population of **9 258** in 2016/17.

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

A) TOTAL POPULATION

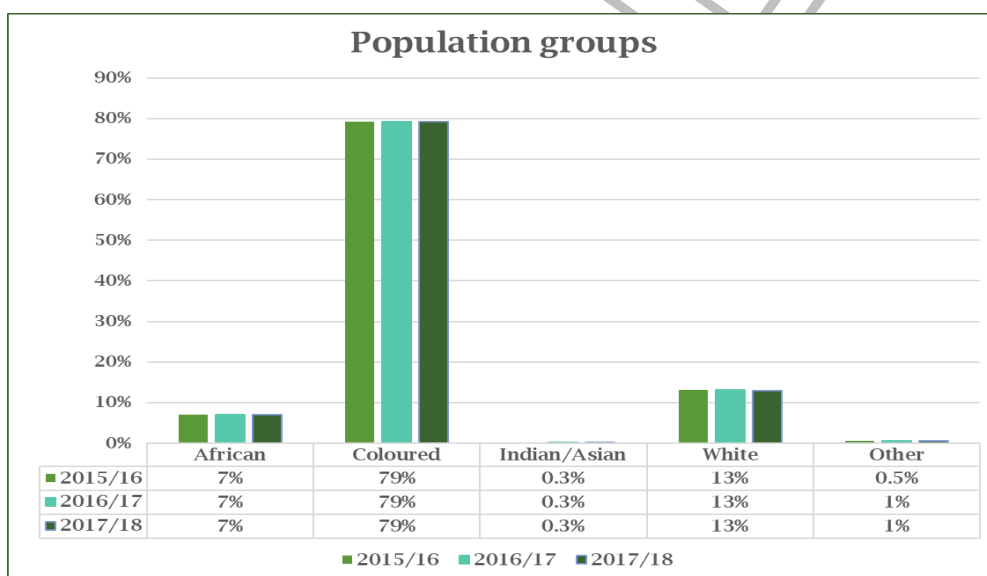
The table below indicates the total population within the municipal area:

Year	Number of Households	Total Population	African	Coloured	Indian	White	Other
2015/16	2 604	9 085	634	7 195	24	1 185	47
2016/17	2 862	9 258	646	7 331	25	1 208	48
2017/18	2 862	9 443	659	7 478	26	1 231	49

Source: Stats SA Census, 2011

Table 1: Demographic Information of the Municipal Area - Total Population

The graph below illustrates the yearly population growth for the municipal area.



Graph 1.: Total Population Growth

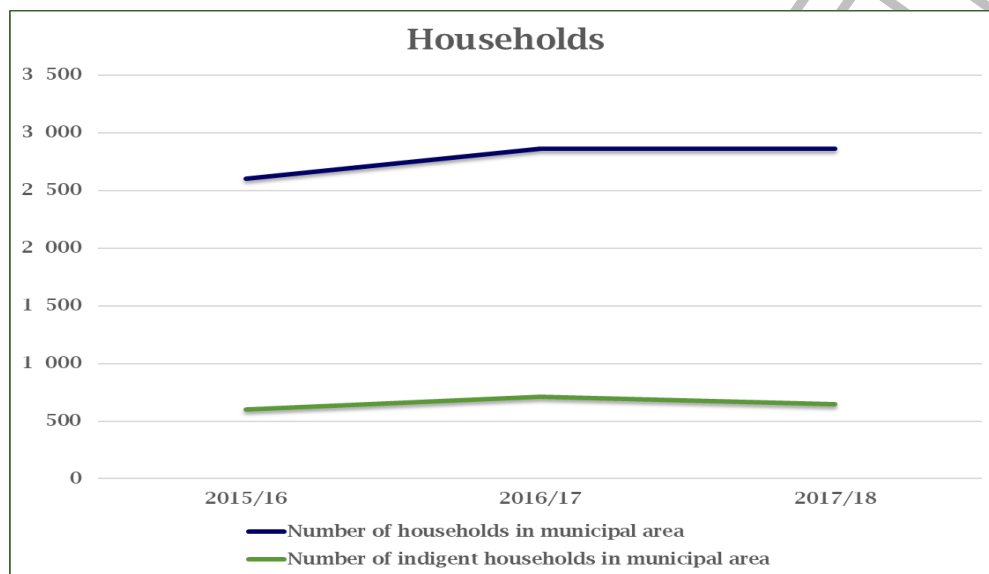
1.3.2 HOUSEHOLDS

Households	2015/16	2016/17	2017/18
Number of households in municipal area	2 604	2 862	2 862
Number of indigent households in municipal area	601	714	648

Table 2: Total Number of Households

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

The graph below shows that the total number of indigent households **decreased from 714 households in 2016/17 to 648 households in the 2017/18 financial year:**



Graph 2.: Indigent Households

1.3.3 SOCIO ECONOMIC STATUS

Financial year	Housing Backlog	Unemployment rate	Households with no Income	HIV/AIDS Prevalence 2010	Urban/rural household split
2016/17	524	18.8%	127 HH & 25.1%	1%	91%/9%
2017/18	592	18.9%	127 HH & 25.1%	1%	91%/9%

Table 3: Socio Economic Status

1.3.4 DEMOGRAPHIC INFORMATION

A) MUNICIPAL GEOGRAPHICAL INFORMATION

Laingsburg Local Municipality (LLM) is in the Central Karoo region of the Western Cape. It is the smallest Municipality in South Africa with a total population estimate of 9258 with 2 862 households. The Municipality's main socio-economic challenges include the municipal inability to attract investors to the town, high unemployment and a declining school enrolment. Agriculture has historically been the dominant sector in the region, but as there has been strong growth in finance, insurance, real estate and business services which is linked to various sectors within the Laingsburg Municipality environment, including wholesale and retail, trade, catering, and accommodation.

The Municipality covers an area of approximately 8 800 square kilometres and the town of Laingsburg, 276 km from Cape Town, is the main centre which straddles the N1 National Road.

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

Historically, a village was established along the banks of the Buffels River in 1880, which was first called Buffalo, followed by Nassau and then Laingsburg. Thirty years ago, on Sunday 25th of January 1981, a devastating flood that laid Laingsburg waste, secured for this Karoo town a permanent place on the map and in the history of South Africa. Within a few hours the whole town was under water (the water reached heights four times greater than any other flood over the previous two centuries). 104 Inhabitants lost their lives and 184 houses were destroyed.

B) WARDS

The municipality is structured into the following 4 wards:

Ward	Areas
1	Bergsig (Laingsburg) and Bo Dorp
2	Matjiesfontein and surrounding farms
3	Central Town (Laingsburg) and until Faberskraal
4	Göldnerville (Laingsburg) and Acacia Park (Laingsburg)

Table 4: Municipal Wards

Below is a map that indicates the Municipal Area in the Central Karoo District area:

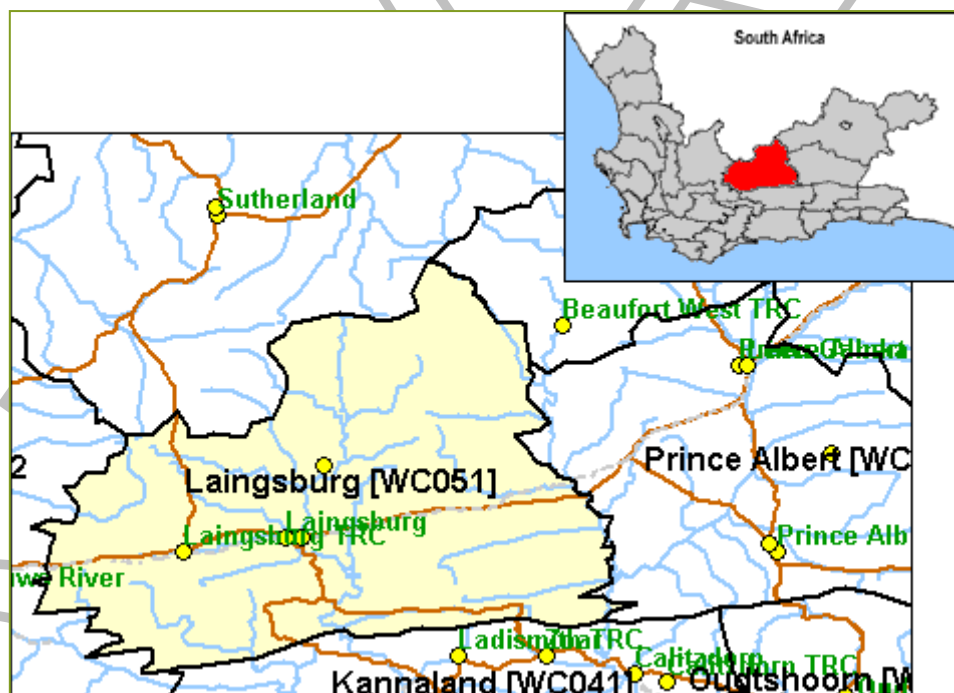


Figure 1.: Laingsburg Area map

Laingsburg

This friendly, modern Karoo village, only 280 km from Cape Town, was almost entirely destroyed by a huge flood only a century after it started. The town lies in a geologically fascinating area, steeped in history and tradition. It's a worthwhile and hospitable stop on the busy N1 highway through the Great Karoo.

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

The warm welcome that awaits tourists in Laingsburg dates back to the mid-1700's. In those years' farmers along the banks of the Buffels River offered hospitality to adventurers' brave enough to cross the mountains and venture out onto the arid plains of the Great Karoo. In exchange for news of Cape Town and the civilised world, as well as gossip garnered from other farms along the way, these isolated farmers of the interior offered accommodation, sustenance and fodder.

Many early officials and explorers, such as Barrow, Lichtenstein, De Mist and Swellengrebel, wrote of the people they met in what was later to become the district of Laingsburg. They described the Karoo as "awesome, hot, dry, and dusty. An inhospitable land peppered with friendly outspans veritable jewels in the desert."

At tiny homesteads dotted about on the vast plains travellers found fresh, drinking water, safe outspans, "a true welcome, homely hospitality and a nourishing meal." Many wrote that "such comforts were offered by God-fearing but brusque men, their shy women and hoards of children."

Matjiesfontein

In 1884, young immigrant Scot, James Logan, purchased lands at "a place called Matjiesfontein", an insignificant railway halt in the depths of the Karoo. The Cape Government Railways had, by then, reached the Kimberley diamond fields, and - following Cecil Rhodes' vision of the "road to the North", his dream of a Cape to Cairo line - was extending into the Zambezi hinterland. Logan, whose meteoric rise was based on an energetic and meticulous efficiency, had been awarded the government catering contract at Touws River, which lies within the vast spaces of the Karoo.

In those days, dining cars were unheard of, and - aware that travelers needed sustenance on those interminable journeys to the interior - Logan saw the potential of this remote Matjiesfontein halt. He had already found the Karoo air beneficial for his weak chest; and, entranced by the lunar majesty of the landscape, resigned his post and set about creating a village, seemingly in the depths of nowhere, which would make his fortune and become for many what John Buchan (remember "Prester John" and "The 39 Steps"?) would have recognised as a "Temenos" - a special place of the spirit.

Logan purchased the farm Matjiesfontein and, with his thoroughly commercial instincts, three others which possessed plentiful water. He created what an enthusiast describes as an "Oasis"; planted trees (inevitably including the ubiquitous pepper) and a garden; built his own still-surviving residence, Tweedside Lodge; and established the famous Hotel Milner which was conveniently completed in 1899, and shortly thereafter served as the Headquarters of the Cape Western Command.

By early 1899, Matjiesfontein had become a fashionable watering place, attracting those who could afford to seek relief for chest complaints in the clear, bright air, entertaining distinguished visitors, some of whom were more parasite than patron. Lord Randolph Churchill is still remembered for "borrowing" a hunting dog which he never returned.

Olive Schreiner lived in her own cottage here for five years and published the book "Story of an African Farm", which brought her instant fame and an income to last her a lifetime. Olive later became one of the

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

first voices of feminism in South Africa. Today her small three-roomed cottage is a landmark in the village; Logan, a cricket fanatic, entertained most of the famous early teams visiting the Colony. Rudyard Kipling, on his first call at the Cape, made a special journey inland specifically to visit her. During the Boer War, Matjesfontein supported a base hospital, and Logan offered five of his villas as convalescent homes for soldiers.

Virtually all the British Army commanders - Lord Roberts, Douglas Haig, after his post as Commander-in-Chief of the BEF in France, and Edmund Ironside (Chief of the Imperial General Staff, 1940) - stayed or were entertained in the Village. Edgar Wallace - ex-trooper, war correspondent, thriller writer - sent his superb "Unofficial Despatches" from there.

All celebrated in their time and, even now, some are still remembered.

Vleiland

There is a delightful short drive quite close to Laingsburg which offers some unbeatable mountain scenery. Follow the road past the railway bridge and drive to the small settlements of Vleiland and Rouxpos. Turn left and drive through the tiny, seemingly forgotten little village of Vleiland. It consists of little more than a post office and library which seem trapped in time. The road curves through this scenic historic spot and rejoins the main road. A little further along is a turn off to the right which takes the tourist through the awe-inspiring scenery of the Rouxpos settlement area of tiny historic thatched farms. Again the road curves along and meets the main road back to Laingsburg. This drive is truly a worthwhile experience.

If the tourist continues along the road from Vleiland he or she will reach the entrance to Seweweeks Poort. On the left the road goes down the Bosluiskloof Pass, which is in excellent condition and is a fine example of early roads in the Karoo. Breath-taking scenery causes one to climb out of the car to take it all in. Photographers will take shots of seemingly endless vistas of undulating valleys. Nature lovers will notice a variety of wildlife including antelope and baboons and birds such as Brown-hooded Kingfishers, which keep to dry areas of thorn bush and Rock Kestrels. This road ends at the Gamka Dam which is worth a visit.

If the traveller continues straight on with the gravel road into Seweweeks Poort he or she will be rewarded with 15 km of awe-inspiring mountain views. The level road winds on with high mountains towering over it, their slopes covered with indigenous trees and plants. Rock rabbits or dassies and other small game scurry over the road which crosses the Seweweeks Poort stream many times. In winter the mountain peaks may be covered with snow. Where the traveller meets the asphalt road at the tiny village of Amalienstein, he or she may turn right towards Ladismith and Montague or left to the Huis River Pass into Calitzdorp and on to Oudtshoorn.

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C) KEY ECONOMIC ACTIVITIES

The Municipality is dependent upon the following economic activities according to the Western Cape Government Socio-economic Profile:

Key Economic Activities	Description
Services Sector (Community)	Community services, consisting mainly of government departments, made up 16.2% of Laingsburg economic sector
Construction	The construction industry makes up 8.7% of the economic activities of Laingsburg.
Commerce	Laingsburg produces fruit and vegetables of exceptional sun ripe quality especially downstream from the Floriskraal dam. The region is known for its seasonal production of apricots, dried yellow peaches, pears, plums, quinces and tomatoes.
Manufacturing and mining	Manufacturing is the 5 th largest contributing sector to Laingsburg's Gross Domestic Product (GDPR) of Region with 13.6% in 2014. As expected, the smallest contributing sector to the GDPR is Mining and quarrying (0%)
Finance	The finance sector consists mainly of private sector business and services and is the biggest contributors to the GDPR of Laingsburg.
Wholesale and Retail	This is the third largest sector in Laingsburg which contributes approximately 13.7% of the regional GDP. This sector includes the areas of catering and accommodation and also showed a positive growth. The N1 national road running through the town is the main contributor to this growth
Agriculture	Agriculture is one of the main sectors providing employment opportunities in the Laingsburg region. Processing is seen as a major opportunity for employment creation as raw materials are currently being exported to neighbouring regions such as the Cape Winelands Districts in the Western Cape and Port Elizabeth in the Eastern Cape. Agriculture is also one of the leading economic contributors and makes up around 22.8% of the economic activities in the area. However, this sector is currently showing a decline due to the global recession, continuing drought, a shift from agriculture to game farming, and the underutilisation of agricultural land
Transport	This sector accounts for 11.1% of the regional GDPR. This is attributed to the road traffic traversing the N1 between Cape Town and Johannesburg. There is however concern that only a small portion of the population benefits from the business propelled by the traffic on the N1. This is directly related to all the current economic opportunities being concentrated on the N1. This is perceived to limit economic development in other sections of the town and thus promote skewed development

Table 5: Key Economic Activities

1.4 SERVICE DELIVERY OVERVIEW

1.4.1 BASIC SERVICES DELIVERY PERFORMANCE HIGHLIGHTS

Highlights	Description
Soutkloof Fountain Rehabilitation	Rehabilitation of the main water source
Matjiesfontein boreholes and pipeline	Equip 2 new boreholes for water supply in Matjiesfontein
Bulk water from Soutkloof fountain to main reservoir	New bulk water pipeline to ensure efficient water supply to town

Table 6: Basic Services Delivery Highlights

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

1.4.2 BASIC SERVICES DELIVERY CHALLENGES

Service Area	Challenge	Actions to address
Water Provision	Water Treatment Works, new water sources to be established	Funding and Engineering Support
Waste Water (Sanitation)	Upgrading OF Waste Water Treatment Works to comply with Departement of Water and Sanitation standards	
Electricity	Funding for electrical upgrades	
Waste Management	Expansion of Landfill site to ensure efficient waste management	

Table 7: Basic Services Delivery Challenges

1.4.3 PROPORTION OF HOUSEHOLDS WITH ACCESS TO BASIC SERVICES

Description	2016/17	2017/18
	%	
Electricity service connections	100	100
Water - available within 200 m from dwelling	100	100
Sanitation - Households with at least VIP service	100	100
Waste collection - kerbside collection once a week	100	100

Table 8: Households with Minimum Level of Basic Services

1.5 FINANCIAL HEALTH OVERVIEW

1.5.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (RATIOS)

The following table indicates the municipality's performance in terms of the **National Key Performance Indicators** required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the **National Key Performance Area** namely **Municipal Financial Viability and Management**.

KPA & Indicator	2016/17	2017/18
Financial viability measured in terms of the municipality's ability to meet it's service debt obligations at 30 June 2018 {Debt to Revenue (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant}	216%	200%
Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services at 30 June 2017 {Net Service debtors to revenue (Total outstanding service debtors minus provision for bad debt)/ (revenue received for services) x100}	10%	25%

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KPA & Indicator	2016/17	2017/18
Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June 2017 {Cost coverage ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))}	104	3

Table 9: National KPI's for Financial Viability and Management

1.5.2 FINANCIAL OVERVIEW

Details	Original budget	Adjustment Budget	Actual
	R'000		
Income			
Grants			
Taxes, Levies and tariffs			
Other			
Sub Total			
Less Expenditure			
Net surplus/(deficit)			

Table 10: Financial Overview

1.5.3 TOTAL CAPITAL EXPENDITURE

Detail	2016/17	2017/18
	R'000	
Original Budget	14 703	
Adjustment Budget	11 724	
Actual	9 676	
% Spent	83%	

Table 11: Total Capital Expenditure

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1.6 ORGANISATIONAL DEVELOPMENT OVERVIEW

1.6.1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT HIGHLIGHTS

The highlights for municipal transformation and organisational development are as follows:

- Appointment of Intern in Human Resource Unit
- Appointment of Intern in Finance department

1.6.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

Description	Actions to address
Rolling out of training Programmes	Consult with LGSETA
Budget Constraints in order to roll out programmes	Apply for grant funding

Table 12: Municipal Transformation and Organisational Development Challenges

1.7 AUDITOR GENERAL REPORT

1.7.1 AUDITED OUTCOMES

Year	2015/16	2016/17	2017/18
Opinion received	Unqualified	Qualified	To be announced

Table 13: Audit Outcomes

1.8 2017/18 IDP/BUDGET PROCESS

The table below provides details of the key deadlines for the 2017/18 IDP/Budget process:

Activity	Responsible person	Date
IDP Time Schedule	Gwynne Harding	31 August 2017
Budget Process Plan	Alida Groenewald	31 August 2017
Approved Draft 2017/18 IDP	Gwynne Harding	29 March 2017
Approved Draft Budget 2017/18	Alida Groenewald	29 March 2017
Submission of IDP and Budget to MEC, PT and NT	Gwynne Harding and Alida Groenewald	5 April 2017
21 Days Public Comments on IDP and Budget	Gwynne Harding and Alida Groenewald	30 March 2017 – 21 April 2017
IDP & BUDGET Roadshow	Mayor Aubrey Marthinus	15 May 2017 – 23 May 2017
Approved Final 2017/18 IDP	Gwynne Harding / Mayor Aubrey Marthinus	31 May 2017
Approved Final Budget 2017/18	Alida Groenewald / Mayor Aubrey Marthinus	31 May 2017

CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

Activity	Responsible person	Date
Submission of Final IDP and Budget to MEC, PT and NT	Gwynne Harding / Alida Groenewald / Mayor Aubrey Marthinus	6 June 2017
SDBIP	Gwynne Harding and Mayor Aubrey Marthinus	19 June 2017

Table 14: 2017/18 IDP/Budget Process



CHAPTER 2: GOOD GOVERNANCE

CHAPTER 2

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

2.1 NATIONAL KEY PERFORMANCE INDICATORS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following table indicates the Municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations 796 of 2001 and section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

KPA & Indicators	2016/17	2017/18
The percentage of the municipal capital budget actually spent on capital projects by 30 June 2017 (Actual amount spent on capital projects /Total amount budgeted for capital projects)X100 by 30 June 2018	65.81%	81%

Table 15: National KPIs - Good Governance and Public Participation Performance

2.2 PERFORMANCE HIGHLIGHTS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Highlight	Description
Training of Ward Committees	Municipal officials trained new members
Ward Committee participation in IDP process	Ward committees assisted in the process by prioritizing projects
Ward committees on IDP representative forum	Two to three members from different ward committees played a strategic role in the planning process
High attendance rate of ward committee members	An Annual plan has been developed in advance and high attendance of committees were recorded
Ward Committee members form part of performance monitoring of 56/57 employees	Committee members, as representatives of the community, participate in the performance evaluations

Table 16: Good Governance and Public Participation Performance Highlights

CHAPTER 2: GOOD GOVERNANCE

2.3 CHALLENGES - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Description	Actions to address
Ward Councillor report back meetings to community	Door to door campaigns by Ward Councillor
Report back to different constituencies due to poor attended meeting	Door to door engagements by Ward Councillor. Community Development Workers and Ward Committee members to mobilise community to give feedback and information

Table 17: Good Governance and Public Participation Challenges

2.4 GOVERNANCE STRUCTURE

2.4.1 POLITICAL GOVERNANCE STRUCTURE

The Council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

A) COUNCIL

The Council comprise of 7 elected Councillors as at 30 June 2018, made up from 4 Ward Councillors and 3 Proportional Representation (PR) Councillors. The portfolio committees are made up of Councillors drawn from all political parties.

Below is a table that categorized the Councillors within their specific political parties and wards for the 2017/18 financial year:

Council Members	Capacity	Political Party	Ward representing or proportional	Number of meetings attended
Cllr M Gouws	Mayor	ANC	4	22
Cllr I Brown (Ms)	Deputy Mayor	ANC	PR	22
Cllr R Louw (From May 2018)	Speaker	KOP	PR	3
Cllr B Kleinbooi	Councillor	ANC	PR	18
Cllr W Theron	Councillor	DA	2	25
Cllr B Van As	Councillor	DA	1	24
Cllr L Potgieter (Ms)	Councillor	DA	3	24
Cllr A Marthinus (until Nov 2017)	Councillor	KOP	PR	6
Cllr J Mienies (Feb - Apr 2018)	Councillor	KOP	PR	7

Table 18: Council 2017/18

CHAPTER 2: GOOD GOVERNANCE

Below is a table which indicates the Council meetings attendance for the 2017/18 financial year:

Meeting dates	Council Meetings Attendance	Apologies for non-attendance
19 July 2017	6	1
31 July 2017	7	0
31 Augustus 2017	7	0
06 September 2017	6	1
18 September 2017	6	1
28 September 2017	5	2
10 October 2017	7	0
21 November 2017	6	0
23 November 2017	6	0
29 November 2017	5	1
22 December 2017	6	0
25 January 2018	5	1
29 January 2018	6	0
15 February 2018	7	0
05 March 2018	5	2
12 March 2018	6	1
29 March 2018	6	1
03 April 2018	7	0
10 April 2018	4	3
25 April 2018	7	0
23 May 2018	6	0
28 May 2018	6	0
13 June 2018	7	0
28 June 2018	7	0
05 March 2018	6	1
12 March 2018	6	1
29 March 2018	7	0
03 April 2018	7	0
10 April 2018	6	1
25 April 2018	6	1
23 May 2018	5	2
28 May 2018	7	0
13 June 2018	7	0
28 June 2018	6	1

Table 19: Council Meetings

CHAPTER 2: GOOD GOVERNANCE

B) EXECUTIVE MAYORAL COMMITTEE

Due to the size of the Municipality and its Council, there is no Mayoral Committee as it would not be practical to have such a committee.

C) PORTFOLIO COMMITTEES

Below is a table which indicates the Portfolio Committee meetings attendance for the 2017/18 financial year

Portfolio Committee	Meeting dates	Council Meetings Attendance	Apologies for non-attendance
Finance & Admin	27 July 2017	4	0
Technical	29 November 2017	3	1
Finance & Admin	29 November 2017	3	1
Technical	8 January 2018	6	1

Table 20: Portfolio Committee Meetings

2.4.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reporters, which constitutes the Management Team, whose structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		Yes/No
Municipal Manager: Alida Groenewald (Acting)	Office of the Municipal Manager	Yes
Senior Manager Finance and Corporate Services: Alida Groenewald	Finance and Corporate Services	Yes
Manager Infrastructure Services: Jan Venter (until 28 February 2018)	Infrastructure Services	Yes
Manager Community Services: Neil Hendrikse	Community Services	Yes

Table 21: Administrative Governance Structure

CHAPTER 2: GOOD GOVERNANCE

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.5 INTERGOVERNMENTAL RELATIONS

2.5.1 INTERGOVERNMENTAL STRUCTURES

To adhere to the principles of the Constitution as mentioned above the municipality participates in the following intergovernmental structures:

Name of Structure	Members	Outcomes of Engagements/Topics Discussed
District IDP Managers Forum	Gwynne Harding and Arthur Abrahams	IDP
Provincial IDP Managers Forum	Gwynne Harding	IDP
District Public Participation Forum	Gwynne Harding, Steven Schippers and Arthur Abrahams	Public Participation and Communication
Provincial Public Participation Forum	Gwynne Harding and Arthur Abrahams	Public Participation and Communication
District LED Forum	Gwynne Harding and Arthur Abrahams	Local Economic Development
Provincial LED Forum	Gwynne Harding and Arthur Abrahams	Local Economic Development
District Coordinating Forum	Mayor Aubrey Marthinus, Mayor Johannes Mienies, Mayor Mike Gouws, Stephanus Pieterse and Alida Groenewald	District Alignment, Programmes and Projects
Provincial Coordinating Forum	Mayor Aubrey Marthinus, Mayor Johannes Mienies, Mayor Mike Gouws, Stephanus Pieterse and Alida Groenewald	Provincial Alignment, Programmes and Projects
PCF Tech / Minmay	Stephanus Pieterse and Alida Groenewald	Planning and Development, Provincial Programmes and Projects
DCF Tech	Stephanus Pieterse and Alida Groenewald	Planning and Development, Provincial Programmes and Projects
District EPWP Forum	Jan Venter, Johan Mouton and Gwynne Harding	Progress Reports, Implementation, assistance and guidance
Municipal Managers Forum	Stephanus Pieterse and Alida Groenewald	Provincial Planning, Alignment, Assistance and Buy in
CFO Forum	Alida Groenewald and Gert Bothma	Provincial Planning, Alignment, Assistance and Buy in
IDP Indaba	Ms G Harding, Mr Stephanus Pieterse, Ms A Groenewald, Mr J Venter, Mr N Hendrikse & Mr A Abrahams	IDP, Projects and Programmes
Joint Planning Initiative (JPI)	Ms G Harding, Mr S. Pieterse, Ms A Groenewald, Mr J Venter, Mr N Hendrikse & Mr A Abrahams	Joint Planning: IDP, Projects and Programmes
Municipal Governance Review and Outlook (MGRO)	Ms G Harding, Mr S. Pieterse, Ms A Groenewald, Mr J Venter, Mr N Hendrikse & Mr P Post	Identification of areas of improvement, assistance and programmes

CHAPTER 2: GOOD GOVERNANCE

Name of Structure	Members	Outcomes of Engagements/Topics Discussed
PDO Forum	Mrs G Harding and Mr P Post	Pre-determines Objective Improvement and achievements
ICT Forum	Mr R Pedro	ICT Initiatives, assistance and programmes
SCM Forum	Mr KJ Gertse, Ms O Noble and Mr. A. Quinn	SCM Practices, assistance and programmes
SDF Forum	Ms N Gouws, Ms P Buys & Mr KJ Gertse	SDF Assistance, guidance,
LGMTEC	Ms G Harding, Mr S. Pieterse, Ms A Groenewald, Mr J Venter, Mr N Hendrikse & Mr A Abrahams, Mr P Post, Ms L Matshanda	Assessment of draft IDP and Budget, Identification of areas of improvement, assistance and programmes

Table 22: Intergovernmental Structures

2.5.2 JOINT PROJECTS AND FUNCTIONS WITH SECTOR DEPARTMENTS

All the functions of government are divided between the different spheres namely national, provincial and local. The municipality therefore share their area and community with other spheres of government and their various sector departments and has to work closely with national and provincial departments to ensure the effective implementation of various projects and functions. The table below provides detail of such projects and functions:

Name of Project/Function	Expected Outcome/s of the Project	Sector Department/s involved	Contribution of Sector Department
Community Learning Programme	<ul style="list-style-type: none"> Skills Development Training (accredited and non-accredited) 	<ul style="list-style-type: none"> Laingsburg Municipality (Leading) DoE DSD DoHE 	<ul style="list-style-type: none"> Funding Technical Assistance and Support
Improved Public Participation	<ul style="list-style-type: none"> Empowered families to participate in society and government programmes Public Participation Communication 	<ul style="list-style-type: none"> DLG(Leading) Laingsburg Municipality Government Information Systems 	<ul style="list-style-type: none"> Technical Assistance and Support Funding
Additional Access to Goldnerville	<ul style="list-style-type: none"> Approval from SANRAL Access Road from N1 national road to Goldnerville 	<ul style="list-style-type: none"> DTPW (Leading) DEDAT Laingsburg Municipality 	<ul style="list-style-type: none"> Assistance Motivation Technical Assistance and support Funding
Afterschool care support centers	<ul style="list-style-type: none"> MOD Centre at Matjiesfontein Primary Afterschool centres / programmes Homework Hubs 	<ul style="list-style-type: none"> DCAS DoE DSD Laingsburg Municipality 	<ul style="list-style-type: none"> Funding Technical Assistance Afterschool centers and Homework hubs
Review and Implement of Crime	<ul style="list-style-type: none"> Functional and equipped Neighborhood watch 	<ul style="list-style-type: none"> DOCs SAPS Laingsburg Municipality 	<ul style="list-style-type: none"> Funding Technical Support Training Equipment Guidance

CHAPTER 2: GOOD GOVERNANCE

Name of Project/ Function	Expected Outcome/s of the Project	Sector Department/s involved	Contribution of Sector Department
Prevention Strategy	<ul style="list-style-type: none"> Alignment of Strategy with NDP and PSP Substance Abuse forum in place 		

Table 23: Joint Projects and Functions with Sector Departments

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Section 16 of the Municipal Systems Act (MSA) refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose, it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- the preparation, implementation and review of the IDP;
- establishment, implementation and review of the performance management system;
- monitoring and review of the performance, including the outcomes and impact of such performance; and
- preparation of the municipal budget.

2.6.1 PUBLIC MEETINGS

Nature and purpose of meeting	Date of events	Number of Community members attending
Ward 1 IDP Budget Roadshow	9 April 2018	37
Ward 2 IDP Budget Roadshow	18 April 2018	14
Ward 3 IDP Budget Roadshow	10 April 2018	40
Ward 4 IDP Roadshow	24 April 2018	68

Table 24: Public Meetings

2.6.2 WARD COMMITTEES

The ward committees support the ward councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation.

To this end, the Municipality constantly strives to ensure that all ward committees:

- function optimally with community information provision,
- convening of meetings,
- ward planning,
- service delivery and
- IDP formulation and performance feedback to communities.

CHAPTER 2: GOOD GOVERNANCE

A) WARD 1: BERGSIG (LAINGSBURG), BO DORP

Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Bertie van As	Chairperson	11 July 2017 8 August 2017 3 October 2017 7 November 2017 12 December 2017 6 February 2018 6 March 2018 8 May 2018 5 June 2018
Marlene van Wyk	Secretary	
Celeste Nel	Youth	
Francis van Wyk	Health / Deputy Chair	
Juliet Pieterse	Business	
Lea Wagenstroom	Disabled	
Lorraine Pieterse	Women	
Willem Adams	Safety	
Mervyn Coakley	Small Farmers	
Eugene Pieterse	Sport	
Riaan Carolissen	Schools	
Beverley Vorster	Community Development Worker	

Table 25: Ward 1 Committee Meetings

B) WARD 2: MATJIESFONTEIN AND SURROUNDING FARMS

Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Wilhelm Theron	Chairperson	6 July 2017 3 August 2017 5 October 2017 8 November 2017 15 February 2018 1 March 2018 10 May 2018
Ben Herder	Deputy Chair	
Katie Mckeet	Secretary	
Jerome Wylbach	Sport	
Andries de Bruin	Agriculture	
Antoinette Bothma	Labour	
Eleanor du Toit	Schools	
Kerneels Solomons	Farmworkers	
Katriena Bandjies	Women	
Susanna Maritz	Disabled	
Kobus Stadler	Youth	
Gloria Coakley	Community Development Worker	

Table 26: Ward 2 Committee Meetings

CHAPTER 2: GOOD GOVERNANCE

C) WARD 3: CENTRAL TOWN UP TO FABERSKRAAL

Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Lindi Potgieter	Chairperson	3 July 2017 7 August 2017 4 September 2017 2 October 2017 6 November 2017 4 December 2017 15 January 2018 5 February 2018 5 March 2018 9 April 2018 7 May 2018 4 June 2018
Eunice van der Westhuizen	Churches	
Claudia Willemse	Youth	
Leana Smith	Elderly	
Marinda le Roux	Women	
Nicolaas Kietas	Labour	
Crisjan van der Vyver	Farmworkers	
Daleen Wall	Schools	
Jacques Wall	Sport	
Rika Hendricks	Business	
Marlene Gibello	Safety	
Colleen Jantjies	Community Development Worker	

Table 27: Ward 3 Committee Meetings

D) WARD 4: GOLDNERVILLE (LAINGSBURG), ACACIA PARK (LAINGSBURG)




Name of representative	Capacity representing	Dates of meetings held during the year
Councillor Mike Gouws	Chairperson	3 July 2017 8 August 2017 9 October 2017 13 November 2017 7 December 2017 22 January 2018 19 February 2018 12 March 2018 15 May 2018 21 June 2018
Margareth Pieterse	Women	
Christiaan van der Westhuizen	Sport	
Shirley Mauries	Churches	
Fransina Noble	Business	
Lynn Anne van Schalkwyk	Disabled	
Elizabeth Louw	Labour	
Tania Klansie	Tax and Indigent	
Suzette Lackay	Health	
Alana Waldeck	Safety	
Douglas Horn	Youth	
Francina Hermanus	Community Development Worker	

Table 28: Ward 4 Committee Meetings

CHAPTER 2: GOOD GOVERNANCE

2.6.3 FUNCTIONALITY OF WARD COMMITTEE

The purpose of a ward committee is:

-  to get better participation from the community to inform council decisions;
-  to make sure that there is more effective communication between the Council and the community; and
-  to assist the ward Councillor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward Councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward Councillor who makes specific submissions directly to the administration. These committees play a very important role in the development and annual revision of the integrated development plan of the area.

The table below provides information on the establishment of Ward Committees and their functionality:






















Ward Number	Committee established Yes / No	Number meetings held during the year	Committee functioning effectively (Yes / No)	Actions to address
1	Yes	9	Yes	 Skills Development  Housing  Youth Development  Job Creation
2	Yes	7	Yes	 Stormwater  Housing  Infrastructure  Job Creation
3	Yes	12	Yes	 Youth Development  Crime Prevention  Upgrading of JJ Ellis Sportgrounds  Play Parks
4.	Yes	10	Yes	 Upgrading of Cemetery  Youth development  Housing  Exit Roads (Emergency)  Job creation  Skills development  Access of Toilets in Backyards  Stormwater  Play Parks (Acacia Park)

Table 29: Functioning of Ward Committees

CHAPTER 2: GOOD GOVERNANCE

2.6.4 REPRESENTATIVE FORUMS

A) IDP FORUM

The table below specifies the members of the IDP Forum for the 2016/17 financial year:

Name of representative	Capacity	Meeting dates
Mike Gouws	Ward Councillor	14 September 2017 15 November 2017 4 December 2017
Lindi Potgieter	Ward Councillor	
Wilhelm Theron	Ward Councillor	
Bertie van As	Ward Councillor	
Carol Benadie	DSD	
Juanita Matiso	EMS	
Collin Pedro	Laingsburg High School	
Shireen Gouws	LADAAG	
Francina Hermanus	CDW	
Liz Ann Schreeders	Department: Home Affairs	
Aubrey Marthinus	Mayor	
Sophia van Wyk	Churches	
Johain Rooi	SAPS	
Gwynne Harding	Planning and Development	
Barbara Brown	Central Karoo District Municipality	
Sophia Stadler	DS	

Table 30: IDP Forum

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

2.7 RISK MANAGEMENT

In terms of Section 62 (1)(c)(i) of the MFMA states “the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure- that the municipality has and maintains effective, efficient and transparent systems - of financial and risk management and internal control;”...

CHAPTER 2: GOOD GOVERNANCE

The table below include the top 10 risks of the Municipality:

Risk	Department	Division
1. Unauthorised, Irregular and Fruitless and Wasteful Expenditure	Laingsburg Municipality	Laingsburg Municipality
2. Service Delivery	Laingsburg Municipality	Laingsburg Municipality
3. Health and Safety	Laingsburg Municipality	Laingsburg Municipality
4. Management Style (Culture)	Laingsburg Municipality	Laingsburg Municipality
5. Natural Environment	Laingsburg Municipality	Laingsburg Municipality
6. Loss/ Theft of Assets	Laingsburg Municipality	Laingsburg Municipality
7. Fraud and Corruption	Laingsburg Municipality	Laingsburg Municipality
8. Disaster Recovery/ Business Continuity	Laingsburg Municipality	Laingsburg Municipality
9. Financial	Laingsburg Municipality	Laingsburg Municipality
10. Compliance and Regulatory	Laingsburg Municipality	Laingsburg Municipality

Table 31: Top Ten Risks

2.8 ANTI-CORRUPTION AND ANTI-FRAUD

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), Section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

2.8.1 DEVELOPED STRATEGIES

Name of strategy	Developed Yes/No	Date Adopted
Anti-corruption Strategy	Yes	2007
Fraud prevention Strategy	Yes	2011

Table 32: Anti-Corruption & Fraud Prevention Strategies

CHAPTER 2: GOOD GOVERNANCE

2.9 AUDIT COMMITTEE

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –
 - internal financial control;
 - risk management;
 - performance Management; and
 - effective Governance.

The Audit Committee have the following main functions as prescribed in Section 166 (2) (a-e) of the MFMA and the Local Government Municipal and Performance Management Regulation.

2.9.1 FUNCTIONS OF THE AUDIT COMMITTEE

- To advise the Council on all matters related to compliance and effective governance.
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- Respond to the council on any issues raised by the Auditor-General in the audit report.
- To review the quarterly reports submitted to it by the internal audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- The compilation of reports to Council, at least twice during a financial year.
- To review the performance management system and make recommendations in this regard to Council.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- To review the annual report of the municipality.
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

CHAPTER 2: GOOD GOVERNANCE

2.9.2 MEMBERS OF THE AUDIT COMMITTEE

Name of representative	Capacity	Meeting dates
Raymond Walters	Audit Committee: Chairperson	6 July 2017
Helena De Villiers Thomas	Audit Committee: Member	26 August 2017
Anthony Smit	Audit Committee: Member	30 November 2017 15 May 2018

Table 33: Members of the Audit Committee

2.10 PERFORMANCE AUDIT COMMITTEE

The Municipal Planning and Performance Management Regulation require that the performance audit committee is comprised of a minimum of three members, the majority of whom are external (neither a Councillor nor an employee) of the Municipality. Section 14(2) (b) of the Municipal Planning and Performance Management Regulation further stipulates that the performance audit committee must include at least one person who has expertise in performance management. It is also a requirement of the Regulations in Section 14(2)(d) that the Council of a municipality designate neither a member of the performance audit committee who is neither a Councillor nor an employee of the Municipality as the chairperson of the committee.

In terms of Section 166(4) (a) of the MFMA, an audit committee must consist of at least three persons with appropriate experience, of whom the majority may not be in the employ of the Municipality.

Section 166(5) of the MFMA, requires that the members of an audit committee must be appointed by the council of the municipality. One of the members, not in the employ of the municipality, must be appointed as the chairperson of the committee. No councillor may be a member of an audit committee.

Both the Regulations and the MFMA, indicate that three is the minimum number of members needed to comprise a performance audit committee. While the regulations preclude the appointment of a councillor as chairperson of the performance audit committee, the MFMA excludes the involvement of a councillor in the composition of a performance audit committee entirely.

In accordance with the requirements of Section 14(2)(e) of the Regulations, if the chairperson is absent from a specific meeting of the committee, the members present must elect a chairperson from those present to act as chairperson for that meeting.

Further, Section 14(2) (f) of the Regulations provides that, in the event of a vacancy occurring amongst the members of the performance audit committee, the municipality concerned must fill that vacancy for the unexpired portion of the vacating member's term of appointment.

Section 14(3) (a) of the Regulations requires that the performance audit committee of a municipality must meet at least twice during each financial year. However, additional special meetings of the performance audit committee may be called for by any member of the committee, where sufficient justification exists in terms of Section 14(3) (b) of the Regulations.

CHAPTER 2: GOOD GOVERNANCE

A) FUNCTIONS OF THE PERFORMANCE AUDIT COMMITTEE

In terms of Section 14(4) (a) of the Regulations the performance audit committee has the responsibility to -

- i) review the quarterly reports produced and submitted by the internal audit process;
- ii) review the municipality's performance management system and make recommendations in this regard to the council of the municipality; and
- iii) at least twice during each financial year submit a performance audit report to the council of the municipality.

B) MEMBERS OF THE PERFORMANCE AUDIT COMMITTEE

Name of representative	Capacity	Meeting dates
Raymond Walters	Audit Committee Chairperson	6 July 2017
Helena De Villiers	Audit Committee: Member	26 August 2017
Anthony Smit	Audit Committee: Member	30 November 2017 15 May 2018

Table 34: Members of the Performance Audit Committee

2.11 INTERNAL AUDITING

Section 165 (2) (a), (b)(iv) of the MFMA requires that:

The internal audit unit of a municipality must -

- (a) prepare a risk based audit plan and an internal audit program for each financial year; and
- (b) advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:
 - (i) internal audit;
 - (ii) internal controls;
 - (iii) accounting procedures and practices;
 - (iv) (iv) risk and risk management;
 - (v) performance management;
 - (vi) loss control; and
 - (vii) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation
- (c) perform other duties as may be assigned to it by the accounting officer.

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Below are the functions of the Internal Audit Unit that was performed during the financial year under review:

Function	Date/Number
Review the Annual Financial Statements	August 2017
Risk-based Audit Plan – Strategic and Operational	November 2017
Quarterly Performance Information Assessment – Quarter 1	November 2017
Quarterly Performance Information Assessment – Quarter 2	February 2018
Expenditure Management Audit Reporting	March 2018
Grants/ Division of Revenue Act (DORA) Audit Review	May 2018
Quarterly Performance Information Assessment – Quarter 3	June 2018

Table 35: Functions of the Internal Audit Unit

2.12 BY-LAWS AND POLICIES

Section 11 of the MSA gives a Council the executive and legislative authority to pass and implement by-laws and policies. Below is a list of all the policies developed and reviewed during the financial year:

Policies developed/ revised	Date adopted	Public Participation Conducted Prior to adoption of policy Yes/No
Noise and nuisance by-law	25 August 2017	Yes
Town Planning: Tuck shop by-law	18 August 2017	Yes
Town Planning: Tavern by-law	18 August 2017	Yes

Table 36: By-laws and Policies 2017/18

2.13 COMMUNICATION

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

The communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making and ample provision is made in the abovementioned legislation for them to exercise their right in this respect. Our democratic government is committed to the principle of ***Batho Pele*** and this, in simple terms, means that those we elect to represent us (councillors at the municipal level) and those who are employed to serve us (the municipal officials at municipal level) must always put people first in what they do.

CHAPTER 2: GOOD GOVERNANCE

The table below details the communication activities of the Municipality:

Communication activities	Yes/No
Communication unit	No
Communication strategy	Yes
Communication policy	Yes
Customer satisfaction surveys	No
Functional complaint management systems	Yes
Newsletters distributed at least quarterly	Yes

Table 37: Communication Activities

2.14 WEBSITE

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirements of Section 75 of the MFMA and Section 21A and B of the MSA as amended.

The website should serve as a mechanism to promote accountability and transparency to communities and therefore information posted should be accurate and timeously updated.

The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should allow easy and convenient access to relevant information. The municipal website should serve as an integral part of the municipality's communication strategy.

The table below gives an indication of the information and documents that are published on our website:

Description of information and/or document	Yes/No and/or Date Published
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Contact details of the Municipal Manager	Yes
Contact details of the CFO	No
Physical address of the Municipality	No
Postal address of the Municipality	Yes
Financial Information (Sections 53, 75, 79 and 81(1) of the Municipal Finance Management Act)	
Draft Budget 2017/18	Yes
Adjusted Budget 2017/18	No
SDBIP 2017/18	Yes
Budget and Treasury Office Structure	No
Budget and Treasury Office delegations	No
Integrated Development Plan and Public Participation (Section 25(4)(b) of the Municipal Systems Act and Section 21(1)(b) of the Municipal Finance Management Act)	
Reviewed IDP for 2017/18	Yes
IDP Process Plan for 2017/18	No

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Description of information and/or document	Yes/No and/or Date Published
Supply Chain Management (Sections 14(2), 33, 37 & 75(1)(e)&(f) and 120(6)(b) of the Municipal Finance Management Act and Section 18(a) of the National SCM Regulation)	
SCM contracts above R30 000	No
Reports (Sections 52(d), 71, 72 & 75(1)(c) and 129(3) of the Municipal Finance Management Act)	
Annual Report of 2016/17	Yes
Mid-year budget and performance assessment	Yes
Quarterly Reports	Yes
Monthly Budget Statement	Yes
Local Economic Development (Section 26(c) of the Municipal Systems Act)	
Local Economic Development Strategy	No

Table 38: Website Checklist

2.15 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Policy of the Laingsburg Municipality is deemed to be fair, equitable, transparent, competitive and cost-effective as required by Section 217 of the Constitution.

2.15.1 COMPETITIVE BIDS IN EXCESS OF R200 000

A) BID COMMITTEE MEETINGS

The following table details the number of bid committee meetings held for the 2017/18 financial year:

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
3	2	2

Table 39: Bid Committee Meetings

The attendance figures of members of the bid specification committee are as follows:

Member	Percentage attendance (%)
Gwynne Harding	67
Elbenice Hermanus	67
Johan Mouton	100
Jan Venter	33
Alida Groenewald	33
Gert Bothma	33

Table 40: Attendance of Members of Bid Specification Committee

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The attendance figures of members of the bid evaluation committee are as follows:

Member	Percentage attendance
Neil Hendrikse	100
Jan Venter	100
Antoinette van der Merwe	50
Elbenice Hermanus	50
Johan Mouton	0

Table 41: Attendance of Members of Bid Evaluation Committee

The attendance figures of members of the bid adjudication committee are as follows:

Member	Percentage attendance
Alida Groenewald	100
Noeline Gouws	100
Gwynne Harding	100
Gert Bothma	100

Table 42: Attendance of Members of Bid Adjudication Committee

The percentages as indicated above include the attendance of those officials acting in the position of a bid committee member.

B) AWARDS MADE BY THE BID ADJUDICATION COMMITTEE

The highest bid awarded by the bid adjudication committee is the following:

Bid number	Date of award	Title of bid	Successful Bidder	Value of bid awarded (R)
01/2017/2018	22 January 2018	Appointment of Consulting Engineers for Engineering Projects and Services	V3 Consulting Engineers (Pty) Ltd	1 197 000.00
			IX Engineers (Pty) Ltd	1 197 000.00
			EAS Infrastructure (Pty) Ltd	1 197 000.00
02/2017/2018	22 January 2018	Construction of Bulk Raw Water Pipeline from Southkloof Reservoir to Town Reservoir	Phambili Civils	9 317 220.00

Table 43: The Highest Bid Awarded by Bid Adjudication Committee

C) AWARDS MADE BY THE ACCOUNTING OFFICER

There were no bids awarded by the Accounting Officer during the 2017/18 financial year.

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D) APPEALS LODGED BY AGGRIEVED BIDDERS

Tender 01/2017/2018 the following bidders objected to the awards:

-  GLS Consulting (Pty) Ltd
-  Hamsa Consulting Engineers
-  HHO Consulting Engineers
-  Neil Lyners and Associates (RF) (Pty) Ltd
-  Shama Consultants
-  SMEC South Africa (Pty) Ltd

Only one objection was received for tender 02/2017/2018 from Murray & Dickson Construction (Pty) Ltd.

2.15.2 DEVIATION FROM NORMAL PROCUREMENT PROCESSES

Reason for Deviation	Number of Deviations	Value of deviations (R)	Percentage of total deviations value (%)
Section 36(1)(a)(i)- In an emergency which is considered an unforeseeable and sudden event with materially harmful or potentially materially harmful consequences for the municipality which requires urgent action to address	0	0	0
Section 36(1)(a)(ii)- Where it can be demonstrated that goods or services are produced or available from a single provider only	1	42 829.00	3.8
Section 36(1)(a)(v)- Exceptional case and it is impractical or impossible to follow the official procurement processes	3	1 074 203.45	96.2
Total	4	1 117 032.45	100

Table 44: Details of Deviations for Procurement Services

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

CHAPTER 3

3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The Constitution of S.A (1996), Section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources;
- accountable public administration;
- to be transparent by providing information;
- to be responsive to the needs of the community; and
- to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities. This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

The Municipality adopted a performance management framework that was approved by Council in 2013.

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.1.1 LEGISLATIVE REQUIREMENTS

In terms of Section 46(1)(a) a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the Municipality for the following financial year and measures that were or are to be taken to improve performance.

3.1.2 ORGANISATION PERFORMANCE

Strategic performance indicates how well the Municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlights the strategic performance in terms of the Municipality's Top Layer SDBIP, performance on the National Key Performance Indicators prescribed in terms of Section 43 of the MSA and an overall summary of performance on municipal services.

3.1.3 THE PERFORMANCE SYSTEM FOLLOWED FOR 2017/18

A) THE IDP AND THE BUDGET

The IDP and the budget for 2017/18 was approved by Council on 31 May 2017. The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

B) THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the Municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget. The Top Layer SDBIP was approved by the Executive Mayor on 19 June 2018.

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The Top Layer SDBIP was revised with the adjustments budget in terms of Section 26(2)(c) of the Municipal Budget and Reporting Regulations and approved by the Council on 26 February 2018. The following were considered in the development of the amended Top Layer SDBIP:

- Areas to be addressed and root causes of the Auditor-General management letter, as well as the risks identified during the 2016/17 audit
- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the Adjustments Budget
- Oversight Committee Report on the Annual Report of 2016/17
- The risks identified by the Internal Auditor during the municipal risk analysis

C) ACTUAL PERFORMANCE

The Municipality utilizes an electronic web-based system on which KPI owners update actual performance on a monthly basis. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- the actual result in terms of the target set;
- a performance comment;
- actions to improve the performance against the target set, if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.

3.2 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2017/18

3.2.1 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section provides an overview on the strategic achievement of the Municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer (strategic) SDBIP is the Municipality's strategic plan and shows the strategic alignment between the different documents (IDP, budget and performance agreements).

In the paragraphs below the performance achieved is illustrated against the Top Layer SDBIP according to the IDP (strategic) objectives.

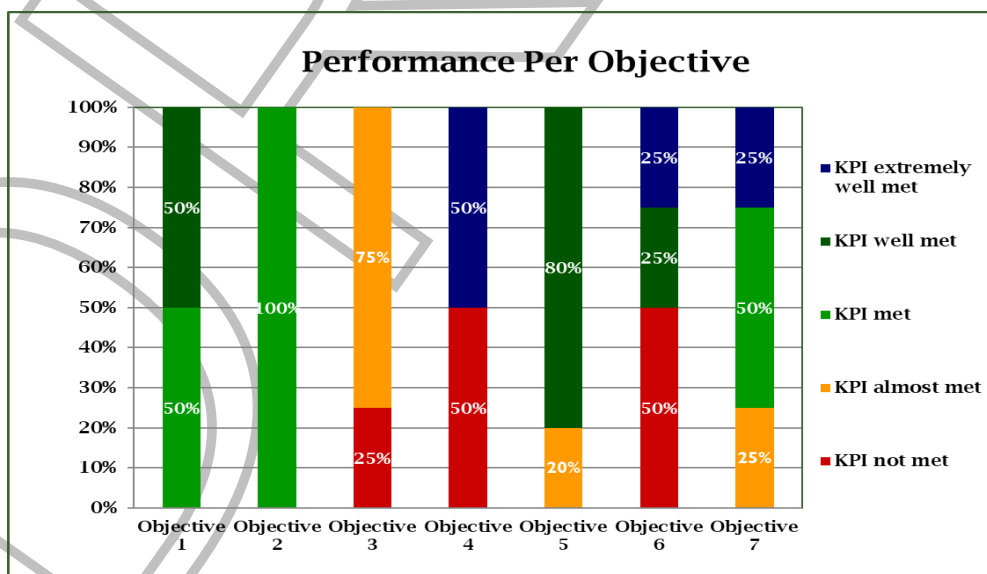
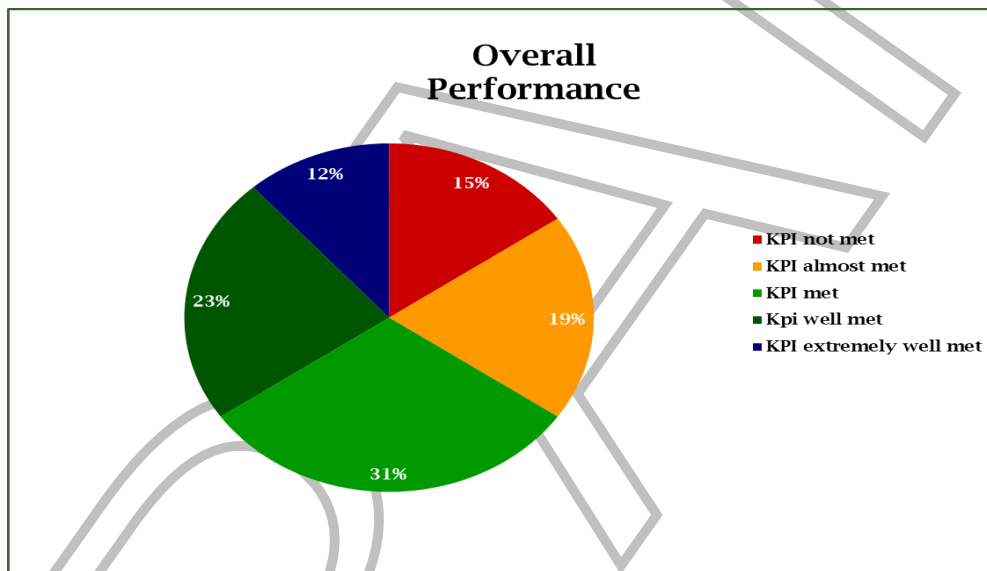
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The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (KPI's) of the SDBIP is measured:

Category	Colour	Explanation
KPI Not Yet Measured	N/A	KPI's with no targets or actuals in the selected period
KPI Not Met	R	0% > = Actual/Target < 75%
KPI Almost Met	O	75% > = Actual/Target < 100%
KPI Met	G	Actual/Target = 100%
KPI Well Met	G2	100% > Actual/Target < 150%
KPI Extremely Well Met	B	Actual/Target > = 150%

Figure 2.: SDBIP Measurement Categories

The graph below displays the overall performance per Strategic Objective for 2017/18:



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Measurement Category	Objective 1 Developing a Safe, Clean, Healthy and Sustainable Environment for Communities	Objective 2 Effective Maintenance and Manage of Municipal Assets and Natural Resources	Objective 3 Improve the Standards of Living of All People in Laingsburg	Objective 4 Promote Local Economic Development	Objective 5 Provision of Infrastructure to Deliver Improved Services to All Residents and Business	Objective 6 To Achieve Financial Viability in order to Render Affordable Services to Residents	Objective 7 To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele Guided by Municipal Values
KPI Not Met	0	0	1	1	0	2	0
KPI Almost Met	0	0	3	0	1	0	1
KPI Met	1	5	0	0	0	0	2
KPI Well Met	1	0	0	0	4	1	0
KPI Extremely Well Met	0	0	0	1	0	1	1
Total	2	5	4	0	5	4	4

Graph 3.: Overall Performance Per Strategic Objective

A) TOP LAYER SDBIP - DEVELOPING A SAFE, CLEAN, HEALTHY AND SUSTAINABLE ENVIRONMENT FOR COMMUNITIES

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL19	Implement IDP-approved greening and cleaning initiatives by 30 June 2018	Number of Initiatives implemented by 30 June 2018	All	5	1	1	1	0	3	4	G2
TL23	Participate in the provincial traffic department public safety initiatives as approved in the IDP by 30 June 2018	Number of provincial traffic department public safety initiatives participated in by 30 June 2018	All	4	0	1	1	2	4	4	G

Table 45: Top Layer SDBIP - Developing a Safe, Clean, Healthy and Sustainable Environment for Communities

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B) TOP LAYER SDBIP – EFFECTIVE MAINTENANCE AND MANAGE OF MUNICIPAL ASSETS AND NATURAL RESOURCES

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL24	Percentage of the total approved repair and maintenance budget spent by 30 June 2018 [(Actual amount spent on repair and maintenance of assets/ Total amount budgeted for asset repair and maintenance)x100]	% of the total approved repair and maintenance budget spent by 30 June 2018 (Actual amount spent on repair and maintenance of assets/ Total amount budgeted for asset repair and maintenance)x100	All	65.70%	20%	40%	60%	80%	80%	80%	G
TL25	Limit the % electricity unaccounted for to less than 15% by 30 June 2018 [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100]	% electricity unaccounted for by 30 June 2018 (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) x 100	All	6%	15%	15%	15%	15%	15%	15%	G
TL26	Obtained compliance of waste water discharge quality in terms of Green Drop Requirements for Effluent Quality Compliance by 30 June 2018	% compliance of waste water discharge Lab results with Green Drop requirements by 30 June 2018	All	73%	91%	91%	91%	91%	91%	91%	G
TL27	Limit the % water unaccounted for to less than 50% by 30 June 2018 [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified) i½ 100]	% water unaccounted for by 30 June 2018 (Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres Water Purchased or Purified) i½ 100	All	52%	60%	55%	50%	50%	50%	50%	G
TL28	Obtain compliance of water quality in terms of SANS 241 -Water Quality criteria by 30 June 2018	% compliance of water quality lab results with SANS 241 - Water Quality criteria by 30 June 2018	All	91.70%	90%	90%	90%	90%	90%	90%	G

Table 46: Top Layer SDBIP – Effective Maintenance and Manage of Municipal Assets and Natural Resources

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C) TOP LAYER SDBIP - IMPROVE THE STANDARDS OF LIVING OF ALL PEOPLE IN LAINGSBURG

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL5	Provide 6kl free basic water to registered indigent accountholders in terms of the equitable share requirements as at 30 June 2018	Number of registered indigent accounts receiving free basic water as at 30 June 2018	All	728	0	790	0	728	728	648	O
Corrective measures			All indigent application was processed. Target will be revised in future								
TL6	Provide 50kwh free basic electricity to registered indigent accountholders in terms of the equitable share requirements (excluding ESKOM area) as at 30 June 2018	Number of registered indigent accounts receiving free basic electricity as at 30 June 2018	All	825	0	790	0	825	825	435	R
Corrective measures			Eskom area not submitted but all municipal customers included in the report. Target will be revised in future								
TL7	Provide free basic sanitation to registered indigent accountholders in terms of the equitable share requirements as at 30 June 2018	Number of registered indigent accounts receiving free basic sanitation as at 30 June 2018	All	729	0	790	0	729	729	640	O
Corrective measures			All indigent application was processed. Target will be revised in future								
TL8	Provide free basic refuse removal to registered indigent accountholders in terms of the equitable share requirements as at 30 June 2018	Number of registered indigent accounts receiving free basic refuse removal as at 30 June 2018	All	731	0	790	0	731	731	658	O
Corrective measures			All indigent application was processed. Target will be revised in future								

Table 47: Top Layer SDBIP -Improve the Standards of Living of All People in Laingsburg

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D) TOP LAYER SDBIP - PROMOTE LOCAL ECONOMIC DEVELOPMENT

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL10	Create job opportunities through EPWP projects by 30 June 2018	Number of job opportunities created by 30 June 2018	All	278	0	0	0	278	278	178	R
Corrective measures			Target has been reached as per 5 year Protocol Agreement signed by the Mayor								
TL20	Host events as identified in the IDP in support of promotion of LED within the Municipal area by 30 June 2018	Number of events hosted by 30 June 2018	All	4	0	0	0	1	1	4	B

Table 48: Top Layer SDBIP - Promote Local Economic Development

E) TOP LAYER SDBIP - PROVISION OF INFRASTRUCTURE TO DELIVER IMPROVED SERVICES TO ALL RESIDENTS AND BUSINESS

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL1	Number of formal residential properties which receives piped water (Laingsburg credit and pre-paid water meters) and is connected to the municipal water infrastructure network as at 30 June 2018	Number of residential accounts which are billed/purchased water as at 30 June 2018	All	1 270	1270	1270	1270	1270	1 270	1 335	G2
TL2	Number of formal residential properties connected to the municipal electrical infrastructure network (Laingsburg credit and pre-paid electrical meters)(Excluding Eskom areas) as at 30 June 2018	Number of residential accounts which are billed/purchased electricity (Excluding Eskom areas) as at 30 June 2018	All	928	928	928	928	928	928	829	O
Corrective measures			The report extracted from Promun. Target will be revised in the next financial year								
TL3	Number of formal residential properties	Number of residential accounts which	All	1 256	1256	1256	1256	1256	1 256	1 279	G2

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
	connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) as at 30 June 2018	are billed for sewerage as at 30 June 2018									
TL4	Number of formal residential properties for which refuse is removed once per week as at 30 June 2018	Number of residential accounts which are billed for refuse removal as at 30 June 2018	All	1 256	1256	1256	1256	1256	1 256	1 344	G2
TL9	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2017 (Actual amount spent on capital projects /Total amount budgeted for capital projects)X100 by 30 June 2018	{Actual amount spent on capital projects /Total amount budgeted for capital projects}X100 by 30 June 2018	All	59.11%	20%	45%	60%	80%	80%	81%	G2

Table 49: Top Layer SDBIP - Provision of Infrastructure to Deliver Improved Services to All Residents and Business

F) TOP LAYER SDBIP - TO ACHIEVE FINANCIAL VIABILITY IN ORDER TO RENDER AFFORDABLE SERVICES TO RESIDENTS

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL13	Financial viability measured in terms of the municipality's ability to meet its service debt obligations at 30 June 2018 {Debt to Revenue (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing +	Debt coverage ratio as at 30 June 2018	All	216	0%	216%	0%	0%	216%	200%	B

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
	Long Term Lease) / Total Operating Revenue - Operating Conditional Grant}										
TL14	Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services at 30 June 2017 {Net Service debtors to revenue (Total outstanding service debtors minus provision for bad debt)/ (revenue received for services) x100}	% outstanding service debtors at 30 June 2017	All	10%	0%	10%	0%	0%	10%	25%	R
Corrective measures			The credit control process must improve								
TL15	Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June 2017 {Cost coverage ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation,	Cost coverage ratio as at 30 June 2017	All	104	0%	104%	0%	0%	104%	3%	R

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
	and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))}										
Corrective measures			Target to be revised in next financial year								
TL22	Collect percentage of the 2016/17 financial years billed revenue by 30 June 2018 {Debtors payments received during period/Billed Revenue for period x 100}	% of Billed Revenue collected by 30 June 2018 {Debtors payments received during period/Billed Revenue for period x 100}	All	72%	60%	60%	60%	60%	60%	77.17%	G2

Table 50: Top Layer SDBIP - To Achieve Financial Viability in order to Render Affordable Services to Residents

G) TOP LAYER SDBIP - TO CREATE AN INSTITUTION WITH SKILLED EMPLOYEES TO PROVIDE A PROFESSIONAL SERVICE TO ITS CLIENTELE GUIDED BY MUNICIPAL VALUES

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
TL11	People employed from employment equity target groups in the three highest levels of management in compliance with a municipality's approved employment equity plan	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	All	8	0	0	0	8	8	6	O
Corrective measures			Speed up filling of vacancies within beginning of new year								
TL12	Percentage of municipality's personnel budget actually spent on training by 30 June 2018 ((Total Actual Training	(Total expenditure on training/total personnel budget)/100	All	10%	0%	0%	0%	1%	1%	1%	G

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

Ref	KPI	Unit of Measurement	Wards	Actual performance of 2016/17	Target					Overall performance for 2017/18	
					Q1	Q2	Q3	Q4	Annual	Actual	R
	Expenditure/ Total personnel Budget(x100))										
TL16	Limit vacancy rate to less than 5% of budgeted posts by 30 June 2018 [(Number of funded posts vacant / total number of funded posts)x100]	% vacancy rate of budgeted posts by 30 June 2018 (Number of funded posts vacant / total number of funded posts)x100	All	5%	0%	0%	0%	5%	5%	3%	B
TL17	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June 2018	RBAP submitted to the audit committee by 30 June 2018	All	1	0	0	0	1	1	1	G

Table 51: Top Layer SDBIP - To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele Guided by Municipal Values

3.2.2 SERVICE PROVIDERS STRATEGIC PERFORMANCE

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.

Service provider means a person or institution or any combination of persons and institutions which provide a municipal service

- External service provider means an external mechanism referred to in Section 76(b) which provides a municipal service for a municipality
- Service delivery agreement means an agreement between a municipality and an institution or person mentioned in Section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality

Section 121(b) of the MFMA and Section 46 of the MSA further state that a municipality should include the following related to service providers in its annual report:

- The performance of each service provider
- a comparison of the performance with targets set for and performances in the previous financial year; and

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

measures taken to improve performance

measures taken to improve performance

During the year under review the Municipality did not appoint any service providers who provided municipal services to or for the benefit of the local community on behalf of the Municipality and therefore this report contains no such details. All other contract appointments are regularly monitored and ensured, that the requirements of the contract are complied with.

3.2.3 MUNICIPAL FUNCTIONS

A) ANALYSIS OF FUNCTIONS

The municipal functional areas are as indicated below:

Municipal Function	Municipal Function Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	No
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	No
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes

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Municipal Function	Municipal Function Yes / No
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 52: Functional Areas

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3.3 COMPONENT A: BASIC SERVICES

3.3.1 WATER SERVICES

A) INTRODUCTION TO WATER SERVICES

Laingsburg's main water supply comes from the municipal farm Soutkloof Fountain with additional water sources of Soutkloof pit, Soutkloof borehole, 2 boreholes at Buffels River and a borehole in town.

The Municipality ensures that the groundwater sources are managed in a sustainable manner.

B) HIGHLIGHTS: WATER SERVICES

Highlights	Description
Upgrade of the bulk water supply line	The construction of a new bulk water main from Soutkloof reservoir to the town reservoir

Table 53: Water Services Highlights

C) CHALLENGES: WATER SERVICES

Description	Actions to address
Non-revenue water issue	Project plan has been developed with action items to address the non-revenue water issue

Table 54: Water Services Challenges

D) WATER SERVICE DELIVERY LEVELS

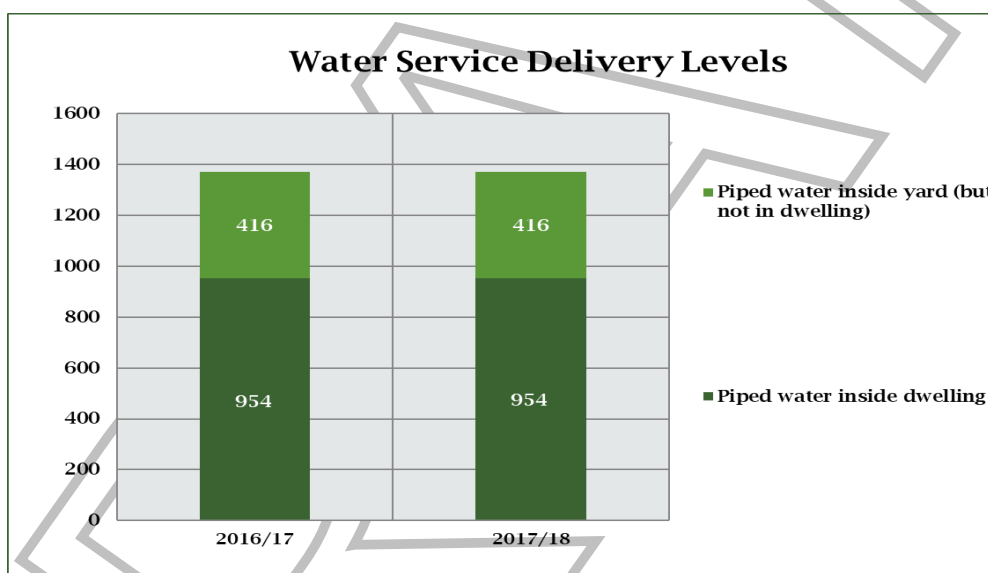
The table below specifies the different water service delivery levels per household for the financial years 2016/17 and 2017/18 in the areas in which the Municipality is responsible for the delivery of the service:

Water Service Delivery Levels		
Households		
Description	2016/17	2017/18
	Actual	Actual
	No.	No.
<u>Water: (above min level)</u>		
Piped water inside dwelling	954	954
Piped water inside yard (but not in dwelling)	416	416
Using public tap (within 200m from dwelling)	0	0
Other water supply (within 200m)	0	0
Minimum Service Level and Above sub-total	1 370	1 370
Minimum Service Level and Above Percentage	100	100
<u>Water: (below min level)</u>		

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

Water Service Delivery Levels		
Households		
Description	2016/17	2017/18
	Actual	Actual
	No.	No.
Using public tap (more than 200m from dwelling)	0	0
Other water supply (more than 200m from dwelling)	0	0
No water supply	0	0
<i>Below Minimum Service Level sub-total</i>	0	0
<i>Below Minimum Service Level Percentage</i>	0	0
Total number of households	1 370	1 370
<i>Include informal settlements</i>		

Table 55: Water Service Delivery Levels: Households



Graph 4.: Water Service Delivery Levels

E) EMPLOYEES: WATER SERVICES

Employees: Water Services					
Job Level	2016/17	2016/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	3	3	0	0
4 - 6	2	2	2	0	0
7 - 9	0	0	0	0	0
10 - 12	0	0	0	0	0

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

Employees: Water Services					
Job Level	2016/17	2016/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	4	5	5	0	0

Table 56: Employees: Water Services

F) CAPITAL EXPENDITURE: WATER SERVICES

Capital Expenditure: Water Services				
R'000				
Capital Projects	2017/18			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Main Water Pipeline - Soutkloof	5 571 000	3 237 700	3 237 700	0
Rehabilitate Reservoir	0	1 168 151	1 168 151	0
New Water Supply - Tank	0	967 906	967 906	0

Table 57: Capital Expenditure: Water Services

3.3.2 WASTE WATER (SANITATION) PROVISION

A) INTRODUCTION TO WASTE WATER (SANITATION) PROVISION

A waterborne sewer reticulation system serves the whole of Laingsburg and each erf is connected individually to the reticulation. A waterborne sewer reticulation system and a waste water package plant were installed in Matjiesfontein and is operational since the Department of Environmental Affairs approved the waste management license in August 2013. All the newly built houses and erven in Matjiesfontein were connected to the sewer line.

B) CHALLENGES: WASTE WATER (SANITATION) PROVISION

Description	Actions to address
Septic tanks in Matjiesfontein	A project has been registered with the Municipal Infrastructure Grant (MIG) to address this challenge in Matjiesfontein

Table 58: Waste Water (Sanitation) Provision Challenges

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

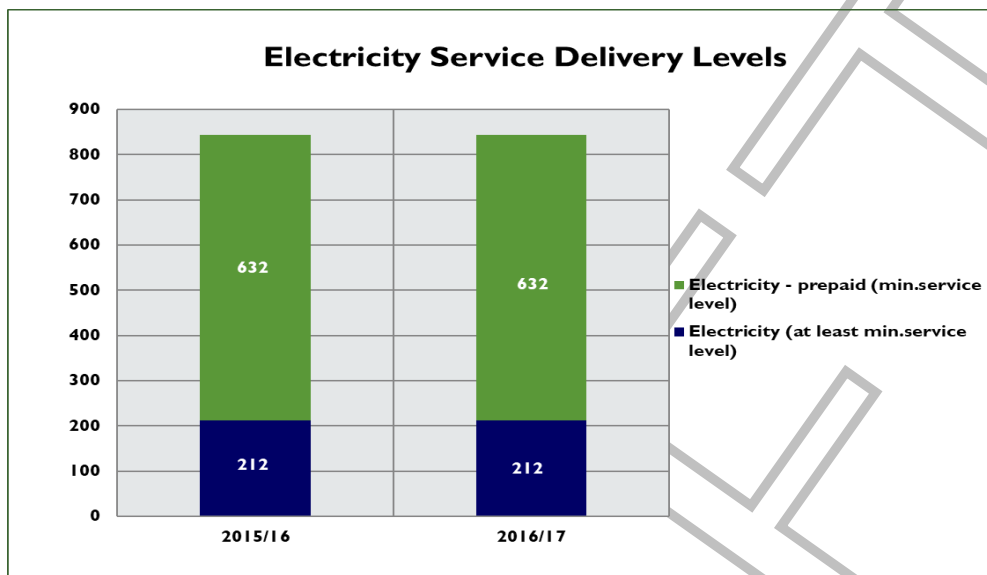
C) WASTE WATER (SANITATION) PROVISION SERVICE DELIVERY LEVELS

The table below specifies the different sanitation service delivery levels per households for the financial years 2016/17 and 2017/18 in the areas in which the Municipality is responsible for the delivery of the service:

Waste Water (Sanitation) Service Delivery Levels		
Households		
Description	2016/17	2017/18
	Actual	Actual
	No.	No.
<i>Sanitation/sewerage: (above minimum level)</i>		
Flush toilet (connected to sewerage)	1 241	1 241
Flush toilet (with septic tank)	68	68
Chemical toilet	0	0
Pit toilet (ventilated)	0	0
Other toilet provisions (above min. service level)	0	0
<i>Minimum Service Level and Above sub-total</i>	1 317	1 317
<i>Minimum Service Level and Above Percentage</i>	100	100
<i>Sanitation/sewerage: (below minimum level)</i>		
Bucket toilet	0	0
Other toilet provisions (below min. service level)	0	0
No toilet provisions	0	0
<i>Below Minimum Service Level sub-total</i>	0	0
<i>Below Minimum Service Level Percentage</i>	0	0
Total households	1 317	1 317
<i>Including informal settlements</i>		

Table 59: Waste Water (Sanitation) Provision Service Delivery Levels

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Graph 5.: Waste Water (Sanitation) Provision Service Delivery Levels

D) EMPLOYEES: WASTE WATER (SANITATION) PROVISION

Employees: Sanitation Services					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0
4 - 6	1	1	1	0	0
7 - 9	0	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	3	3	3	0	0

Table 60: Employees Waste Water (Sanitation) Provision

3.3.3 ELECTRICITY SERVICES

A) INTRODUCTION TO ELECTRICITY SERVICES

Laingsburg Municipality buys electricity from ESKOM and sells the electricity to the residential and business customers in Laingsburg. Households from Göldnerville in Laingsburg and Matjiesfontein buy electricity direct from ESKOM. The Municipality makes use of an electrical contractor to do all the maintenance and upgrading work on the electrical network.

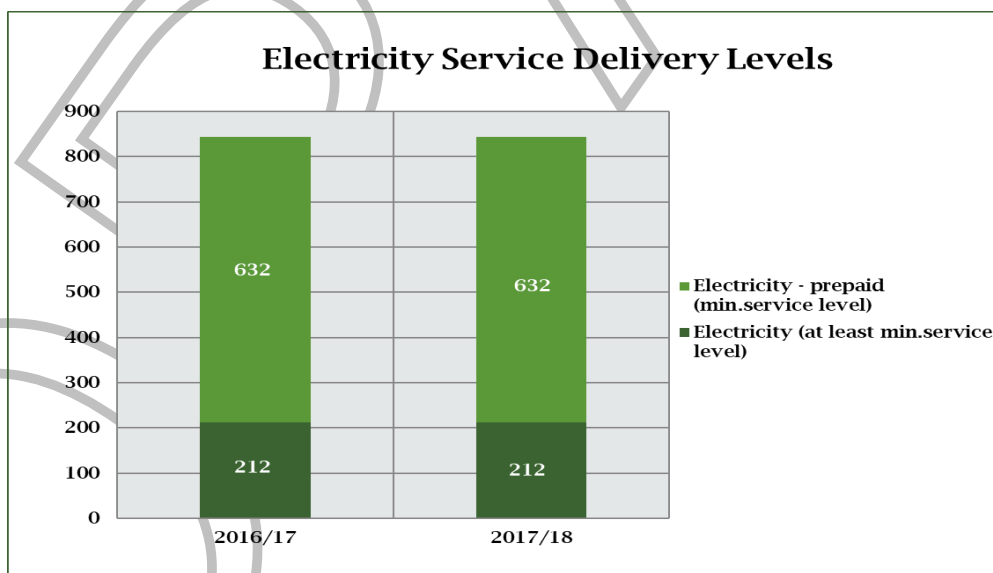
CHAPTER 3: SERVICE DELIVERY PERFORMANCE

B) ELECTRICITY SERVICE DELIVERY LEVELS

The table below indicates the different service delivery level standards for electricity in the areas in which the Municipality is responsible for the delivery of the service:

Electricity Service Delivery Levels		
Households		
Description	2016/17	2017/18
	Actual	Actual
	No.	No.
<u>Energy: (above minimum level)</u>		
Electricity (at least min.service level)	212	212
Electricity - prepaid (min.service level)	632	632
Minimum Service Level and Above sub-total	837	837
Minimum Service Level and Above Percentage	100%	100%
<u>Energy: (below minimum level)</u>		
Electricity (< min.service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0%	0%
Total number of households	837	837

Table 61: Electricity Service Delivery Levels



Graph 6.: Electricity Service Delivery Levels

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C) CAPITAL EXPENDITURE: ELECTRICITY SERVICES

Capital Expenditure: Electricity Services				
R'000				
Capital Projects	2017/18			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
INEP Projects	2 000 000	1 995 205	1 995 205	0

Table 62: Capital Expenditure: Electricity Services

3.3.4 WASTE MANAGEMENT (REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

A) CHALLENGES: WASTE MANAGEMENT

The Municipality makes use of a labour intensive method to do the refuse collection, waste disposal and street cleaning in Laingsburg and Matjiesfontein.

B) HIGHLIGHTS: WASTE MANAGEMENT

Highlight	Description
Upgrade of the Laingsburg Landfill Site	Upgrade of the Laingsburg Landfill Site with compost facility, recycling facility and a guard house. The project is still in construction phase

Table 63: Waste Management Highlights

C) CHALLENGES: WASTE MANAGEMENT

Description	Actions to address
The air space availability of the landfill site is nearing full capacity and extension of the site must be done urgently	Feasibility studies to be done to extend the lifespan of the landfill site

Table 64: Waste Management Challenges

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D) WASTE MANAGEMENT SERVICE DELIVERY LEVELS

The table below specifies the different refuse removal service delivery levels per household for the financial years 2016/17 and 2017/18 in the areas in which the Municipality is responsible for the delivery of the service:

Waste Management Service Delivery Levels		
Description	Households	
	2016/17	2017/18
	Actual	Actual
	No.	No.
<u>Solid Waste Removal:</u> (Minimum level)		
Removed at least once a week	1 358	1 358
Minimum Service Level and Above sub-total	1 358	1 358
Minimum Service Level and Above percentage	100%	100%
<u>Solid Waste Removal:</u> (Below minimum level)		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level percentage	0%	0%
Total number of households	1 358	1 358

Table 65: Waste Management Service Delivery Levels



Graph 7.: Waste Management Service Delivery Levels

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E) EMPLOYEES: WASTE MANAGEMENT

Employees: Solid Waste Services					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	5	5	5	0	0
4 - 6	1	1	1	0	0
7 - 9	0	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	6	6	6	0	0

Table 66: Employees: Solid Waste Services

3.3.5 HOUSING

A) INTRODUCTION TO HOUSING

Due to the high poverty level in Laingsburg Municipal area it is essential to provide the poor members in our community with a RDP house and as such contribute to sustainable human settlements where families can live in a safe and hygienic environment.

The following table shows the number of people on the housing waiting list. There are currently approximately 750 housing units on the waiting list.

Financial year	Number of housing units on waiting list	% Housing waiting list increase/(decrease)
2016/17	524	11.7
2017/18	750	25

Table 67: Housing Waiting List

A summary of houses built, includes:

Financial year	Allocation	Amount spent	% spent	Number of houses built	Number of sites serviced
	R'000	R'000			
2016/17	0	0	0	0	0
2017/18	0	0	0	0	0

Table 68: Houses Built in 2017/18

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

B) HIGHLIGHTS: HOUSING

Highlight	Description
Waiting list	Young people who stay in back yard dwellings with parents put their names on the waiting list

Table 69: Housing Highlights

C) CHALLENGES: HOUSING

Description	Actions to address
Amount of people of housing list	In process of submitting a new housing development plan to Provincial Government

Table 70: Housing Challenges

3.3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

A) INTRODUCTION

The table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the Municipality, all households earning less than R3 500 per month will receive the free basic services as prescribed by national policy.

The table indicates the total number of indigent households and other households that received free basic services in the past two financial years:

Financial year	Number of households								
	Total no of HH	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2016/17	1 359	539	26%	724	53%	716	53%	731	54%
2017/18	1 344	435	32%	648	48%	640	48%	658	49%

Figures as at 30 June 2018

Table 71: Free Basic Services to Indigent Households

Electricity									
Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No. of HH	Unit per HH (kwh)	Value R'000	No. of HH	Unit per HH (kwh)	Value R'000	No. of HH	Unit per HH (kwh)	Value R'000
2016/17	539	50	0	402	0	0	418	50	0
2017/18	435	50	381	424	0	0	485	50	425

*Figures as at 30 June 2018

Table 72: Free Basic Electricity Services to Indigent Households

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Water						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	Unit per HH (kl)	Value	No. of HH	Unit per HH (kl)	Value
			R'000			R'000
2016/17	731	6 kl	878	628	6 kl	754
2017/18	648	6 kl	832	696	6 kl	180

**Figures as at 30 June 2018*

Table 73: Free Basic Water Services to Indigent Households

Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	R value per HH	Value	No. of HH	Unit per HH per month	Value
			R'000			R'000
2016/17	716	108.90	935	643	0	0
2017/18	640	115.79	889	704	0	0

**Figures as at 30 June 2018*

Table 74: Free Basic Sanitation Services to Indigent Households

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	Service per HH per week	Value	No. of HH	Unit per HH per month	Value
			R'000			R'000
2016/17	731	1	728	628	0	0
2017/18	658	1	713	686	0	0

**Figures as at 30 June 2018*

Table 75: Free Basic Refuse Removal Services to Indigent Households Per Type of Service

3.4 COMPONENT B: ROAD TRANSPORT

3.4.1 ROADS

A) INTRODUCTION TO ROADS

For optimal performance it is essential that roads are maintained to provide the road user with an acceptable level of service, to protect the structural layers of pavement from the abrasive forces of traffic, as well as from the effects of the environment.

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2016/17	1.94	0	0	1.94

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2017/18	1.94	0	0	1.94

Table 76: Gravel Road Infrastructure

Tarred Road Infrastructure: Kilometres					
Year	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2016/17	26.7	0	0	0	26.7
2017/18	26.7	0	0	0	26.7

Table 77: Tarred Road Infrastructure

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	New & Replacements	Resealed	Maintained
	R'000		
2016/17	0	0	39
2017/18	0	0	0

* The cost for maintenance include stormwater

Table 78: Cost of Construction/Maintenance of Roads

B) EMPLOYEES: ROADS

Employees: Roads					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	8	11	11	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	8	11	11	0	0

Table 79: Employees: Roads

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.4.2 WASTE WATER (STORMWATER DRAINAGE)

A) INTRODUCTION TO WASTE WATER (STORMWATER DRAINAGE)

It is common practice to provide a formal drainage system of pipes or channels to convey stormwater away from erven and streets and to discharge this water into natural watercourses. The stormwater system must be cleaned and maintained on a regular basis to ensure a proper working drainage system.

B) WASTE WATER (STORMWATER DRAINAGE) MAINTAINED AND UPGRADED

The table below shows the total kilometres of stormwater maintained and upgraded as well as the kilometres of new stormwater pipes installed:

Stormwater Infrastructure: Kilometres				
Year	Total Stormwater measures (km)	New stormwater measures (km)	Stormwater measures upgraded (km)	Stormwater measures maintained (km)
2016/17	8.03	0	0	8.03
2017/18	8.03	0	0	8.03

Table 80: Stormwater Infrastructure

The table below indicates the amount of money spent on stormwater projects:

Financial year	Stormwater Measures		
	New R'000	Upgraded R'000	Maintained R'000
2016/17	0	0	0
2017/18	0	0	0

Table 81: Cost of Construction/Maintenance of Stormwater Systems

3.5 COMPONENT C: PLANNING AND LOCAL ECONOMIC DEVELOPMENT (LED)

3.5.1 PLANNING

A) SERVICE DELIVERY STATISTICS: PLANNING

Type of service	2016/17	2017/18
Building plans application processed	7	9
Total surface (m²)	507	2 215
Residential extensions	7	9
Rural applications	0	0
Land use applications processed	3	5

Table 82: Service Delivery Statistics: Planning

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.5.2 LED (INCLUDING TOURISM AND MARKET PLACES)

A) INTRODUCTION TO LED

The vision of the LED strategy is to create sustainable communities in the central Karoo through local economic development

B) HIGHLIGHTS: LED

The performance highlights with regard to the implementation of the LED strategy are as follows:

Highlights	Description
Karoo festival	Successfully held the Karoo festival for the 3 rd year in a row
Municipal reservoir	Sealing of municipal reservoir
New business	New take aways restaurant opened in Laingsburg
Windfarm	Approval of windfarm in Roggeveld area
Laingsburg veterinary	Animal care option available in Laingsburg

Table 83: LED Highlights

C) CHALLENGES: LED

The challenges with regard to the implementation of the LED strategy are as follows:

Description	Actions to address challenges
Lack of investment	Advertising of business opportunities
High level of unemployment	Implementation of Expanded Public Works Programme (EPWP)
Dependency on social welfare	Awareness programmes

Table 84: Challenges LED

D) LED STRATEGY

LED includes all activities associated with economic development initiatives. The Municipality has a mandate to provide strategic guidance to the Municipality's integrated development planning and economic development matters and working in partnership with the relevant stakeholders on strategic economic issues. The LED strategy identifies various issues and strategic areas for intervention such as:

Objective	Strategies
Diversifying the economy	
To develop the agricultural sector in such a way that: • Current agricultural practices are maintained and further enhanced as this forms the backbone of the local economy	• Sustain existing agricultural practices • Promoting agri-processing industries • Provide for Urban Agriculture and Small Scale Farming

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Objective	Strategies
<ul style="list-style-type: none"> Value adding practices in the form of agri-processing are initiated and become sustainable Agri-processing industries involve the large number of economically active unemployed females in the sub-region Synergies are created between the service industry and the agricultural sector, whereby tourists are attracted to local products and utilise other services 	<ul style="list-style-type: none"> Identify and support agri-tourism practices Alternative Energies Agri Tourism
Transport and service sector	
<p>To develop a sustainable transport and related services sector in the Municipality in a way that:</p> <ul style="list-style-type: none"> Supports and is aligned with the five strategic issues identified in the Central Karoo District's Integrated Transport Plan Distinguishes between the two types of travellers that are passing through the Central Karoo and Cape Town towards Johannesburg: private vehicle owners and truck drivers Promotes the image of Laingsburg as an ideal stop-over for travellers seeking good services. Focuses on projects within the Municipality that can spread the benefits equitably Creates links with the agriculture sector 	<ul style="list-style-type: none"> Align with regional transport plan Cater for the needs of long distance private travellers Capture the trucks market Facilitate creative alliances with the local agriculture and tourism sector Becoming the best Karoo Town Tarring of gravel roads Wifi Free Town Public Transportation
Human resources development	
<ul style="list-style-type: none"> To ensure that all children have access to high quality early childhood development programmes To ensure that all learners and job seekers have equal access to quality education and training To ensure that learners have safe access to learning facilities To empower residents of Laingsburg to acquire skills that will enable them to access and acquire favourable city jobs 	<ul style="list-style-type: none"> Ensure access to early childhood and school development programmes Worker Skills Development and Training Programmes Further Education and Training (FET) College School for Children with Learning Disabilities
Integrated human settlement	
<p>To establish a pattern of development that:</p> <ul style="list-style-type: none"> Improves land use integration to enhance the access of poorer communities to economic and social services Creates and ensures that housing becomes assets to the poor 	<ul style="list-style-type: none"> Improve connectivity between townships and more established parts of the town Enhance the asset value of low-income housing Gap Housing Spatial Planning and Land Use Management Act (SPLUMA)/ Land Use Planning Act (LUPA)

Table 85: LED Objectives and Strategies

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

E) LED INITIATIVES

Within a limited budget for LED projects and one official to assist with LED implementation the following programmes have been initiated in the municipal area:

Job creation through Extended Public Works Programme (EPWP) projects		
Details	EPWP Projects	Jobs created through EPWP projects
	No.	No.
2016/17	8	170
2017/18	8	160

Table 86: Job Creation Through EPWP Projects

F) ADDITIONAL SERVICE DELIVERY STATISTICS: LED INITIATIVES

Type of service	2016/17	2017/18
Small businesses assisted	5	8
SMME's trained	42	20
Community members trained for tourism / PACA	120	42
Local artisans and crafters assisted	10	7
Recycling awareness programmes	20	25

Table 87: LED Initiatives

3.6 COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.6.1 LIBRARIES

A) INTRODUCTION: LIBRARIES

The Library Service of Laingsburg Municipality consists of one main library and three mini libraries. The library function promotes a reading culture and the importance of reading from a young age.

B) HIGHLIGHTS: LIBRARIES

Highlights	Description
Story reading to pre-school children (Nali Bali reading group)	Read stories to group of pre-school children once a month in Bergsig and Goldnerville
National Book Week (4-8 September 2017)	The launch of the National Book Week was hosted in Matjiesfontein. Various activities were planned for the week in Laingsburg, Matjiesfontein and Vleiland
Visits to schools during the year	The Unit wants to promote the importance of reading by explaining the procedures of becoming a library member to the school children

Table 88: Libraries Highlights

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

C) CHALLENGES: LIBRARIES

Description	Actions to address
Main Library: No proper workspace for the staff	Extension and upgrade of libraries
Limited shelving in all the libraries	

Table 89: Libraries Challenges

D) SERVICE STATISTICS FOR LIBRARIES

Type of service	2016/17	2017/18
Library members	2 327	1 592 (removed members who did not take books out in three years as per instruction from Province to clean up the database)
Books circulated	29 118	26 412
Exhibitions held	16	16
Internet users	741	1 436
Children programmes	6	9
Book group meetings for adults	0	0

Table 90: Service Statistics for Libraries

E) EMPLOYEES LIBRARIES

Employees: Libraries					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	1	1	1	0	0
10 - 12	1	1	1	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	2	2	2	0	0

Table 91: Employees: Libraries

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.6.2 CEMETERIES

A) INTRODUCTION TO CEMETERIES

The Municipality has three cemeteries within the town of Laingsburg. The cemeteries located in Kambro Street and in Göldnerville are used for new burials, whereas the other one located in the town CBD was used to bury the victims and fatalities of the 1981 flood disaster.

B) SERVICE STATISTICS FOR CEMETERIES

Type of service	2016/17	2017/18
Pauper burials	5	2

Table 92: Service Stats for Cemeteries

3.6.3 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

A) INTRODUCTION TO CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Child care is to assist parents who cannot take care of their young children because of work or other reasons. The Social Welfare Department subsidises non-governmental organisations to provide a variety of child care services, to meet the different needs of the parents and their young children.

Aged care is the term for daily living and nursing care services provided to older citizens who either need some help at home or can no longer live independently. These services are generally divided into two categories namely residential care and home-based care.

Social programmes are welfare subsidies designed to aid the needs of the population.

B) HIGHLIGHTS: CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Highlights	Description
Youth event	Open youth day event with activities
Sport events	Sport codes held different tournaments

Table 93: Child Care; Aged Care; Social Programmes Highlights

C) CHALLENGES: CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Description	Actions to address
High teen pregnancy	Awareness programmes, aftercare programmes and after rehabilitation programmes
Drug and alcohol abuse	

Table 94: Child Care; Aged Care; Social Programmes Challenges

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

D) SERVICE STATISTICS FOR CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Description	2016/17	2017/18
Trees planted	0	0
Veggie gardens established or supported	2	2
Soup kitchens established or supported	0	4
Initiatives to increase awareness on child abuse	1	1
Youngsters educated and empowered	400	210
Initiatives to increase awareness on disability	2	2
Initiatives to increase awareness on women	1	1
Women empowered	0	1
Initiatives to increase awareness on HIV/AIDS	1	1
Initiatives to increase awareness on Early Childhood Development (ECD)	1	2
Initiatives to increase awareness on substance abuse and high drug and alcohol related crimes	5	5
Special events hosted (World's Aids Day, Arbour day, World Disability Day, Youth Day, 16 Days of Activism against women abuse)	10	10

Table 95: Service Statistics for Child Care; Aged Care; Social Programmes

3.7 COMPONENT E: SECURITY AND SAFETY

3.7.1. PUBLIC SAFETY

A) INTRODUCTION TO PUBLIC SAFETY

Law Enforcement: Attends to all complaints from the public related to Laingsburg Municipality's by-laws for example exceeding prescribed number of dogs and noise control.

Traffic: Enforces all offences regarding the Road Traffic Act 93 of 1996 for example disobeying stop signs, parking on the wrong side of the road and driving a motor vehicle without driving license. Furthermore, hotspots/dangerous areas in town and manages parking bay outlays within the town.

Fire and disaster management: Attends to fire callouts within the jurisdiction of Laingsburg Municipality, as well as on the N1 for example house fires, veld fires and motor vehicle accident fires.

The Municipality has a traffic department which consists of six traffic officers, three permanent and the other three employed on an annual contract basis. Recent recruits from the Wolwekloof Academy completed

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a peace officer course which was funded by the Municipality and fourteen passed the course, qualifying them as peace officers. The Municipality appointed eight of the recruits on an annual contract basis and they are funded by the EPWP grant.

B) HIGHLIGHTS: PUBLIC SAFETY

Highlights	Description
Neighbourhood Watch safeguarding the community of Laingsburg	Neighbourhood Watch are patrolling the whole of Laingsburg. They consist of 3 teams of 12 community members. They are budgeted for within the EPWP project funding and receives a stipend

Table 96: Public Safety Services Highlights

C) CHALLENGES: PUBLIC SAFETY

Description	Actions to address
Personnel shortage	Budget allocation for all challenges listed within the next financial year
Resources	
Training	
Vehicles	

Table 97: Public Safety Services Challenges

D) SERVICE STATISTICS FOR PUBLIC SAFETY

Details	2016/17	2017/18
Motor vehicle licenses processed	1 757	1 527
Learner driver licenses processed	209	245
Driver licenses processed	491	651
Driver licenses issued	443	529
Fines issued for traffic offenses (number)	457	558
R-value of fines collected	421 350	600 700
Operational call-outs	65	59
Roadblocks held	4	8
Complaints attended to by Traffic Officers	74	86
Special Functions - Escorts	6	5
Awareness initiatives on public safety	3	4
Operational call-outs: Fire Services	41	32
Awareness initiatives on fire safety	2	2
Reservists and volunteers trained on fire fighting	2	0

Table 98: Service Statistics for Public Safety

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E) EMPLOYEES: PUBLIC SAFETY

Employees: Law Enforcement and Traffic Services					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0
10 - 12	2	2	2	0	0
13 - 15	0	0	0	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
Total	3	3	3	0	0

Table 99: Employees: Public Safety

3.8 COMPONENT F: SPORT AND RECREATION

3.8.1 INTRODUCTION TO SPORT AND RECREATION

The Municipality consists of three sport fields which is situated in Laingsburg, Matjiesfontein and Vleiland. Furthermore, it also has two “kickabout” mini sport fields within the suburbs of Göldnerville and Bergsig.

A) HIGHLIGHTS: SPORT AND RECREATION

Highlights	Description
Annual Karoo Marathon	Annual Ultra 80km Marathon held during the month of September

Table 100: Highlights: Sport and Recreation

B) CHALLENGES: SPORT AND RECREATION

Description	Actions to address
One sport field in Laingsburg that accommodates all sport codes	Identify vacant land and register project at MIG

Table 101: Challenges: Sport and Recreation

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C) SERVICE STATISTICS FOR SPORT AND RECREATION

Type of service	2016/17	2017/18
Community Parks		
Number of parks with play park equipment	5	5
Number of wards with community parks	4	4
Sport fields		
Number of wards with sport fields	2	2
Number of sport associations utilizing sport fields	5	5
R-value collected from utilization of sport fields	0	0
Sport halls		
Number of wards with sport halls	4	2
Number of sport associations utilizing sport halls	3	4
R-value collected from rental of sport halls (R)	16 685.16	15 668.60

Table 102: Additional Performance Information for Sport and Recreation

D) EMPLOYEES: SPORT AND RECREATION

Employees: Sport and Recreation					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	3	3	3	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	3	3	3	0	0

Table 103: Employees: Sport and Recreation

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C) CAPITAL EXPENDITURE: SPORT AND RECREATION

Capital Expenditure: Sport and Recreation				
R'000				
Capital Projects	2017/18			
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget
Matjies Sportfield New Flood Lights	0	774 023	774 023	0

Table 104: Capital Expenditure: Sport and Recreation

3.9 COMPONENT G: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.9.1 FINANCIAL SERVICES

A) HIGHLIGHTS: FINANCIAL SERVICES

Highlights	Description
Effective SCM processes	There were no successful appeals against bids awarded
Improve debt collection	The collection rate for rates, sewerage, refuse, water and electricity has improved
Customer care	Improved turnover rate in resolving customer enquiries

Table 105: Highlights: Financial Services

B) CHALLENGES: FINANCIAL SERVICES

Challenge	Actions to address
Financial viability	Maximising income – part of recovery plan and tighter budget control
Audit opinion	Qualified audit report
mSCOA implementation	Total alignment of mscoa coding have to be done
Lack of capacity in Budget and Treasury Office	Training and recruitment of skilled staff and capacitating personnel. Amend organogram and budget accordingly and fill vacant posts urgently

Table 106: Challenges: Financial Services

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C) EMPLOYEES: FINANCIAL SERVICES

Employees: Financial Services					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	5	5	5	0	0
7 - 9	1	1	1	0	0
10 - 12	3	4	3	1	25
13 - 15	1	1	1	0	0
16 - 18	2	2	2	0	0
19 - 20	0	0	0	0	0
Total	12	13	12	1	7.69

Table 107: Employees: Financial Services

3.9.2 HUMAN RESOURCES (HR)

A) HIGHLIGHTS: HR

Highlights	Description
Appointment of HR Official	The Municipality received a grant from the Department of Local Government to appoint a person to assist in the HR Unit
Wellness Day	The Municipality had a very successful Wellness Day in the month of May 2018

Table 108: Highlights: HR

B) CHALLENGES: ICT SERVICES

Description	Actions to address
HR Unit still understaffed	Housing and Records Management also resorts in the HR Unit and dedicated officials are needed to carry out the functions. The Municipality must take this in consideration when the organogram is reviewed

Table 109: Challenges: HR

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C) EMPLOYEES: HUMAN RESOURCES

Employees: Human Resources					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	3	2	2	0	0
7 - 9	0	1	1	0	0
10 - 12	1	1	1	0	0
13 - 15	0	0	0	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
Total	5	5	5	0	0

Table 110: Employees: HR

3.9.3 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

A) INTRODUCTION TO ICT SERVICES

Due to financial constraints, no major changes could be made. Only changes that were budgeted for in terms of normal maintenance and upgrade fixed changes. An ICT Steering Committee was established to further expand the need of ICT services.

B) HIGHLIGHTS: ICT SERVICES

Highlights	Description
ICT Steering Committee	ICT Steering Committee has been established. The first meeting was held on 1 June 2018

Table 111: Highlights: ICT Services

C) CHALLENGES: ICT SERVICES

Description	Actions to address
Financial constraints	ICT Steering Committee was created to get more members of the Municipality included in all ICT matters so that problems can be handled more efficiently

Table 112: Challenges: ICT Services

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D) EMPLOYEES: ICT SERVICES

Employees: ICT Services					
Job Level	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0
10 - 12	1	1	1	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	1	1	1	0	0

Table 113: Employees: ICT Services

3.9.4 PROCUREMENT SERVICES

A) INTRODUCTION TO PROCUREMENT SERVICES

Supply Chain Management (SCM) is a crucial function within any organisation. If the SCM Unit is not functioning effectively service delivery will suffer as a result. Therefore, it is important that supply chain operates cooperatively with all departments to ensure proper planning and alignment of processes.

Section 217 of the Constitution of South Africa requires that when organs of state procure contracts it must do so with a system which is fair, equitable, transparent, competitive and cost-effective.

B) HIGHLIGHTS: PROCUREMENT SERVICES

Highlights	Description
Implementation of standardised templates	Drafting and implementation of standardised templates according to different SCM thresholds for effective procurement

Table 114: Highlights: Procurement Services

C) CHALLENGES: PROCUREMENT SERVICES

Description	Actions to address
Contract management	Drafting of an action plan to phase out all irregular contracts and appointment of new service provider through competitive bidding process. Drafting of a contract management standard operating procedure (SOP) with clear roles and responsibilities between SCM and contract owners

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Description	Actions to address
Inventory	Appointment of a dedicated Store Clerk. Implementation of a credible action plan to address all inventory gaps and findings
Implementation of an effective SCM system	Management support in implementing an effective SCM system
Segregation of duties	Review of SCM Unit's roles and responsibilities and organisation structure

Table 115: Challenges: Procurement Services

D) SERVICE STATISTICS: PROCUREMENT SERVICES

Description	Total No	Monthly Average
Orders processed	2 368	164
Extensions	0	0.3
Bids received (number of documents)	20	3
Bids awarded	1	0.5
Bids awarded ≤ R200 000	5	0.8
Appeals registered	1	0.6
Successful appeals	0	0

Table 116: Service Statistics: Procurement Services

E) DETAILS OF DEVIATIONS FOR PROCUREMENT SERVICES

Reason for Deviation	Number of Applications Considered and Approved	Value of Applications Approved (R)
Section 36(1)(a)(i)- In an emergency which is considered an unforeseeable and sudden event with materially harmful or potentially materially harmful consequences for the municipality which requires urgent action to address	0	0
Section 36(1)(a)(ii)- Where it can be demonstrated that goods or services are produced or available from a single provider only	1	42 829.00
Section 36(1)(a)(iii)- For the acquisition of special works of art or historical objects where specifications are difficult to compile	0	0
Section 36(1)(a)(v)- Exceptional case and it is impractical or impossible to follow the official procurement processes	3	1 074 203.45
Total	4	1 117 032.45

Table 117: Details of Deviations for Procurement Services

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3.10 COMPONENT H: SERVICE DELIVERY PRIORITIES FOR 2018/19

The main development and service delivery priorities for 2018/19 form part of the Municipality's Top Layer SDBIP for 2018/19 and are indicated in the table below:

3.10.1 DEVELOPING A SAFE, CLEAN, HEALTHY AND SUSTAINABLE ENVIRONMENT FOR COMMUNITIES

REF	KPI	Unit of Measurement	Wards	Annual Target
TL26	87% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	All	87%
TL27	91% of effluent samples comply with permit values in terms of SANS 242 by 30 June 2019 {(Number of effluent samples that comply with permit values/Number of effluent samples tested)x100}	% of effluent samples compliant	All	91%

Table 118: Service Delivery Priorities for 2018/19 - Developing a Safe, Clean, Healthy and Sustainable Environment for Communities

3.10.2 EFFECTIVE MAINTENANCE AND MANAGE OF MUNICIPAL ASSETS AND NATURAL RESOURCES

REF	KPI	Unit of Measurement	Wards	Annual Target
TL20	Spend 70% of the electricity maintenance budget by 30 June 2019 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the maintenance budget spent	All	70%
TL21	Spend 70% of the water maintenance budget by 30 June 2019 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the maintenance budget spent	All	70%
TL22	Spend 70% of the sewerage maintenance budget by 30 June 2019 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the maintenance budget spent	All	70%
TL23	Spend 70% of the refuse removal maintenance budget by 30 June 2019 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the maintenance budget spent	All	70%
TL24	Limit the % electricity unaccounted for to less than 10% by 30 June	% electricity unaccounted for by 30 June	All	10%

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REF	KPI	Unit of Measurement	Wards	Annual Target
	$[(\text{Number of Electricity Units Purchased} - \text{Number of Electricity Units Sold}) / \text{Number of Electricity Units Purchased}] \times 100]$			
TL25	Limit unaccounted for water to less than 50% by 30 June 2019 $\{(\text{Number of Kilolitres Water Purchased or Purified} - \text{Number of Kilolitres Water Sold}) / \text{Number of Kilolitres Water Purchased or Purified} \times 100\}$	% of water unaccounted	All	50%
TL28	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2019 $[(\text{Amount actually spent on capital projects} / \text{Amount budgeted for capital projects}) \times 100]$	% of capital budget spent on capital projects	All	80%

Table 119: Services Delivery Priorities for 2018/19 – Effective Maintenance and Manage of Municipal Assets and Natural Resources

3.10.3 IMPROVE THE STANDARDS OF LIVING OF ALL PEOPLE IN LAINGSBURG

REF	KPI	Unit of Measurement	Wards	Annual Target
TL11	Provide free 6kl water to indigent households as at 30 June 2019	Number of households receiving free basic water	All	800
TL12	Provide free basic sanitation to indigent households as at 30 June 2019	Number of households receiving free basic sanitation services	All	780
TL13	Provide free basic refuse removal to indigent households as at 30 June 2019	Number of households receiving free basic refuse removal services	All	800
TL14	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations at 30 June $[(\text{Short Term Borrowing} + \text{Bank Overdraft} + \text{Short Term Lease} + \text{Long Term Borrowing} + \text{Long Term Lease}) / (\text{Total Operating Revenue} - \text{Operating Conditional Grant}) \times 100]$	Debt coverage ratio as at 30 June	All	61.10%
TL17	Create job opportunities through EPWP and LED projects by 30 June 2019	Number of job opportunities created by 30 June 2019	All	150

Table 120: Services Delivery Priorities for 2018/19 – Improve the Standards of Living of All People in Laingsburg

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3.10.4 PROVISION OF INFRASTRUCTURE TO DELIVER IMPROVED SERVICES TO ALL RESIDENTS AND BUSINESS

REF	KPI	Unit of Measurement	Wards	Annual Target
TL7	Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2019	Number of residential properties which are billed for water	All	1 339
TL8	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2019	Number of residential properties which are billed for sewerage	All	1 300
TL9	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2019	Number of residential properties which are billed for refuse removal	All	1 348
TL10	Provide free 50kWh electricity to indigent households as at 30 June 2019	Number of households receiving free basic electricity	All	900

Table 121: Services Delivery Priorities for 2018/19 - Provision of Infrastructure to Deliver Improved Services to All Residents and Business

3.10.5 TO ACHIEVE FINANCIAL VIABILITY IN ORDER TO RENDER AFFORDABLE SERVICES TO RESIDENTS

REF	KPI	Unit of Measurement	Wards	Annual Target
TL5	Achieve a debtor payment percentage of 65% by 30 June 2019 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	% debtor payment achieved	All	65%
TL6	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2019	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2019	All	855
TL15	Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services at 30 June 2019	% outstanding service debtors at 30 June	All	63.8

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REF	KPI	Unit of Measurement	Wards	Annual Target
	[(Total outstanding service debtors/annual revenue received for services)x 100]			
TL16	Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage ratio as at 30 June	All	1

Table 122: Services Delivery Priorities for 2018/19 – To Achieve Financial Viability in order to Render Affordable Services to Residents

3.10.6 TO CREATE AN INSTITUTION WITH SKILLED EMPLOYEES TO PROVIDE A PROFESSIONAL SERVICE TO ITS CLIENTELE GUIDED BY MUNICIPAL VALUES

REF	KPI	Unit of Measurement	Wards	Annual Target
TL1	Limit the vacancy rate to less than 10% of budgeted posts by 30 June 2019 ((Number of posts filled/Total number of budgeted posts)x100)	% vacancy rate of budgeted posts by 30 June 2019	All	10%
TL2	The number of people from employment equity target groups employed (to be appointed) by 30 June 2019 in the three highest levels of management in compliance with the equity plan	Number of people employed (to be appointed) by 30 June 2019	All	8
TL3	The percentage of the Municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2019 [(Actual amount spent on training/total operational budget)x100]	% of the Municipality's personnel budget on implementing its workplace skills plan by 30 June 2019	All	1%
TL4	Participate in the Provincial Traffic Departments' Public Safety initiatives during the 2018/19 financial year	Number of initiatives participated in	All	4
TL18	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June 2019	RBAP submitted to the audit committee by 30 June 2019	All	1
TL19	Spend 80% of the budget allocated on the INEP Programme by 30 June 2019 {(Actual expenditure divided by the total approved budget)x100} [(Actual expenditure on capital projects /Total amount budgeted for capital projects)X100]	% of project budget spent	All	80%
TL29	Spend 80% of the budget allocated on the Main Water Pipeline in Southkloof	% of project budget spent	All	80%

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REF	KPI	Unit of Measurement	Wards	Annual Target
	by 30 June 2019 {(Actual expenditure divided by the total approved budget)x100} [(Actual expenditure on capital projects /Total amount budgeted for capital projects)X100]			
TL30	Spend 80% of the budget allocated on the 2ML Reservoir by 30 June 2019 {(Actual expenditure divided by the total approved budget)x100} [(Actual expenditure on capital projects /Total amount budgeted for capital projects)X100]	% of project budget spent	All	80%
TL31	Spend 80% of the budget allocated on the Electricity and Equipment for Boreholes by 30 June 2019 {(Actual expenditure divided by the total approved budget)x100} [(Actual expenditure on capital projects /Total amount budgeted for capital projects)X100]	% of project budget spent	All	80%
TL32	Spend 80% of the budget allocated on the Water Treatment Project by 30 June 2019 {(Actual expenditure divided by the total approved budget)x100} [(Actual expenditure on capital projects /Total amount budgeted for capital projects)X100]	% of project budget spent	All	80%

Table 123: Service Delivery Priorities for 2018/19 - To Create an Institution with Skilled Employees to Provide a Professional Service to its Clientele Guided by Municipal Values

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CHAPTER 4

4.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the Municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

KPA & Indicators	Municipal Achievement	Municipal Achievement
	2016/17	2017/18
People employed from employment equity target groups in the three highest levels of management in compliance with a municipality's approved employment equity plan	8	6
Percentage of municipality's personnel budget actually spent on training by 30 June 2018 ((Total Actual Training Expenditure/ Total personnel Budget)x100)	10%	1%

Table 124: National KPIs– Municipal Transformation and Organisational Development

4.2 INTRODUCTION TO THE MUNICIPAL WORKFORCE

The Laingsburg Municipality currently employs 65 (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

4.2.1 EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: "Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan"

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A) EMPLOYMENT EQUITY TARGETS/ACTUAL

African		Coloured		Indian		White	
Target June	Actual June	Target June	Actual June	Target June	Actual June	Target June	Actual June
1	1	3	32	0	0	1	1

Table 125: 2017/18 EE Targets/Actual by Racial Classification

Male			Female			Disability		
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
4	2	0	5	0	0	2	2	2

Table 126: 2017/18 EE Targets/Actual by Gender Classification

B) SPECIFIC OCCUPATIONAL CATEGORIES - RACE

The table below indicates the number of employees by race within the specific occupational categories:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	1	0		0	0	0	1	2
Senior management	0	1	0	1	0	2	0	0	4
Professionally qualified and experienced specialists and mid-management	1	2	0	0	1	1	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	12	0	0	1	5	0	1	19
Semi-skilled and discretionary decision making	0	7	0	0	0	9	0	0	16
Unskilled and defined decision making	0	14	0	0	0	5	0	0	19
Total permanent	1	37	0	1	2	22	0	2	65
Non- permanent employees	0	3	0	0	0	8	0	0	11
Grand total	1	40	0	1	2	30	0	2	76

Table 127: Occupational Categories

C) DEPARTMENTS - RACE

The following table categorises the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	1	2	0	0	1	2	0	1	7
Finance and Corporate Services	0	5	0	1	0	12	0	1	19
Community Services	0	2	0	0	0	5	0	0	7

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Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Infrastructure Services	0	28	0	0	1	3	0	0	32
Total permanent	1	37	0	1	2	22	0	2	65
Non- permanent	0	3	0	0		8	0	0	11
Grand total	1	40	0	1	2	30	0	2	76

Table 128: Department – Race

4.2.2 VACANCY RATE

The approved organogram for the Municipality had 72 posts for the 2017/18 financial year. The actual positions filled are indicated in the table below by functional level. 7 posts were vacant at the end of 2017/18, resulting in a vacancy rate of 9.72%. Below is a table that indicates the vacancies within the Municipality:

Per Functional Level		
Functional area	Filled	Vacant
Office of the Municipal Manager	6	1
Finance and Administration Services	18	1
Community Services	7	0
Infrastructure Services	32	5
Total	65	7

Table 129: Vacancy Rate Per Post

The table below indicates the number of critical vacancies per salary level:

Salary Level	Number of current critical vacancies	Total posts as per organogram	Vacancy job title
Municipal Manager	1	1	Municipal Manager
Chief Financial Officer	0	0	N/A
Other Section 57 Managers	0	0	N/A
Senior management (T14-T19)	1	1	Manager: Infrastructure Services
Highly skilled supervision (T4-T13)	2	2	Accountant, Supervisor, Data Capturer
Total	4	4	N/A

Table 130: Critical Vacancies Per Salary Level

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4.2.3 STAFF TURNOVER RATE

A high staff turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. Below is a table that shows the staff turnover rate within the Municipality.

The table below indicates the turn-over rate over the last two years:

Financial year	Total no appointments at the end of each Financial Year	New appointments	No Terminations during the year	Turn-over Rate
2016/17	65	1	3	4.60%
2017/18	5	0	2	3.08%

Table 131: Staff Turnover Rate

4.3 MANAGING THE MUNICIPAL WORKFORCE

4.3.1 INJURIES

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The table below indicates the total number of injuries within the different directorates:

Directorates	2016/17	2017/18
Office of the Municipal Manager	0	0
Finance and Corporate Services	0	0
Community Services	0	0
Infrastructure Services	8	4
Total	8	4

Table 132: Injuries

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4.3.2 SICK LEAVE

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken. The total number of employees that have taken sick leave during the 2017/18 financial year shows an increase when comparing it with the 2016/17 financial year.

The table below indicates the total number sick leave days taken within the year:

Year	Total number of sick leave days taken within the year
2016/17	593
2017/18	597

Table 133: Sick Leave

4.3.3 HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The table below shows the HR policies and plans that are approved:

Approved policies	
Name of policy	Date approved/ revised
Recruitment Policy	June 2010
Disability Policy	June 2010
Overtime Policy	October 2011
Leave Policy	August 2013
Unauthorised Absenteeism from the Workplace	August 2013
Dress Code Policy	June 2016
HIV/Aids	June 2010
Study Aid for Officials	October 2010
Policies still to be developed	
Name of policy	
Human Resources Plan, Training & Development, Whistle Blowing	
Employment Equity, Attendance & Punctuality	
Occupational Health & Safety	
Human Resources Development	
Incapacity, Private Work & Declaration of Interests	

Table 134: HR Policies and Plans

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.4 CAPACITATING THE MUNICIPAL WORKFORCE

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

4.4.1 SKILLS MATRIX

The table below indicates the number of employees that received training in the year under review:

Management level	Gender	Number of employees identified for training at start of the year (2017/18)	Number of Employees that received training (2017/18)
MM and S57	Female	1	0
	Male	1	0
Legislators, senior officials and managers	Female	4	2
	Male	3	4
Associate professionals and Technicians	Female	0	0
	Male	0	1
Professionals	Female	2	1
	Male	2	1
Clerks	Female	8	1
	Male	2	2
Service and sales workers	Female	3	2
	Male	2	0
Craft and related trade workers	Female	0	0
	Male	0	0
Plant and machine operators and assemblers	Female	0	0
	Male	6	2
Elementary occupations	Female	4	0
	Male	18	0
Sub total	Female	22	6
	Male	34	10
Total		56	16

Table 135: Skills Matrix

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.4.2 SKILLS DEVELOPMENT – TRAINING PROVIDED

The Skills Development Act (1998) and the MSA, require employers to supply employees with the necessary training to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Training provided within the reporting period 2017/18				
Management level	Gender	Total		
		Actual	Target	% Variance
MM and S57	Female	0	1	(100)
	Male	0	0	0
Legislators, senior officials and managers	Female	2	6	(33.33)
	Male	3	5	(40)
Professionals	Female	0	3	(100)
	Male	0	1	(100)
Technicians and associate professionals	Female	0	1	(100)
	Male	0	1	(100)
Clerks	Female	0	8	(100)
	Male	0	4	(100)
Service and sales workers	Female	0	2	(100)
	Male	0	2	(100)
Craft and related trade workers	Female	0	0	0
	Male	0	0	0
Plant and machine operators and assemblers	Female	0	0	0
	Male	2	2	0
Elementary occupations	Female	0	2	(100)
	Male	0	9	(100)
Sub total	Female	2	23	(91.30)
	Male	5	24	(79.17)
Total		7	47	(85.11)

Table 136: Skills Development

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.4.3 SKILLS DEVELOPMENT - BUDGET ALLOCATION

The table below indicates that a total amount of **R711 100** was allocated to the workplace skills plan and that **93.52%** of the total amount was spent in the 2017/18 financial year:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
2016/17	20 508 200	607 117	571 116	94.07%
2017/18	23 194 600	711 100	665 086	93.52%

Table 137: Budget Allocated and Spent for Skills Development

4.4.4 MFMA COMPETENCIES

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice No. 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

The table below provides details of the financial competency development progress as required by the regulation:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials				
Accounting officer	1	0	1	1
Chief financial officer	1	1	1	1
Senior managers	0	0	0	0
Any other financial officials	6	2	1	2
Supply Chain Management Officials				

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Heads of supply chain management units	3	1	0	1
Supply chain management senior managers	0	0	0	0
TOTAL	11	4	3	5

Table 138: MFMA Competencies

4.5 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.5.1 PERSONNEL EXPENDITURE

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past two financial years and that the Municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure salary and allowances	Total Operating Expenditure	Percentage
	R'000	R'000	
2016/17	19 031	80 646	23.60%
2017/18	19 382	74 302	26.08%

Table 139: Personnel Expenditure

Below is a summary of Councillor and staff benefits for the year under review:

Financial year	2016/17	2017/18		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
Councillors (Political Office Bearers plus Other)				
Salary	1 880	2 084	2 094	2 453
Motor vehicle allowance	510	521	523	443
Other allowances	261	185	311	148
Sub Total	2 651	2 790	2 928	3 044

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

Financial year	2016/17	2017/18		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
% increase/ (decrease)		5.24%	4.95%	3.96%
Senior Managers of the Municipality				
Salary	1 604	2 005	1 842	934
Contributions	164	205	205	172
Allowances	453	566	679	172
Other benefits	0	0	0	0
Bonus	55	69	69	130
Sub Total	2 276	2 845	2 795	1 547
% increase/ (decrease)	N/A	(25)	(1.76)	(44.65)
Other Municipal Staff				
Basic Salaries and Wages	12 050	15 619	15 619	14 461
Contributions	2 425	3 238	2 747	2 222
Allowances	774	362	475	1 046
Housing allowance	124	153	130	120
Overtime	303	682	473	397
Other benefits or allowances	1 099	919	956	1 589
Sub Total	16 775	20 973	20 400	19 835
% increase	N/A	25.03	(2.73)	(2.77)
Total Municipality	19 051	23 818	23 195	21 382
% increase/ (decrease)	N/A	25.02	(2.62)	(7.82)

Table 140: Personnel Expenditure

CHAPTER 5: FINANCIAL PERFORMANCE

CHAPTER 5

This chapter provides details regarding the financial performance of the Municipality for the 2017/18 financial year.

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

The Statement of Financial Performance provides an overview of the financial performance of the Municipality and focuses on the financial health of the Municipality.

5.1 FINANCIAL SUMMARY

5.1.1 OVERALL FINANCIAL SUMMARY

The table below indicates the summary of the financial performance for the 2017/18 financial year:

Financial Summary						
R'000						
Description	2016/17	2017/18			2017/18% Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates						
Service charges						
Investment revenue						
Transfers recognised - operational						
Other own revenue						
Total Revenue (excluding capital transfers and contributions)						
Employee costs						
Remuneration of Councillors						
Depreciation & asset impairment						
Finance charges						
Materials and bulk purchases						
Transfers and grants						
Other expenditure						
Total Expenditure						
Surplus/(Deficit)						

CHAPTER 5: FINANCIAL PERFORMANCE

Financial Summary						
R'000						
Description	2016/17	2017/18			2017/18% Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Transfers recognised - capital						
Surplus/(Deficit) for the year						
<u>Capital expenditure & funds sources</u>						
<u>Capital expenditure</u>						
Transfers recognised - capital						
Public contributions and donations						
Internally generated funds						
Total sources of capital funds						
<u>Financial position</u>						
Total current assets						
Total non-current assets						
Total current liabilities						
Total non-current liabilities						
Community wealth/Equity						
<u>Cash flows</u>						
Net cash from (used) operating						
Net cash from (used) investing						
Net cash from (used) financing						
Cash/cash equivalents at the year end						
<u>Asset management</u>						
Asset register summary (WDV)						
Depreciation & asset impairment						
Repairs and Maintenance						
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						

CHAPTER 5: FINANCIAL PERFORMANCE

Table 141: Financial Performance 2017/18

The following graph indicates the various types of revenue items in the municipal budget for 2017/18

To be Inserted

Graph 8.: Revenue

The following graph indicates the various types of expenditure items in the municipal budget 2017/18

To be Inserted

Graph 9.: Operating Expenditure

5.1.2 REVENUE COLLECTION BY VOTE

The table below indicates the revenue collection performance by vote:

Vote Description	2016/17	2017/18			2017/18% Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000					
Vote 1 - Mayoral & Council						
Vote 2 - Municipal Manager						
Vote 3 - Corporate Services						
Vote 4 - Budget & Treasury						
Vote 5 - Planning and Development						
Vote 6 - Community and Social Services						
Vote 7 - Sport and Recreation						
Vote 8 - Housing						
Vote 9 - Public Safety						
Vote 10 - Road Transport						
Vote 11 - Waste Management						
Vote 12 - Waste Water Management						
Vote 13 - Water						
Vote 14 - Electricity						
Total Revenue by Vote						
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i>						

Table 142: Revenue by Vote

CHAPTER 5: FINANCIAL PERFORMANCE

5.1.3 REVENUE COLLECTION BY SOURCE

The table below indicates the revenue collection performance by source for the 2017/18 financial year:

Description	2016/17	2017/18		2017/18 % Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000					
Property rates						
Property rates - penalties & collection charges						
Service charges - electricity revenue						
Service charges - water revenue						
Service charges - sanitation revenue						
Service charges - refuse revenue						
Service charges - other						
Rentals of facilities and equipment						
Interest earned - external investments						
Interest earned - outstanding debtors						
Fines						
Licences and permits						
Agency services						
Transfers recognised - operational						
Other revenue						
Gains on disposal of PPE						
Total Revenue (excluding capital transfers and contributions)						
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i>						

Table 143: Revenue by Source

CHAPTER 5: FINANCIAL PERFORMANCE

5.1.4 OPERATIONAL SERVICES PERFORMANCE

The table below indicates the operational services performance for the 2017/18 financial year:

Financial Performance of Operational Services - Operating Cost						
R'000						
Description	2016/17	2017/18			2017/18 % Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Water						
Waste Water (Sanitation)						
Electricity						
Waste Management						
Housing						
Component A: sub-total						
Roads						
Stormwater drainage (Waste Water)						
Component B: sub-total						
Planning						
Component C: sub-total						
Libraries						
Cemeteries						
Child care, aged care and social programmes						
Component D: sub-total						
Public Safety						
Component E: sub-total						
Sport and Recreation						
Component F: sub-total						
Financial Services						
Administration						
Office of the Municipal Manager						
Procurement Services						
Component G: sub-total						
Total Expenditure						
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i>						

Table 144: Operational Services Performance

CHAPTER 5: FINANCIAL PERFORMANCE

5.2 FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION

5.2.1 WATER SERVICES

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 145: Financial Performance: Water Services

5.2.2 WASTE WATER (SANITATION) PROVISION

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 146: Financial Performance: Waste Water (Sanitation) Services

CHAPTER 5: FINANCIAL PERFORMANCE

5.2.3 ELECTRICITY

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 147: Financial Performance: Electricity

5.2.4 WASTE MANAGEMENT

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 148: Financial Performance: Waste Management

CHAPTER 5: FINANCIAL PERFORMANCE

5.2.5 HOUSING

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 149: Financial Performance: Housing

5.2.6 ROADS AND STORMWATER

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 150: Financial Performance: Roads and Stormwater

CHAPTER 5: FINANCIAL PERFORMANCE

5.2.7 PLANNING AND BUILDING CONTROL

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 151: Financial Performance: Planning and Building Control

5.2.8 FIRE SERVICES AND DISASTER MANAGEMENT

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 152: Financial Performance: Fire Services and Disaster Management

CHAPTER 5: FINANCIAL PERFORMANCE

5.2.9 LIBRARIES

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 153: Financial Performance: Libraries

5.2.10 PUBLIC SAFETY (TRAFFIC AND LAW ENFORCEMENT)

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 154: Financial Performance: Traffic and Law Enforcement

CHAPTER 5: FINANCIAL PERFORMANCE

5.2.11 SPORT AND RECREATION

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 155: Financial Performance: Sport and Recreation

5.2.12 COMMUNITY FACILITIES AND THUSONG CENTRES

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 156: Financial Performance: Community Services and Thusong Centres

CHAPTER 5: FINANCIAL PERFORMANCE

5.2.13 OFFICE OF THE MUNICIPAL MANAGER

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 157: Financial Performance: Office of the Municipal Manager

5.2.14 ADMINISTRATION

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 158: Financial Performance: Administration

CHAPTER 5: FINANCIAL PERFORMANCE

5.2.15 FINANCIAL SERVICES

Description	2016/17	2017/18			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue (excluding tariffs)					
Expenditure:					
Employees					
Repairs and Maintenance					
Other					
Total Operational Expenditure					
Net Operational (Service) Expenditure					
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual.</i>					

Table 159: Financial Performance: Financial Services

5.3 GRANTS

5.3.1 GRANT PERFORMANCE

The Municipality had a total amount of ??? million for infrastructure and other projects available that was received in the form of grants from the National and Provincial Governments during the 2017/18 financial year.

The performance in the spending of these grants is summarised as follows:

Grant Performance						
R'000						
Description	2016/17	2017/18			2017/18 % Variance	
	Actual	Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Capital Transfers and Grants						
National Government:						
Equitable share						
Department of Water Affairs						
Municipal Infrastructure Grant (MIG)						
Expanded Public Works Programme (EPWP)						
Integrated National Electrification Programme (INEP)						
Electricity Demand Side Grant						

CHAPTER 5: FINANCIAL PERFORMANCE

Grant Performance						
R'000						
Description	2016/17	2017/18			2017/18 % Variance	
	Actual	Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Finance Management Grant (FMG)						
Provincial Government:						
Housing						
Proclaimed roads						
Community Development Workers Operating Grant						
Library Grant						
Flood Damage - Housing						
Financial Management Support Grant						
Municipal Infrastructure Support Grant						
Other grant providers:						
Local Government Skills Education Training Authorities (LGSETA)						
Total Capital Transfers and Grants						
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i>						

Table 160: Grant Performance for 2017/18

5.3.2 CONDITIONAL GRANTS

Details	2016/17	2017/18				
	Actual (Audited Outcome)	Budget	Adjusted Budget	Actual	% Variance	
					Budget	Adjusted Budget
FMG						
MSIG						
Flood Damage (Housing)						
MIG						
INEP						
Municipal Infrastructure Support Grant						
EPWP						
Electricity Demand Side Grant						
Department of Water Affairs						
Financial Management Support Grant						
Library Grant						

CHAPTER 5: FINANCIAL PERFORMANCE

Details	2016/17	2017/18				
	Actual (Audited Outcome)	Budge t	Adjuste d Budget	Actua l	% Variance	
					Budge t	Adjuste d Budget
		R'000				
Proclaimed Roads						
Community Development Worker's Operational grant						
Housing Grant						
Equitable Share						
LGSETA						
Total						

Table 161: Conditional Grant

5.3.3 LEVEL OF RELIANCE ON GRANTS & SUBSIDIES

Financial year	Total grants	Total	Percentage
	and subsidies received	Operating Revenue	
	R'000	R'000	
2016/17	26 569	65 116	40.80
2017/18			

Table 162: Reliance on Grants

5.4 ASSET MANAGEMENT

5.4.1 REPAIRS AND MAINTENANCE

Description	2016/17	2017/18			
	Actual (Audited Outcome)	Original Budget	Adjustment Budget	Actual	Budget variance
		R'000			%
Repairs & Maintenance expenditure					

Table 163: Repairs & Maintenance

CHAPTER 5: FINANCIAL PERFORMANCE

5.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.5.1 LIQUIDITY RATIO

Description	Basis of calculation	2016/17	2017/18
		Audited outcome	Audited outcome
Current Ratio	Current assets/current liabilities	1.06	
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.90	
Liquidity Ratio	Cash and equivalents/Trade creditors and short term borrowings	0.43	

Table 164: Liquidity Financial Ratio

5.5.2 IDP REGULATION FINANCIAL VIABILITY INDICATORS

Description	Basis of calculation	2015/16	2016/17
		Audited outcome	Pre-audit outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	0.88	
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0.09	
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	32.08	

Table 165: Financial Viability National KPAs

5.5.3 EMPLOYEE COSTS

Description	Basis of calculation	2016/17	2017/18
		Audited outcome	Pre-audit outcome
Employee costs	Employee costs/(Total Revenue - capital revenue)	29%	

Table 166: Employee Costs

CHAPTER 5: FINANCIAL PERFORMANCE

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.6 CAPITAL EXPENDITURE: SOURCES OF FINANCE

The table below indicates the capital expenditure by funding source for the 2017/18 financial year:

Details	2016/17	2017/18				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance	Actual to OB Variance
	R'000				%	
Grants and subsidies						
Own funding						
Total						
Percentage of finance (%)						
Grants and subsidies						
Own funds						
Capital expenditure						
Water and sanitation						
Electricity						
Housing						
Roads and storm water						
Other						
Total						
Percentage of expenditure (%)						
Water and sanitation						
Electricity						
Housing						
Roads and storm water						
Other						

Table 167: Capital Expenditure by Funding Source

CHAPTER 5: FINANCIAL PERFORMANCE

5.7 CAPITAL EXPENDITURE BY ASSET CLASS

The table below indicates the capital expenditure by asset class for the 2017/18 financial year:

Description	2016/17	2017/18			Planned Capital expenditure
	<i>Audited outcome</i>	Original Budget	Adjust-ment Budget	Actual Expenditure	2017/18
R'000					
<u>Capital expenditure by asset class</u>					
<u>Infrastructure - Total</u>					
Infrastructure: Road transport - Total					
Roads, Pavements & Bridges					
Storm water					
Infrastructure: Electricity - Total					
Generation					
Transmission & Reticulation					
Street Lighting					
Infrastructure: Water - Total					
Dams & Reservoirs					
Reticulation					
Infrastructure: Sanitation - Total					
Reticulation					
Infrastructure: Other - Total					
Transportation					
<u>Community - Total</u>					
Sports fields& stadia					
Libraries					
Fire, safety & emergency					
Cemeteries					
Social rental housing					
<u>Capital expenditure by Asset Class</u>					
<u>Other assets</u>					
General vehicles					
Plant & equipment					
Computers hardware/equipment					
Furniture and other office equipment					

CHAPTER 5: FINANCIAL PERFORMANCE

Description	2016/17	2017/18			Planned Capital expenditure
	<i>Audited outcome</i>	Original Budget	Adjust-ment Budget	Actual Expenditure	2017/18
R'000					
Other Buildings					
Other					
<u>Intangibles</u>					
Computers - software & programming					
Total Capital Expenditure on new assets					

Table 168: Capital Expenditure by Asset Class

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow management is critical to the municipality as it enables the organisation to assess whether enough cash is available at any point in time to cover the council's commitments. Cash flow is rigorously managed and monitored on a regular basis.

5.8 CASH FLOW

Description	2016/17	2017/18		
	<i>Audited Outcome</i>	Original Budget	Adjusted Budget	Actual
	R'000			
Cash flow from operating activities				
Receipts				
Ratepayers and other				
Government - operating				
Government - capital				
Interest				
Payments				
Suppliers and employees				
Finance charges				
Transfers and Grants				
Net cash from/(used) operating activities				
Cash flows from investing activities				
Receipts				
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Payments				

CHAPTER 5: FINANCIAL PERFORMANCE

Description	2016/17	2017/18		
	<i>Audited Outcome</i>	Original Budget	Adjusted Budget	Actual
	R'000			
Capital assets				
Net cash from/(used) investing activities				
Cash flows from financing activities				
Receipts				
Short term loans				
Borrowing long term/refinancing				
Payments				
Repayment of borrowing				
Net cash from/(used) financing activities				
Net increase/ (decrease) in cash held				
Cash/cash equivalents at the year begin:				
Cash/cash equivalents at the year-end:				

Table 169: Cash Flow

5.9 GROSS OUTSTANDING DEBTORS PER SERVICE

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)			
	R'000					
2016/17	2 276	1 146	924	550	75	4 971
2017/18						
Difference						
% growth year on year						
Note: Figures exclude provision for bad debt						

Note: Figures exclude provision for bad debt

Table 170: Gross Outstanding Debtors per Service

CHAPTER 5: FINANCIAL PERFORMANCE

5.10 TOTAL DEBTORS AGE ANALYSIS

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000				
2016/17	36	1 032	136	3 767	4 971
2017/18					
Difference					
% growth year on year					

Note: Figures exclude provision for bad debt.

Table 171: Outstanding Debtor Age Analysis

5.12 BORROWING AND INVESTMENTS

5.12.1 MUNICIPAL INVESTMENTS

Actual Investments		
R'000		
Investment type	2016/17	2017/18
	Actual	Actual
Deposits - Bank		
Total		

Table 172: Municipal Investments

CHAPTER 6: AUDITOR-GENERAL FINDINGS

CHAPTER 6

COMPONENT A: AUDITOR-GENERAL OPINION 2016/17

6.1 AUDITOR GENERAL REPORT 2016/17

Details	
Audit Report Status:	Qualified
Issue raised	Corrective steps implemented
The AG was unable to obtain sufficient appropriate audit evidence relating to the completeness of irregular expenditure, as the AG could not ascertain that management had inspected the entire population. The AG could not confirm the amounts by alternative means. Consequently, The AG was unable to determine whether irregular expenditure for the current year amounting to R17 309 353, as disclosed in note 49 to the financial statements, was fairly stated	All expenditure to be reviewed and classified based on the different compliance requirements to determine whether a transaction is irregular or not. Once the draft report has been completed the report must be audited by the Internal Audit to determine whether the Irregular Expenditure is complete. The audited report must then be tabled to Audit Committee
The AG was unable to obtain sufficient appropriate audit evidence relating to the valuation of inventory. The Municipality did not value inventory as per the requirements of SA Standard of GRAP 12, Inventories in the financial statements. Consequently, The AG was unable to determine whether any adjustment was necessary relating to inventory stated at R1 377 966 (2015-16: R1 596 544) in note 8 to the financial statements. The AG was also unable to quantify the possible misstatement of inventory	The method of measuring inventory is going to be reviewed and the accounting policy to be amended accordingly. All inventory to be recounted and classified to determine whether it can still be used. The system of FIFO (First-in, First-out) to be adopted. The implementation of a proper stores system. This will be done with an action plan with deadlines that must be met. Once system is implemented and operating the inventory will be counted on a monthly basis
The Municipality's VAT receivable account is overstated by R2 213 462 as at 30 June 2017 as well as at 30 June 2016 due it not reconciling to the VAT statements of the South African Revenue Service as at 30 June 2016	Correction made (journal) and the Municipality will make sure that it will not happen in future

Table 173: AG Report 2016/17

COMPONENT B: AUDITOR-GENERAL OPINION 2017/18

6.2 AUDITOR GENERAL REPORT 2017/18

Will be inserted once AG report is received

LIST OF ABBREVIATIONS, TABLES AND GRAPHS

LIST OF ABBREVIATIONS

AG	Auditor-General	LASBA	Laingsburg Small Business Association
CAPEX	Capital Expenditure	LED	Local Economic Development
CBP	Community Based Planning	LGSETA	Local Government Skills Education Training Authorities
CFO	Chief Financial Officer	MAYCOM	Executive Mayoral Committee
CIDB	Construction Industry Development Board	MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
DLG	Department of Local Government	MIG	Municipal Infrastructure Grant
DPLG	Department of Provincial and Local Government	MM	Municipal Manager
DoRA	Division of Revenue Act	MMC	Member of Mayoral Committee
DWAF	Department of Water Affairs and Forestry	MSA	Municipal Systems Act No. 32 of 2000
EE	Employment Equity	MSIG	Municipal Systems Improvement Grant
EPWP	Expanded Public Works Programme	MTECH	Medium Term Expenditure Committee
FET	Further Education and Training	NGO	Non-governmental organisation
FMG	Finance Management Grant	NT	National Treasury
GAMAP	Generally Accepted Municipal Accounting Practice	OPEX	Operating expenditure
GRAP	Generally Recognised Accounting Practice	PACA	Participatory Appraisal Competitive Advantage
GDPR	Gross Domestic Product of Region	PMS	Performance Management System
HR	Human Resources	PT	Provincial Treasury
IDP	Integrated Development Plan	SALGA	South African Local Government Organisation
IFRS	International Financial Reporting Standards	SAMDI	South African Management Development Institute
IMFO	Institute for Municipal Finance Officers	SANS	South African National Standards
INEP	Integrated National Electrification Programme	SCM	Supply Chain Management
KPA	Key Performance Area		
KPI	Key Performance Indicator		
LADAAG	Laingsburg Anti-Drug and Alcohol Action Group		

LIST OF ABBREVIATIONS, TABLES AND GRAPHS

SDBIP Service Delivery and Budget
Implementation Plan

SDF Spatial Development Framework

VCP Vehicle Check Point



LIST OF ABBREVIATIONS, TABLES AND GRAPHS

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