

Phumelela Local Municipality



Annual Report 2010/11 Financial Year

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Chapter 1



Executive Summary





1.1 Mayor's Foreword

Dear Community of Phumelela,

In Phumelela, our vision is a “*well governed, peaceful and prosperous local municipality where all residents actively benefit from sustainable economic growth, service delivery, health and education*”. For us this is more than merely words – we are working actively to make it true for all our people. “What is it then that you are actually doing?” you may ask. For us, this summary in our mission statement, which is to “*maintain highly committed and motivated politicians and employees who are prepared to serve communities by ensuring quality service delivery, financial viability and accountability, manage assets and resources efficiently as well as to encourage community participation in developmental initiatives*”.

Vision

We, as a municipality is driven by a set of key objectives that determine our overall agenda. These objectives are as follows:

- To work with other spheres of government to ensure that all our communities enjoy equal, non-prohibited access to basic services; including water, sanitation, electricity and refuse removal; first and foremost on the level of basic access, but then (where and when basic levels have been achieved) higher levels of development.
- To improve the capacity of our political and administrative structures and resources in order to continuously improve its response ability. This include improving the professionalism of our staff, building responsible and accountable management systems, ensuring effective political oversight and improving value-for-money by the way in which we organise ourselves for service delivery.
- To improves our audit opinion. We have recently appointed a new CFO, and are building progressively towards a position where our finances are properly controlled and managed to enable to us to achieve government's aims of clean audits for all public institutions by 2014.
- To strengthen our partnerships with other spheres of government, through active utilisation of the available IGR forums and opportunities, with our community and with civil society. In working towards these aims, we are committed to keep our communities informed, and allow them the opportunity to participate in decision-making regarding those services and issues that we have entrusted to us, and that we are handling on their behalf.
- To improve the political oversight, and management control over the activities of municipal managers and employees. We are aware of the fact that our community has entrusted us with their money and that we have a responsibility to give feedback to them about what we have done with those funds, and what we have achieved in the process. In order to be able to achieve this, we need strong en well-functioning political oversight structures and process, and effective management controls.
- To maintain and improve sports and recreational facilities to allow our communities access to good quality relaxation, sporting, recreational, educational and cultural opportunities for expression and sound recreation.
- To address the needs of transversal groups in our communities, including the youth, women, the elderly and persons with disabilities.





Key Policy Developments

Within the context of the above-mentioned vision, we are especially proud about the following achievements that we have managed to realise during 2010/11:

- We have managed to expand access to clean, potable water to the poorest of the poor in our community, including the six rural communities that are served by the water trucks send there on a daily basis.
- Our parks were maintained, in spite of a shortage of personnel.
- We have managed to acquire two farms to assist with government's land reform programme, namely Krynaauw Lust farm and Kalkoenkrans farm.
- With our assistance, 336 houses were constructed in Enzenzeleni, 94 for land restitution in Warden, 250 in Extension 4, 100 in Memel and another 50 units earmarked for the elderly.
- The upgrading of the indigent register will ensure a credible system of free basic services to our communities.

Key Service Delivery Improvements

We are especially proud about the following specific improvements that our service delivery efforts have managed to achieve in our communities:

- We have managed to repair water leakages at 800 stands in Vrede and Warden respectively and at 400 stands in Memel. In the process, we have managed to create temporary job opportunities to 8 labourers.
- An additional 144 households in Zamani Township have been connected to the waste water grid.
- Our streets and stormwater infrastructure was upgraded with funds received from the district.
- Prepaid electricity is now available over weekends in Warden.
- The appointment of a CFO in January 2011 has been a major milestone for our municipality in our efforts to improve the Auditor-General's opinion about the state of our finances.
- The upgrading of our financial management software (4 modules) will also substantially contribute towards improved financial management.
- The establishment of an Audit Committee, through a shared services agreement with the district municipality.

Public Participation

Our Municipality involve our communities in our affairs by means of public advertisements of our Integrated Development Plan and Service Delivery and Budget Implementation Plan, as well as our performance plans, with specific reference to the Annual Report. We also advertise the activities of the Oversight Report and invite participation from our communities.

Our community also participate through the structures of the IDP Representative Forum and the annual IDP and budget road shows that we conduct annually.

We also conduct public engagement session when major new (or reviewed) by-laws, policies, strategic or sector plans and strategies are considered.

Remaining Challenges

- Appointment of two additional law enforcement officers.
- Ageing infrastructure
- Non-compliance, health and safety
- Houses are built, but electricity network not upgraded
- High mast lights do not light due to small transformer
- Money needed to address immediate problems (R500,000) and for entire network = R8 million). Applied to Department of Mineral and Energy.





- Capacity to employ electrician is also a problem. LGSETA fund municipality to train people in low voltage. People already identified

Future Actions

Our immediate future priorities to improve our services will be as follows:

- Refurbish the old infrastructure to reduce water losses
- Replacing of asbestos pipes
- Continuously training the community to safe water
- We applied for funding for Warden town sewerage network (560 stands – R11,6 million)
- We must secure funding to upgrade water treatment plant in Warden. The initial R11 million) was not approved – only refurbishment was approved (R3 million)
- Vrede pump station – Revised business plan for R1,2 million submitted (R200,000 approved). Must secure R1million.
- Apply for funding under the DBSA job fund R62 million for 22 km paved road)
- Piet Retief Street in Warden – funding for 3,2 km roads – paving. Initiative from Phumelela, Depart of Agriculture, COGTA, Phumelela community (R8,2 million)
- Lack of funding remains a serious challenge
- Fencing of sport facility: soccer field, volley ball, tennis court and basketball (R590,000) EDWIN Construction.
- Multi-purpose center under construction in Warden that could also cater for in-door sports.
- MEC for Sport and Recreation has instructed municipalities to use 7,5% of MIG allocation for sports. This is a challenge, however, because of the huge basic services backlog
- Job creation must enjoy priority.
- The municipality will re-prioritise to ensure that the LED function is better resourced; including the appointment of skilled people
- Fill critical budgeted vacant positions on the Finance Department staff establishment
- Reduce grant dependency. Revenue collection must improve and operating expenditure must be reduced
- Managing overtime on a monthly basis
- Water and electricity losses to be strictly controlled (specifically the pre-paid part)
- Increase number of indigents (Income)
- Retaining trained finance personnel
- Change the financial management system
- Better and bigger office space
- Capacity-building: As soon as critical vacancies are filled, Provincial Treasury will train new employees.
- Compile financial statements internally – software already available

Conclusion

This Report is our feedback to you, our loyal friends and compatriots. It contains particulars of what we achieved during the past financial year (2010/11) and give an overview of the obstacles that remain in realising our vision and mission above. We believed that we have made important strides in fulfilling our Government's mandate to create a better life for all – especially the most vulnerable and poor in our society. However, we also acknowledge that still remains to be done, and we are ready to participate with our communities in building a better future for all in Phumelela!





1.2 Municipal Manager's Overview

The 2010/11 financial year has been a challenging, yet successful one for us. We have managed to make important progress towards a better life for all our communities, and have improved our institutional response systems and capacity considerably. Yet, there is no denying that still needs to be done.

Alignment of municipal activities towards the IDP and Council resolutions

Our municipality has conducted a comprehensive review of our IDP according to our IDP Process Plan. This, together with the resolutions of Council during the year, provided us with the governance and management framework according to which we have planned, organised and implemented our activities during the year. In this regard, I wish to specifically refer to the following issues:

- Council's emphasis on improving access of our communities to basic services, with specific reference to water, sanitation, electricity and refuse removal. We have managed to improve the quality of our drinking water through our participation in the blue drop assessment process, and the quality of waste water management through our participation in the green drop assessment process. Currently our blue drop assessment score is 62%. Considering current efforts aimed at formalising our water management framework and plans, this will doubtlessly improve in future.
- 2x People are currently managing dumping sites. This needs to be increased. People from community will be trained to man landfill sites on behalf of the Municipality
- Cemeteries maintenance plan must still be developed (no. of maintenance programmes)
- Global warming. Municipality must start prioritizing the matter of environmental protection.
- Our community engagement and participation processes and structures need to be improved. In this regard, our emphasis in the coming financial year will be on actively partnering with our communities in our efforts to develop our local area.
- Our commitment to work towards a clean audit opinion by 2014, in support of the aims of Operation Clean Audit 2014 is non-negotiable.

Service Delivery performance

We are reasonably satisfied that we, as managers, have contributed positively towards Council's service delivery successes in 2010/11. However, there were also several challenges that need to be addressed. In this regard, the following could be highlighted:

- We are serving 9,780 households in formal residential areas with water (yard connections). These households also all have access to full waterborne systems of sanitation.
- We have reviewed and finalised the Water Services Development Plan for our Municipality.
- Schools and households in rural areas without access to basic services, with specific reference to water and sanitation.
- Variety of awareness campaigns, including water, sanitation, HIV and Aids, environmental awareness and waste disposal campaigns.
- The finalisation of the process of re-location the landfill sites and making sure that they are properly registered.
- A proper cemetery management and maintenance system.
- Establishment of a local Sports Council.
- Inadequate capacity to address the urgent need for local economic development initiatives, and therefore to implement the LED Strategy.

Financial Viability and Management

We are striving to ensure a sustainable improvement in the operational cash flow situation of the municipality. Although our cash flows were under severe pressure for a number of consecutive financial years, we have





managed to close the 2010/11 financial year with a positive bank balance. This was mostly thanks to the efforts of our newly appointed CFO. In this regard, specific reference could be made of the following:

- Updating of financial record-keeping system
- Paid more creditors electronically in comparison with cheques
- Overspent on capital projects funded through own funding (operating revenue)
- Irregular, wasteful and unauthorized expenditure reduced
- Processing of VAT done electronically through e-filing – money recovered within a month
- All reconciliations to be submitted on a monthly basis
- Recovery of fees from Human Settlement (R1,6 million) and District (R321,000)

Policies and related administrative matters

The municipality has maintained registers of the required administrative and financial policies throughout the 2010/11 financial year. The employment equity plan was reviewed and progress reports about its implementation submitted to the Department of Labour. The following important plans and policies were also reviewed and/or implemented:

- The Property Rates Act
- The Human Resource Strategy.
- The Indigent Register
- The Supply Chain Management and Procurement Policy
- A credit card policy was approved
- A debt policy has been submitted to Council
- A risk management plan has been finalised

Shared Services

The municipality entered into an agreement with the district municipality for the utilisation of the services of a single, shared Audit Committee.

1.3 Municipal Population, Functions and Overview

The Phumelela Local Municipality forms part of the **Mofutsanyane District**. It consists of 7 wards and covers an area of **7,550.4910 km²**. The terrain morphology indicates that the most eastern part of Phumelela, including Memel and a stretch of ground towards the northwest, consists of low mountains. The Warden and Vrede areas are strongly undulating irregular land. The whole Phumelela local municipality grounds falls in the Vaal River catchment's drainage region.

According to Census 2001, there were 50 907 persons living in the Phumelela area of jurisdiction, translating into 12 041 households; 93,18% of the population belongs to the African population group, 6,57% to the White population group, 0,19% to the Coloured population group and 0,05% to the Asian group.

Table 1: Population details

Population Details												
Age Category	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Census 2001			CS 2007			Estimates: 2009			Estimates: 2010		
Age 0-4	2,716	2,830	5,546	1,719	1,784	3,503	1,320	1,366	2,686	1,121	1,156	2,277
Age 5-9	2,835	3,012	5,847	1,812	1,896	3,708	1,403	1,450	2,852	1,198	1,226	2,425
Age 10-14	3,232	3,226	6,458	1,943	2,146	4,089	1,427	1,714	3,141	1,170	1,498	2,668





Population Details												
Age Category	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Census 2001			CS 2007			Estimates: 2009			Estimates: 2010		
Age 15-19	2,809	3,072	5,881	1,921	1,812	3,733	1,566	1,308	2,874	1,388	1,056	2,444
Age 20-24	2,244	2,285	4,529	1,142	1,676	2,818	701	1,432	2,134	481	1,311	1,791
Age 25-29	1,734	1,995	3,729	1,399	1,117	2,516	1,265	766	2,031	1,198	590	1,788
Age 30-34	1,512	1,705	3,217	1,036	991	2,027	846	705	1,551	750	563	1,313
Age 35-39	1,428	1,630	3,058	1,271	974	2,245	1,208	712	1,920	1,177	580	1,757
Age 40-44	1,220	1,492	2,712	979	815	1,794	883	544	1,427	834	409	1,243
Age 45-49	1,092	1,188	2,280	816	1,188	2,004	706	1,188	1,894	650	1,188	1,838
Age 50-54	871	1,044	1,915	627	1,032	1,659	529	1,027	1,557	481	1,025	1,505
Age 55-59	637	807	1,444	757	768	1,525	805	752	1,557	829	745	1,574
Age 60-64	619	783	1,402	564	656	1,220	542	605	1,147	531	580	1,111
Age 65-69	436	612	1,048	372	376	748	346	282	628	334	234	568
Age 70 plus	679	1,162	1,841	553	943	1,496	503	855	1,358	477	812	1,289
	24,064	26,843	50,907	16,911	18,174	35,085	14,050	14,706	28,756	12,619	12,973	25,592

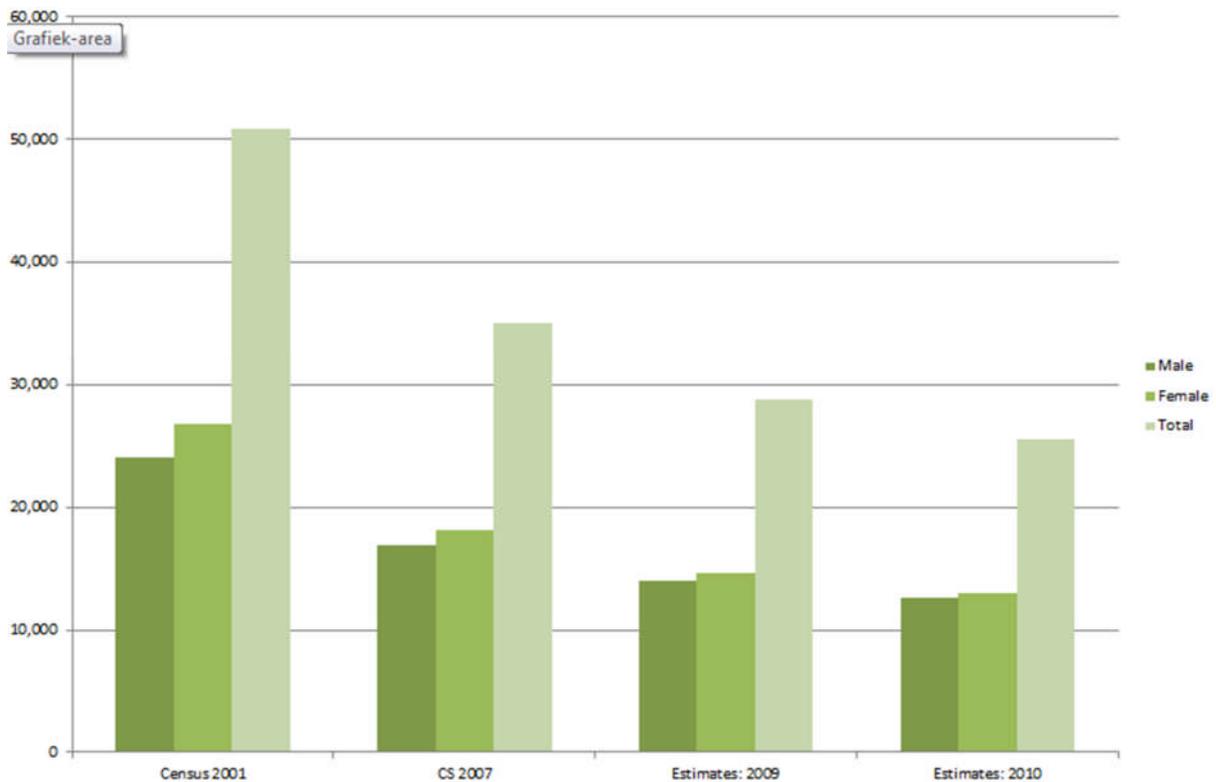


Table 2: Socio-Economic Status

Category	Census 2007	Census 2001	Estimates: 2009	Estimates: 2010
Households living in informal settlements	14.4%	20.4%	12.00%*	10.80%*
Unemployment rate	19.3%	11.0%	22.58%*	24.24%*
Households with no income	41.3%	20.9%	40.00%**	40.00%**
Low-skilled portion of population	19.7%	40.2%	20.00%**	20.00%**
Illiterate persons	12.6%	13.4%	12.27%*	12.12%*
HIV/Aids Prevalence	Y 2009	Y2010	Y2011	
	10.4%***	10.5%***	10.6%***	

* Estimates are based on a statistical analysis of the 2007/2001 Census results

** 2007 Census results

*** Source: 2011 Population Estimates, Statistics South Africa



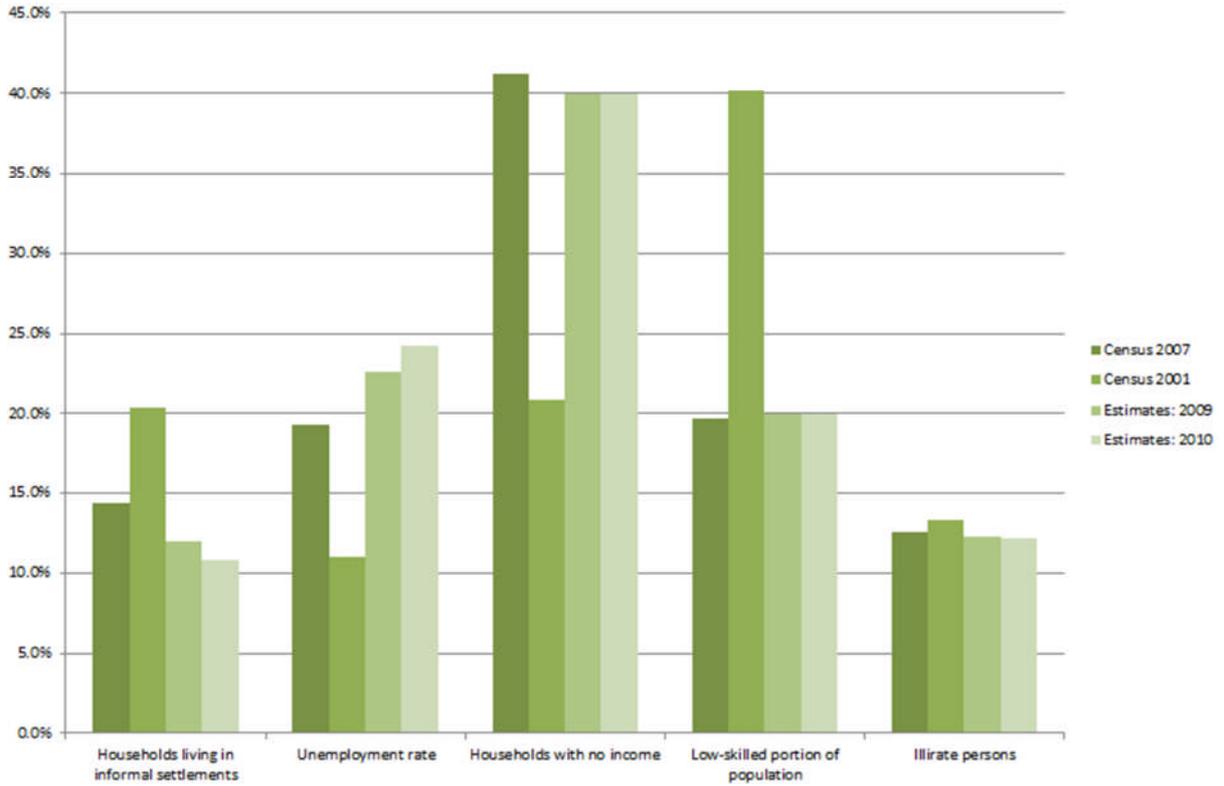


Table 3: The Phumelela Environment



Jurisdiction	ERVEN/FARMS	SIZE (km ²)	% OF AREA
Vrede	6,623	49.00	0.65
Warden	2,376	12.02	0.15
Memel	1,726	18.22	0.24
Farmland	2,281	7,452.00	98.95
TOTAL	13,006	7,531.24	100

(Source: Urban Dynamics, 2004; from the Municipal IDP, 2006/07)

The municipal area includes the following towns:

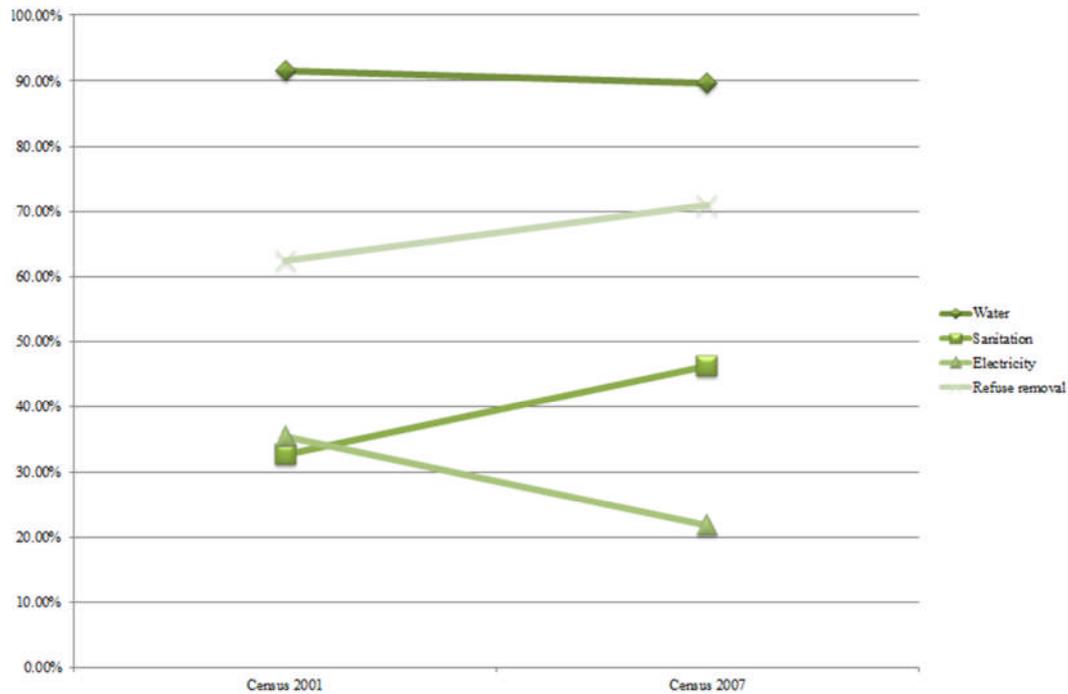
- Vrede
- Thembalihle
- Memel
- Zamani
- Warden
- Ezenzeleni





1.4 Service Delivery Overview

Graph 4: Basic Services Overview



The Municipality has attained important progress with the delivery of basic services during the 2010. The current progress lines represented above are reflected in the Table below:

Table 5: Basic Services Overview (2)

Access to Basic Services			
Basic Service	Definition	Census 2001	Census 2007
Water	Access to piped water	91.60%	89.70%
Sanitation	Excluding pit latrines and no toilet facilities and/or the bucket system	32.700%	46.300%
Electricity	Using electricity for either/or lighting, cooking, heating	35.40%	21.90%
Refuse removal	Collected by the municipality at least once a week	62.40%	70.90%





1.5 Financial Highlights, 2010/11

Table 6:

	Original budget	Budget adjustments (i.t.o. s28 and S31 of the MFMA)	Virement (i.t.o. council approved)	Final budget	Actual outcome	Unauthorised expenditure	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget
Financial Performance									
Property rates	5,586,000	5,740,200		5,740,200	5,798,747		-58,547	101%	104%
Service charges	19,547,300	18,775,400		18,775,400	20,261,124		-1,485,724	108%	104%
Investment revenue	610,000	620,000		620,000	210,759		409,241	34%	35%
Transfers recognised – operational	53,306,039	48,861,039		48,861,039	51,694,063		-2,833,024	106%	97%
Other own revenue	4,877,323	4,035,723		4,035,723	11,308,487		-7,272,764	280%	232%
Total revenue (excluding capital transfers and contributions)	83,926,662	78,032,362		78,032,362	89,273,180		-11,240,818	114%	106%
Employee costs	-22,907,565	-24,149,125	-	-24,149,125	-22,752,924	-	-1,396,201	94%	99%
Remuneration of councilors	-3,106,100	-3,106,100	-	-3,106,100	-3,048,361	-	-57,739	98%	98%
Debt impairment	-8,200,000	-8,200,000	-	-8,200,000	-11,719,645	-	3,519,645	143%	143%
Depreciation and asset impairment	-7,555,000	-3,670,000	-	-3,670,000	-284,669	-	-3,385,331	8%	4%
Finance charges	-454,000	-367,000	-	-367,000	-486,242	-	119,242	132%	107%
Materials and bulk purchases	-10,524,850	-10,575,150	-	-10,575,150	-12,857,472	-	2,282,322	122%	122%
Transfers and grants	-5,971,532	-3,424,332	-	-3,424,332	-2,833,819	-	-590,513	83%	47%
Other expenditure	-30,538,325	-29,864,375	-	-29,864,375	-23,775,064	-	-6,089,311	80%	78%
Total expenditure	-89,257,372	-83,356,082	-	-83,356,082	-77,758,196	-	-5,597,886	93%	87%
Surplus / Deficit (-)	-5,330,710	-5,323,720		-5,323,720	11,514,984		-16,838,704	-216%	-216%

(Source: 2010/11 Annual Financial Statements)





1.6 Institutional Overview

Table 7: Municipal Employees per category

Employment Category		Race										Total
		African		Coloured		Indian		White		Total		
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	9	5	0	0	0	0	0	1	9	6	15
SOC 100	Directors and Corporate Members	4	1	0	0	0	0	0	0	4	1	5
SOC 200	Professionals	3	2	0	0	0	0	0	0	3	2	5
SOC 300	Technicians and Trade Workers	1	1	0	0	0	0	2	0	3	1	4
SOC 400	Community and Personal Service Workers	5	7	0	0	0	0	0	1	5	8	13
SOC 500	Clerical and Administrative Workers	15	15	0	0	0	0	0	1	15	16	31
SOC 700	Machine Operators and Drivers	11	5	0	0	0	0	0	0	11	5	16
SOC 800	Labourers	139	27	0	0	0	0	0	0	139	27	166
Apprentices		0	0	0	0	0	0	0	0	0	0	0
Total		187	63	0	0	0	0	2	3	189	66	255

Table 8: Total Number of Employees in the Municipality to Receive Training

Employment Category		Race										Total
		African		Coloured		Indian		White		Total		
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	9	5	0	0	0	0	0	1	9	6	15
SOC 100	Directors and Corporate Members	4	1	0	0	0	0	0	0	4	1	5
SOC 200	Professionals	3	2	0	0	0	0	0	0	3	2	5
SOC 300	Technicians and Trade Workers	1	1	0	0	0	0	1	0	3	1	4
SOC 400	Community and Personal Service Workers	4	5	0	0	0	0	0	1	5	8	13
SOC 500	Clerical and Administrative Workers	16	15	0	0	0	0	0	1	15	16	31
SOC 700	Machine Operators and Drivers	6	2	0	0	0	0	0	0	11	5	16
SOC 800	Labourers	79	15	0	0	0	0	0	0	139	27	166
Apprentices		0	0	0	0	0	0	0	0	0	0	0
Total		122	46	0	0	0	0	1	3	123	49	172





Table 10: Summary Employee Profile Data

Total number of black (African, Coloured Indian)	250
Black employees as a % of total employees	98.4%
Total number of women employees	66
Women employees as a % of total employees	25.88%
Total employees with disabilities	0
Employees with disabilities as a % of total employees	0%
Total employees over 51	45
Over 51 employees as a % of total employees	17.65%
Total employees between 31 and 50	159
Employees between 31 and 50 as a % of total employees	62.35%
Total employees under 30	51
Employees under 30 as a % of total employees	20%

Table 11: Summary Employee Qualification Profile Data

Total number of employees with NQF Level 1 and below	56
Employees with an NQF Level 1 and below as a % of total employees	21.96%
Total number of employees with an NQF Level 2,3 and 4	165
Employees with an NQF Level 2,3 and 4	64.71 %
Total number of employees with an NQF Level 5 and above	34
Employees with an NQF Level 5 and above as a % of total employees	13.33%
Total employees in SOC 100 and 200 with an NQF Level 6 and above	1
Employees in SOC 100 and 200 with an NQF Level 6 and above as a % of total employees in those categories	4%
Total employees in SOC with an NQF Level 5 and above	3
Employees in SOC 300 with an NQF Level 5 and above as a % of total employees in those categories	75%

Table 12: Percentage of Total Number of Employees

Employment Category		Total
SOC 100	Legislators	93%
SOC 100	Directors and Corporate Members	40%
SOC 200	Professionals	40%
SOC 300	Technicians and Trade Workers	25%
SOC 400	Community and Personal Service Workers	8%
SOC 500	Clerical and Administrative Workers	48%
SOC 700	Machine Operators and Drivers	
SOC 800	Labourers	
Apprentices		
		Total





1.7 Statutory Annual Report Process

The following statutory required annual reporting process has been complied followed during the 2010/11 financial year:

Table 13: *Statutory Annual Report Process*

1	Consideration of the 2011/12 IDP Process Plan	July 2010
2	Implementation of the IDP and budget commences	July 2010
3	Compilation of the 2009/10 Annual Performance Report	August 2010
4	Compilation of the 2009/10 Annual Financial Statements	August 2010
5	Draft Annual Report (Performance Report and Annual Financial Statements submitted to the AG)	August 2010
6	Auditor-General assessed the 2009/10 Annual Financial Statements and Performance Report	September – October 2010
7	Municipality received back the Auditor-General’s comments and start addressing issues raised	November 2010
8	Compilation of the 2009/10 Annual Report	January 2011
9	Public comments regarding the Annual Report is invited	February 2011
10	2009/10 Oversight Process	March 2011
11	Public inputs for the purposes of finalising the Oversight Report is invited	March 2011
12	Annual Report, Annual Financial Statements and Audit Management Letters considered with service planning for 2010/11	March 2011





Chapter 2



Performance Highlights





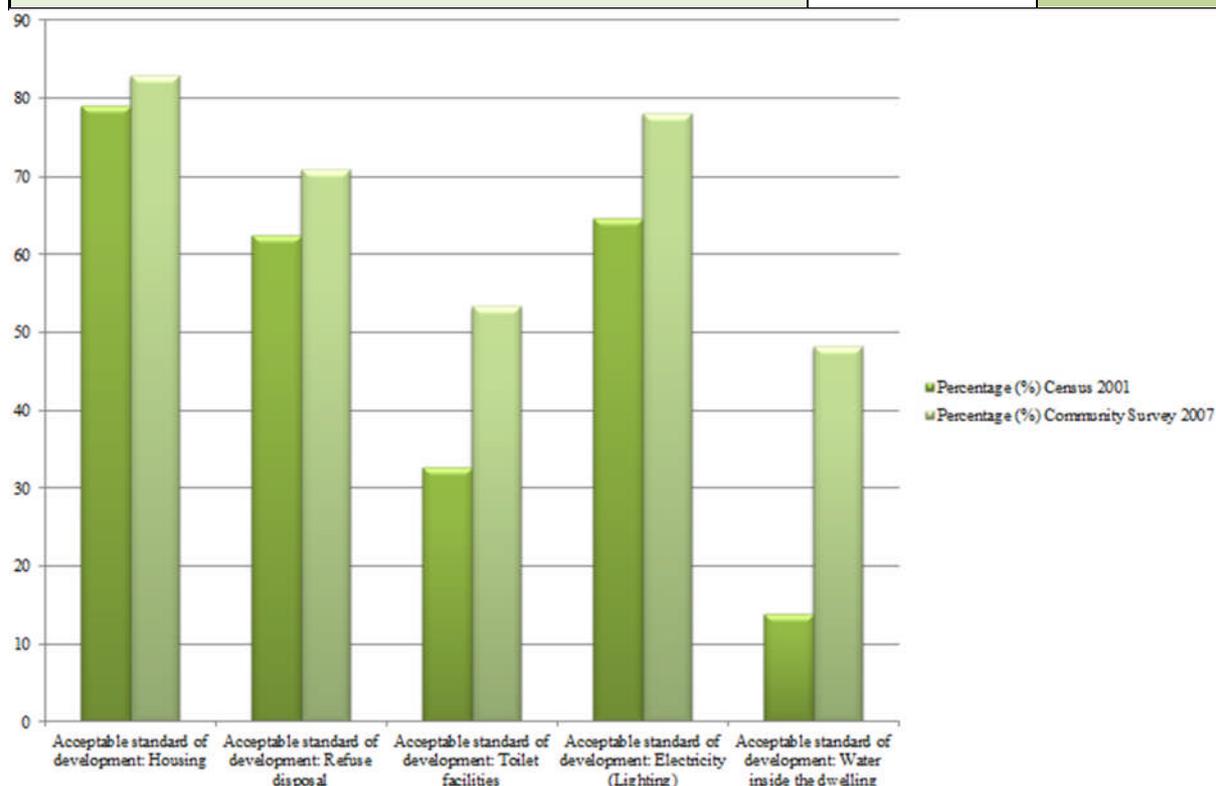
2.1 Basic Services

If the results of Census 2001 are compared with those of the 2007 Community Survey, the progress that the Municipality has made with service delivery in respect of ensuring access to key basic services are evident:

Figure / Table 15: Comparison: Access to key basic services: 2001 vs 2007

(Source: Census 2001 and Community Survey, 2007)

Performance Indicator: Basic Services	Percentage (%)	
	Census 2001	Community Survey 2007
Acceptable standard of development: Housing	79.00	82.90
Acceptable standard of development: Refuse disposal	62.40	70.90
Acceptable standard of development: Toilet facilities	32.60	53.30
Acceptable standard of development: Electricity (Lighting)	64.60	78.10
Acceptable standard of development: Water inside the dwelling	13.90	48.20



If a comparative analysis based on a number of key development indicators is done (see Figure below) it is clear that the main development gap in the Phumelela area of jurisdiction is still primarily in among the African and Colored population groups.

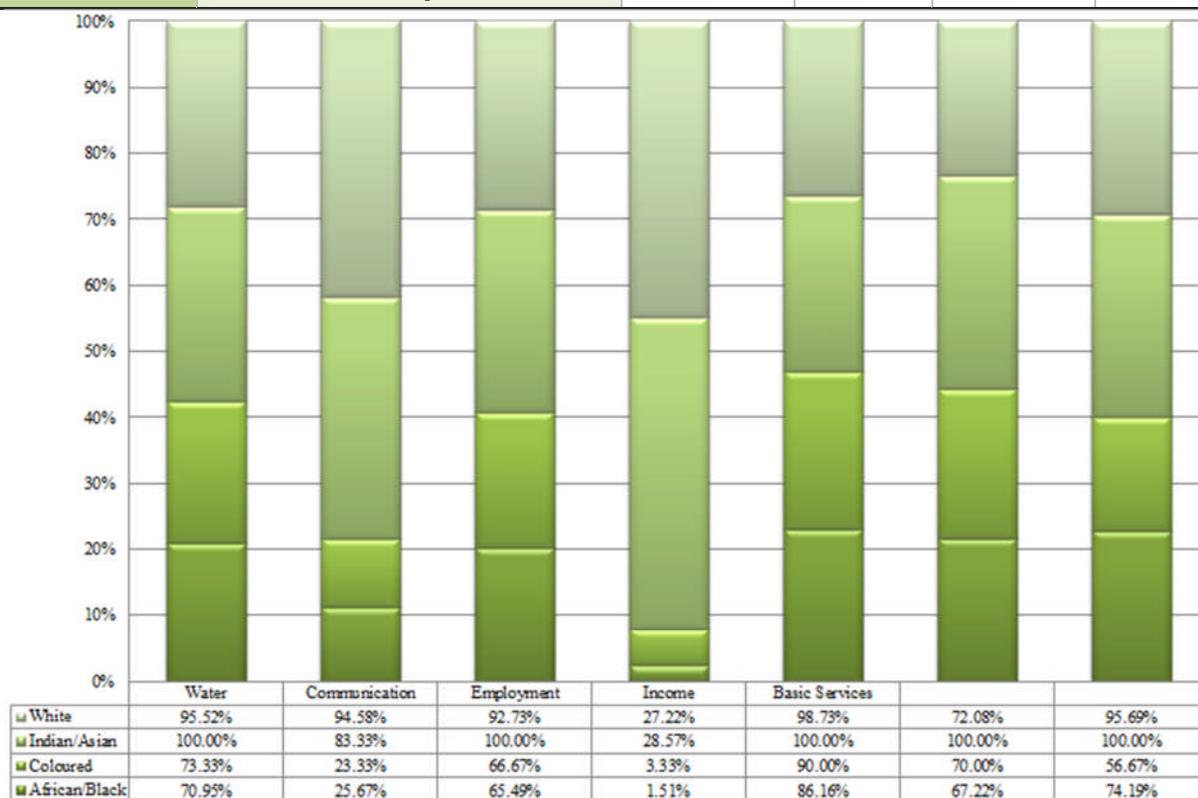




Figure / Table 16: Access to basic services (profile)

(Source: Community Survey, 2007)

Basic Service	Standard Indicator	African/Black	Coloured	Indian/Asian	White
Water	Number of persons with access to piped water inside the dwelling, yard or form of community tap within less than 200m from dwelling	70.95%	73.33%	100.00%	95.52%
Communication	Access to a telephone in dwelling and/or cellphone	25.67%	23.33%	83.33%	94.58%
Employment	Employed, or falling in a category where the person is not looking for employment	65.49%	66.67%	100.00%	92.73%
Income	Annual income R76,801 or more	1.51%	3.33%	28.57%	27.22%
Basic Services	Refuse removal by the municipality once a week or own refuse dump	86.16%	90.00%	100.00%	98.73%
	Access to water provided by a regional or local water scheme	67.22%	70.00%	100.00%	72.08%
	Access to a dwelling type that complies with at least RDP standard requirements	74.19%	56.67%	100.00%	95.69%



It is also evident from the above-mentioned statistics that the Municipality still faces extensive service delivery challenges to ensure equitable and acceptable standards of access to basic services to the Phumelela community. If the statistics quoted above is reversed, the following gaps in access to acceptable standards of basic services could be concluded:





Figure / Table 17: Comparison: Lack of access to acceptable standard of key basic services: 2001 vs 2007

(Source: Census 2001 and Community Survey, 2007)

Performance Indicator: Basic Services	Percentage (%)	
	Census 2001	Community Survey 2007
Unacceptable standard of development: Housing	21.00	17.10
Unacceptable standard of development: Refuse disposal	37.60	29.10
Unacceptable standard of development: Toilet facilities	67.40	46.70
Unacceptable standard of development: Electricity (Lighting)	35.40	21.90
Unacceptable standard of development: Water inside the dwelling	86.10	51.80

2.2 Refuse Removal

The Phumelela Municipality falls in the category where refuse removal services is classified as unsatisfactory.

Most towns experience problems with the management of their waste disposal sites, and do not adhere to the requirements of the Department of Water Affairs. A plan to establish a regional framework for effective waste disposal, including the possibility of regional dumping sites and how to deal with toxic waste, is required.

All the urban areas are serviced, with refuse removal on a weekly basis. However, the effective and co-ordinated functioning of this service will have to be addressed. The equipment used for removal (mostly a tractor and trailer) are old and in poor condition.

Each of the urban units has one waste disposal site. However, the capacity and condition of two of these sites need to be improved as soon as possible. The Vrede site is located near the airstrip and is not fenced in, (because of theft). Furthermore the site has insufficient capacity for even short-term use. The site within Memel is situated close to the Pampoenspruit, which is a tributary to the Seekoeivlei wetland area. This site is also unfenced as a result of theft, and will have to be expanded or relocated for future demands. Warden's site was upgraded recently with the addition of an incinerator.

Table 28: Percentage distribution of households by type of refuse removals (number of households)

Area	Waste sites	Legal status	Refuse removal	Equipment	Personnel
Vrede	1	Legal	4 times p/m	Tractor	20
Thembalihle	-	Legal	16 times p/m	Tractor	20
Memel	1	Legal	4 times p/m	Tractor	5
Zamani	-	Legal	12 times p/m	Tractor	5
Warden	1	Legal	4 times p/m	Tractor	12
Ezenzeleni	-	Legal	12 times p/m	Tractor	12
Phumelela	3	Legal		Tractor	74





2.3 Streets and Stormwater

Regular maintenance on the road network in the region is required. The road condition is deteriorating at a rapid pace and very little maintenance is done due to a lack of funding. It is very important to maintain and upgrade all main routes in order to continue the flow of traffic throughout the area. An emerging fact is that since the drive to curb the overloading of vehicles, secondary roads are more frequented by overloaded trucks to avoid demarcated truck routes. These secondary roads are not designed to carry these loads and are therefore causing damages in a short space of time.

There are two railway lines operating in the Phumelela vicinity. The one railway line runs from Gauteng, through Standerton, to Vrede. The second railway line connects Warden with Harrismith. No railway line operates near Memel and no air transport takes place within the Phumelela area. There are no airfields or airstrips recorded in Vrede, Memel or Warden.

Continued maintenance of tertiary roads is important as it forms the lifeline for the rural community, health, emergency and educational services. In the urban areas the main problem is the poor condition of the streets and storm water drainage in the townships. In most of the townships, streets are in poor conditions with very little water drainage systems. This is not only a problem to the local inhabitants but also complicates effective service delivery, policing, emergency services, public transportation, economic development and accessibility in general. Due to high cost of road construction this problem also has to be resolved in a systematic, integrated and sustainable way.

The older roads within Vrede/ Thembalihle were tarred in 1992, although now deteriorating at a notable rate. The biggest threat to road maintenance in Vrede is the absence of proper bulk storm water drainage systems. The roads within certain areas of Thembalihle are regarded as the worst in the region.

The situation in Memel/ Zamani is slightly different; although the roads are also in a fairly poor state, there is sufficient storm water drainage. The main problem in this area is the dilapidated and unsurfaced state of access roads, especially in Zamani.

Where both Thembalihle and Zamani have a small portion of tarred ring roads, Ezenzeleni has no tarred roads at all, and only a small section is paved.

Table 30: Break down of Infrastructure to be constructed over the next 5 years

Targeted Categories of Infrastructure (Outputs-Kms)	2004/5	2005/6	2006/7	2007/8	2008/9	Total
Provincial Roads (Km) (Regravelling, light seals)	4,300	4,800	5,300	6,000	6,400	26,800
Municipal Roads (Km) (Regravelling, Light Seals and Roads < 500 vpd) (Km)	1,600	1,900	2,100	2,300	2,500	10,400
Water Reticulation (Pipelines) (Km)	4,100	4,800	5,400	5,800	6,300	26,400
Sanitation (Pipelines)	850	990	1,000	1,000	1,100	5,240
Storm water (Km)	230	270	300	320	350	1,470
Pavements (Km)	20	25	30	30	35	150

(Source: Infrastructure Sector Plan for the Expanded Public Works Programme)





The municipality has identified the following as critical interventions to improve its performance in the 2011/12 financial year:

- Apply for funding under the DBSA job fund R62 million for 22 km paved road
- Piet Retief Street in Warden – funding for 3,2 km roads – paving. Initiative from Phumelela, Depart of Agriculture, COGTA, Phumelela community (R8,2 million)

2.4 Cemeteries

Cemeteries form part of authorizations for implementation by local municipalities in the district. The general management of cemeteries is a problem and in most cases there is a lack of funds to ensure effective maintenance and care of cemeteries. The high rate of HIV and AIDS in the region is reaching alarming proportions and need to be considered in the planning for cemeteries. In general the combination of old cemeteries and the increase in the number of local deaths (caused by HIV/AIDS and burials from other areas with insufficient cemeteries) is increasing the pressure on the existing facilities. In Vrede the two cemeteries, currently in use, are completely full and not properly developed.

A site of approximately 5 hectares has been provided in Extension 4 and the speedy development thereof should be sufficient for short-term future demand. The cemeteries found in Zamani are completely occupied while the cemetery in Memel has sufficient space at the current rate of occupation. Within Ezenzeleni there are two cemeteries, of which one is already reached maximum capacity and the other is expected to be filled completely during the current financial year. The cemetery in Warden has sufficient space available for future demand.

The bulk electrical network is well established specifically around Thabo Mofutsanyane area. Eskom serves all towns in the District Municipal area and therefore sufficient bulk infrastructure is available to service the whole area. However, a change in cost recovery and the current subsidization policy has made it very expensive to electrify the rural areas, which include farms and farming communities that are in need of basic power supply.

Problems and challenges:

- Inadequate space for cemeteries
- Fencing to prevent vandalism
- Increase demand for pauper's burials
- Limited resources

2.5 Disaster and Environmental Management

There is no disaster management center in the district. The challenges recorded in the FSPGDS include:

- The transfer of firefighting services to the district municipality
- Establishment of fire protection areas
- Establishment of firefighting services
- Procurement of firefighting equipment

In March 2008 the Disaster Management Plan was reviewed. During the work session, the following was outlined:

- Disaster management must deal with proactive and reactive maintenance of possible disaster areas.
- It was also noted that the District Municipality should play more of an active role in assisting the local Municipalities.

The Municipality is especially exposed to fires, soil erosion, the indiscriminate destruction of natural vegetation and storms as major potential sources of disasters. Especially in Thembalihle the houses are old and not properly constructed, and therefore especially exposed to storms.





Other disasters that impact directly on the budget of the municipality include:

- (1) Motor vehicle accidents.
- (2) Livestock that graze in residential areas.
- (3) Sewerage spill-over into the Cornelius River.
- (4) A water tank that is not properly maintained and is causing unnecessary water losses.

Vulnerability

Vulnerability refers to (a) the possible extent of loss in lives and property in an area, should a disaster occur and (b) the ability of a community of the particular area to adapt to or deal with the occurrence of such a disaster.

The locality of a community in relation to a potential flood would be an indication of a high vulnerability. Furthermore the availability of emergency response services to a community also determines its vulnerability. Where a community with a high susceptibility to a disaster is a considerable distance from such emergency services the vulnerability of that community would be considered high.

In order to ensure that the negative impacts of the priority environmental issues are minimized there needs to be a sound understanding of the relationship between the causes and the effects of these issues.

In the following table the various environmental problems associated with the proposed projects, (set out in the analysis phase), are presented, together with the most prominent causes of these environmental problems. The various effects of these environmental problems on the people, as well as the communities/towns being affected by these problems are also presented.

Activities/projects that will need an Environmental Impact Assessment (EIA), will be mentioned below. The additional activities not mentioned below, would all require scoping reports.

Activities, which will require an Environmental Impact Assessment (EIA), are:

- The construction of proper infrastructure for water and sanitation services
- The new cemetery sites
- The construction and maintenance of roads
- The construction of infrastructure for electricity
- The establishment of a sports field

2.6 Sport and Recreation

The municipality has identified the following as critical intervention required to improve sport and recreation facilities and services:

- Fencing of sport facility: soccer field, volley ball, tennis court and basket ball (R590,000) EDWIN Construction.
- Multi-purpose center under construction in Warden that could also cater for in-door sports.
- MEC for Sport and Recreation has instructed municipalities to use 7,5% of MIG allocation for sports. This is a challenge, however, because of the huge basic services backlog





2.7 Safety and Security

The general crime rate is lower than other urban nodes in the province, due to the area being rural. However, certain crimes are more prevalent and on the increase. Within urban areas these particularly include crime associated with alcohol abuse, such as vandalism, assault etc. Within the rural areas stock theft is constantly increasing and personal attacks on farms are also emerging.

Within particular areas such as Memel and Warden Housebreaking is also increasing at an alarming rate. Within Warden an increase in rape cases and truck hi-jacking is also evident and these are directly associated with the high transport industry activities in the area.

The ability to combat crime is hampered through a lack of proper communication equipment on farms, a lack of information from community members and under resourced police stations. It is believed that a greater community involvement through existing structures should address most of these problems.

According to the Municipality's Spatial Development Framework¹, the following trends are evident in the Phumelela Municipal area:

- Within the urban areas, crimes associated with alcohol abuse and vandalism is on the increase;
- Housebreaking in Warden and Memel is increasing;
- Within Warden an increase in rape and truck hi-jacking is taking place owing to the high transport industry within the area; and
- Within the rural areas, stock theft is constantly increasing and personal attacks on farms are emerging.

Table 31: Safety & Security Source: Phumelela Municipality, 2002

Unit	South African Police Service	Flying Squad	Neighbourhood Watch	Detective Unit
Vrede	Yes	No	Yes	Yes
Thembalihle	Yes	No	No	Yes
Memel	Yes	No	No	Yes
Zamani	Yes	No	No	Yes
Warden	Yes	No	No	Yes
Ezenzeleni	Yes	No	No	Yes

2.8 Financial Management

The municipality has identified several issues as priorities to improve its financial performance. These are as follows:

- Fill critical budgeted vacant positions on the Finance Department staff establishment
- Reduce grant dependency. Revenue collection must improve and operating expenditure must be reduced
- Managing overtime on a monthly basis
- Water and electricity losses to be strictly controlled (specifically the pre-paid part)
- Increase number of indigents (Income)
- Retaining trained finance personnel
- Change the financial management system
- Better and bigger office space
- Capacity-building: As soon as critical vacancies are filled, Provincial Treasury will train new employees.
- Clean audit by 2014
- Compile financial statements internally – software already available

¹ SDF, 2008 review





Table 31: Financial Asset per category

	<i>Loans and receivables</i>	<i>Held to maturity investments</i>	<i>Available-for-sale</i>	<i>Total</i>
Other financial assets (Current)	-	708,318	-	708,318
Other financial assets (non-current)	-	-	172,659	172,659
Trade and other receivables from exchange transactions	963,4024	-	-	9,634,024
Cash and cash equivalents	332,2191	-	-	3,322,191
Consumer Receivables	451,7686	-	-	4,517,686
	1,747,3901	708,318	172,659	18,354,878

2.9 Planning and Development

Agriculture is the main economic activity in the town. Others of importance are private households, wholesale, retail and community and social services. If these statistics are analyzed, it is clear that, additional to agriculture, the only meaningful job opportunities in the area are provided by private households (for domestic workers) and by the shops and other businesses in the main towns. The ability of the Phumelela Municipality to create additional employment opportunities is also limited.

No major industrial developments are taking place in Phumelela. The promotion of agri-processing plants and other value adding industries should be encouraged in order to diversify the economy of the area. Warden is thought to be an ideal area to stimulate most of these investments, because of its warehousing facilities and larger and better-managed truck stops. One of Memel's largest industrial assets is the knitting factory situated to the north of Memel. Other industrial activities include a woodwork factory, transporters and steel works; all of which is aimed at satisfying local market needs.

Currently there are no facilities available for the development and training of skills. The promotion of skills development programmes locally are a crucial part of industrial and general employment stimulation. The utilization of existing facilities (e.g. land, buildings, and railways) for industrial promotion purposes is important.

The northern boundary of the Eastern Free State forms part of the Highlands tourism route, due to its natural and scenic beauty, historical value and fairly good accessibility. The area has a tremendous potential for tourism development. The Seekoeivlei wetlands bird sanctuary forms part of the tourist attractions. A conservation area is planned between the two dams of Vrede.

The population of the area is very poor. Excluding those returns where no conclusion could be made (“not applicable”), 83,47% of the employed population has an income of R1,600 per month or less. Add to that the 65% of the population that is either unemployed or not economically active, the poverty levels in the area became apparent.

An alarmingly high percentage of the Phumelela population reflects no income, implying extremely high poverty levels. Statistics indicate that at least 68 % of the population is poor.





Table 36: Industrial Development

Vrede/ Thembalihle	Memel/ Zamani	Warden/ Ezenzeleni
NUMBER OF SITES AVAILABLE FOR INDUSTRIAL DEVELOPMENT		
12	4	0
SPECIFIC INDUSTRIES AVAILABLE		
Fertilizer Factory Mills Tannery	Wool factory Mills Mohair Factory Brick making	Poison warehouse Mills

(Source: Census 2001-Stats SA)





Chapter 3



Human Resources and other Organisational Management





3.1 Introduction to the Municipal Personnel

Table / Figure 37: Total Number of Employees in the Municipality

Employment Category		Race										Total
		African		Coloured		Indian		White		Total		
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	9	5	0	0	0	0	0	1	9	6	15
SOC 100	Directors and Corporate Members	4	1	0	0	0	0	0	0	4	1	5
SOC 200	Professionals	3	2	0	0	0	0	0	0	3	2	5
SOC 300	Technicians and Trade Workers	1	1	0	0	0	0	2	0	3	1	4
SOC 400	Community and Personal Service Workers	5	7	0	0	0	0	0	1	5	8	13
SOC 500	Clerical and Administrative Workers	15	15	0	0	0	0	0	1	15	16	31
SOC 700	Machine Operators and Drivers	11	5	0	0	0	0	0	0	11	5	16
SOC 800	Labourers	139	27	0	0	0	0	0	0	139	27	166
Apprentices		0	0	0	0	0	0	0	0	0	0	0
Total		187	63	0	0	0	0	2	3	189	66	255

Table / Figure 38: Global Figures:

Total anticipated no of employees on 1 July 2011	262
Total anticipated payroll amount (on which levy payment is based) for 2011/12:	R31,958,000.00
Casual Workers:	11
Contract Workers:	5
Part-time Councillors:	14
Full-time Councillors:	1
Total Councillors:	15

Table / Figure 39: Employees who left the Municipality (According to Race)

Employment Category		Race										Total
		African		Coloured		Indian		White		Total		
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators											
SOC 100	Directors and Corporate Members											
SOC 200	Professionals											
SOC 300	Technicians and Trade Workers											
SOC 400	Community and Personal Service Workers											
SOC 500	Clerical and Administrative Workers	1	1						1	1	2	3
SOC 700	Machine Operators and Drivers	1								1	0	1
SOC 800	Labourers	9	2							9	2	11
Apprentices												
Total		11	3						1			





Table / Figure 40: Employees who left the Municipality (According to Age Category)

Employment Category		Age Category										Total		
		21-30		31-40		41-50		+51						
		M	F	M	F	M	F	M	F	M	F			
SOC 100	Legislators													
SOC 100	Directors and Corporate Members													
SOC 200	Professionals													
SOC 300	Technicians and Trade Workers													
SOC 400	Community and Personal Service Workers													
SOC 500	Clerical and Administrative Workers	1	1							1	1	2	3	
SOC 700	Machine Operators and Drivers									1		1	0	1
SOC 800	Labourers			1	2	4			4		9	2	11	
Apprentices														
Total		1	1	1	2	4	0	5	1	11	4	15		

Table / Figure 41: Employees who left the Municipality in the year ending 30 June 2011 (According to Reason)

Employment Category		Reason														
		Resigned		Retired		Retrenched		Medical		Dismissal		Death		Total		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators															
SOC 100	Directors and Corporate Members															
SOC 200	Professionals															
SOC 300	Technicians and Trade Workers															
SOC 400	Community and Personal Service Workers															
SOC 500	Clerical and Administrative Workers	1	1		1									1	2	3
SOC 700	Machine Operators and Drivers									1				1	0	1
SOC 800	Labourers			4								5	2	9	2	11
Apprentices																
Total		1	1	4	1	0	0	0	0	1	0	5	2	11	4	15

Employees who left as a % of total employees- 5.88%

3.2 Managing the Municipal Workforce

The following are key objectives and indicators of the municipality's efforts to manage its workforce:

- Annual review of the organizational structure
- The filling of key vacancies. The following key vacancies were filled during 2010/11:
 - ✓ CFO filled
 - ✓ Payroll / Salaries Clerk not yet filled
 - ✓ Registry Clerk – person appointed on year contract to perform duties





- ✓ HR Officer – filled
- ✓ Admin Officer/secretary to the Mayor – filled 7 March 2011
- ✓ Electrician – appointed on contract baes to serve Memel
- Annual review of the HR Strategy

3.3 Policies

Table / Figure 42: Status of policies

Item	Status Indicator
Human Resource Policy	Available
Language Policy	Not yet available. Inadequate funds to address at in this IDP.
Integrated Development Plan	Reviewed – finalized.
Municipal Code (councillors and employees)	Finalized.
Guidelines for Community Participation	Finalized.
Performance Management System (Institution)	Refer to explanation above.
Performance Management System PMS	Refer to explanation above.
Delegation of Powers	Finalized. To be reviewed annually.
Tariff Policy	Approved by Council in 2008/09 financial year.
Competitive Bidding System	Available.
Credit Control and Debt collecting System	Approved by Council in 2008/09 financial year.
Election of Speaker, Mayor and Mayoral Committee Members	In place.
HIV/AIDS Policy	Not yet finalized. Inadequate funds to address at in this IDP.
Communication Policy	Approved by Council in 2008/09 financial year.
Sexual Harassment Policy	Not yet finalized. Inadequate funds to address at in this IDP.
Procurement (Tender) Policy	Not yet finalized. Inadequate funds to address at in this IDP.
Cash Management and Banking Arrangement Policy	Not yet finalized. Inadequate funds to address at in this IDP.
Investment Policy	Not yet finalized. Inadequate funds to address at in this IDP.
Establishment of Audit Committee	Not yet finalized. Objective in this IDP.
Financial Regulations	
Compilation of annual financial statements	To be finalized for the 2006/07 – 2009/10 financial years.





3.4 Employment Equity Status

Table / Figure 43: *New recruits employed (According to Race)*

Employment Category		Race										
		African		Coloured		Indian		White		Total		Total
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	3	1							3	1	4
SOC 100	Directors and Corporate Members	2								2	0	2
SOC 200	Professionals		1							0	1	1
SOC 300	Technicians and Trade Workers		1					1		1	1	2
SOC 400	Community and Personal Service Workers	3								3	0	3
SOC 500	Clerical and Administrative Workers	6	7							6	7	13
SOC 700	Machine Operators and Drivers	1								1	0	1
SOC 800	Labourers	18	5							18	5	23
Apprentices										0	0	0
Total		33	15	0	0	0	0	1	0	34	15	49

Table / Figure 44: *New recruits employed (According to Age Category)*

Employment Category		Age Category										
		21-30		31-40		41-50		+51		Total		Total
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators			3	1					3	1	4
SOC 100	Directors and Corporate Members			2						2	0	2
SOC 200	Professionals		1							0	1	1
SOC 300	Technicians and Trade Workers		1			1				1	1	2
SOC 400	Community and Personal Service Workers	1		1		1				3	0	3
SOC 500	Clerical and Administrative Workers	5	6	1	1					6	7	13
SOC 700	Machine Operators and Drivers	1								1	0	1
SOC 800	Labourers	1	3	3	2	9		5		18	5	23
Apprentices												
Total		8	11	10	4	11	0	5	0	34	15	49

Table / Figure 45: *New labour market entrants employed (According to Race)*

Employment Category		Race										
		African		Coloured		Indian		White		Total		Total
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	1								1	0	1
SOC 100	Directors and Corporate Members											
SOC 200	Professionals											
SOC 300	Technicians and Trade Workers											
SOC 400	Community and Personal Service Workers											





Employment Category		Race										Total		
		African		Coloured		Indian		White		Total				
		M	F	M	F	M	F	M	F	M	F			
SOC 500	Clerical and Administrative Workers		2									0	2	0
SOC 700	Machine Operators and Drivers													
SOC 800	Labourers													
Apprentices														
Total			2									1	2	3

Table / Figure 46: New labour market entrants employed (According to Age Category)

Employment Category		Age Category										Total		
		21-30		31-40		41-50		+51						
		M	F	M	F	M	F	M	F	M	F			
SOC 100	Legislators	1												
SOC 100	Directors and Corporate Members													
SOC 200	Professionals													
SOC 300	Technicians and Trade Workers													
SOC 400	Community and Personal Service Workers													
SOC 500	Clerical and Administrative Workers		2											
SOC 700	Machine Operators and Drivers													
SOC 800	Labourers													
Apprentices														
Total		1	2									1	2	3

Table / Figure 47: Employee profile

Employment Category		Race						Age categories						Total					
		African		White		Total		21-30		31-40		41-50				51+			
		M	F	M	F	M	F	M	F	M	F	M	F			M	F		
Legislators																			
	Mayor	1				1	0	1									1	0	1
	Local Government Legislators (Councillors)	8	5		1	8	6	14	1	1	5	2	2	3			8	6	14
Total:		9	5		1	9	6	15	1	1	5	2	3	3			9	6	15
Directors and Corporate Managers																			
11131	Municipal Manager		1			0	1	1						1			0	1	1
11133	General Managers																		
1211	Corporate Services Managers	1				1	0	1					1				1	0	1
1212	Finance Managers	1				1	0	1					1				1	0	1
1213	Human Resource Managers																		
1214	Policy and Planning Managers																		
1221	Engineering Managers	1				1	0	1			1						1	0	1
1222	Construction Managers	1				1	0	1			1						1	0	1
Total:		4	1			4	1	5			2		2	1			4	1	5
Professionals																			





Employment Category		Race							Age categories												
		African		White		Total			21-30		31-40		41-50		51+		Total				
		M	F	M	F	M	F		M	F	M	F	M	F	M	F	M	F			
Corporate Services	Core Admin	2				2	0	2											2	0	2
	Core Finance	1	1			1	1	2		1	1								1	1	2
	Legal																				
	IT																				
	Procurement		1			0	1	1		1									0	1	1
Total:		3	2			3	2	5		2	3							3	2	5	
Technicians and Trade Workers																					
Corporate Services	Core Admin		1	2		2	1	3		1		1	1					2	1	3	
	Core Finance																				
	Legal																				
	IT																				
	Procurement																				
Technical Services	Roads and Storm water	1				1	0	1				1						1	0	1	
Total:		1	1	2		3	1	4		1	2	1						3	1	4	
Community and Personal Service Workers																					
Corporate Services	Core Admin	2	2			2	2	4		1	1	1	1					2	2	4	
	Core Finance																				
	Legal																				
	IT																				
	Procurement																				
Financial Services	Client Services		2			0	2	2				1					1	0	2	2	
Community Services	Libraries	2	2		1	2	3	5		1		2	1	1				2	3	5	
Community Safety	Traffic Management	1				1	0	1			1							1	0	1	
Municipal Planning	LED/IDP/Urban Planning		1			0	1	1			1							0	1	1	
Total:																					
Clerical and Administrative Workers																					
Corporate Services	Core Admin	9	6			9	6	15		5	3	3	1	1	2			9	6	15	
	Core Finance	6	7			6	7	13		3	4	1	1	1	2	1		6	7	13	
	Legal																				
	IT																				
	Procurement																				
Financial Services	Client Services		2		1	0	3	3		2				1				0	3	3	
Total:		15	15	0	1	15	16	31		8	9	4	2	2	5	1		15	16	31	
Machine operators and Drivers																					
Corporate Services	Core Admin	10				10	0	10		3		2		3		2		10	0	10	
	Core Finance																				
	Legal																				
	IT																				
	Procurement																				
Community Services	Parks	1	5			1	5	6					1	2		3		1	5	6	
Total:		11	5			11	5	16		3	2	4	2	2	3			11	5	16	
Labourers																					
Corporate Services	Core Admin	1				1	0	1						1				1	0	1	
Community Services	Parks	6	5			6	5	11		1	1	2	1	1	3	2		6	5	11	
	Community Facilities	44	2			44	2	46		14		13	1	17	1			44	2	46	
	Cemeteries	9	2			9	2	11				3	1	1	5	1		9	2	11	
Community Safety	Public Safety	3				3	0	3		1		1		1				3	0	3	
Technical Services	Roads and Storm water	11	9			11	9	20		1	1	5	1	5	3		4	11	9	20	
	Solid Waste and Landfill	38	3			38	3	41		1	1	8	1	11		18	1	38	3	41	
	Water supply and waste water	27	6			27	6	33		1	2	9	3	11		6	1	27	6	33	
	Electricity																				
Total:		139	27			139	27	166		19	5	41	7	48	8	31	7	139	27	166	
Total:		187	63	2	3	189	66	255		33	18	60	16	62	21	34	11	189	68	255	





Table / Figure 48: Employee qualification profile as on 30 June 2011

Employment Category		Highest qualification held by employees																Total		Total		
		Below NQF1		NQF 1		NQF 2		NQF 3		NQF 4		NQF 5		NQF 6		NQF 7						
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F					
Legislators																						
	Mayor																	1				
	Local Government Legislators (Councillors)							3	3	3	2	1	1	1								
Total:								3	3	3	2	1	1	2					9	6	15	
Directors and Corporate Managers																						
11131	Municipal Manager																	1				
11133	General Managers																					
1211	Corporate Services Managers																	1				
1212	Finance Managers												1									
1213	Human Resource Managers																					
1214	Policy and Planning Managers																					
1221	Engineering Managers												1									
1222	Construction Managers												1									
Total:												3	1	1					4	1	5	
Professionals																						
Corporate Services	Core Admin									1		1							2	0	2	
	Core Finance											1	1						1	1	2	
	Legal																					
	IT																					
	Procurement													1					0	1	1	
Total:										1		2	2						3	2	5	
Technicians and Trade Workers																						
Corporate Services	Core Admin									1		1	1						2	1	3	
	Core Finance																					
	Legal																					
	IT																					
	Procurement																					
Technical Services	Roads and Stormwater												1						1	0	1	
Total:										1		2	1						3	1	4	
Community and Personal Services Workers																						
Corporate Services	Core Admin							1			2	1							2	2	4	
	Core Finance																					
	Legal																					
	IT																					
	Procurement																					
Financial Services	Client Services							2											0	2	2	
Community Services	Libraries									2	2		1						2	3	5	
Community Safety	Traffic Management											1							1	0	1	
Municipal Planning	LED/IDP/ Urban Planning													1					0	1	1	
Total:								1	2	2	4	2	2						5	8	13	
Clerical and Administrative Workers																						
Corporate Services	Core Admin					1		2		5	4	1	2						9	6	15	
	Core Finance										3	6	4						6	7	13	
	Legal																					
	IT																					
	Procurement																					
Financial Services	Client Services						1		1					1					0	3	3	
Total:						1	1	2	1	5	7	7	7						15	16	31	
Machine Operators and Drivers																						





Corporate Services	Core Admin	2		3				2		3							10	0	10
	Core Finance																		
	Legal																		
	IT																		
	Procurement																		
Community Services	Parks			1	2			3									1	5	6
Total:		2		4	2			3	2	3							11	5	16
Labourers																			
Corporate Services	Core Admin	1															1	0	1
Community Services	Parks	2	1		1	2	1	2	2								6	5	11
	Community Facilities			18		26	2										44	2	46
	Cemeteries	3		2		2	1	2	1								9	2	11
Community Safety	Public Safety							1		2							3	0	3
Technical Services	Roads and Storm water		2	2	1	4	2	3	3	2	1						11	9	20
	Solid Waste and Landfill	7		6		22		3	3								38	3	41
	Water supply and waste water	2				7	1	17	2	1	3						27	6	33
	Electricity																		
Total:		15	3	28	2	63	7	28	11	5	4						139	27	166
Total:		17	3	32	4	64	11	36	17	20	17	17	14	3			189	68	255

3.5 Capacitating the Municipal Workforce

Table / Figure 49: Training for Municipal Employees during 2010/11

No	Course Name or Qualification Title	Name of Provider	Skills Area	NQF Level	Informal/ Formal	In-house: External	Includes SAQA reg. unit standards	Duration	Number of employees trained	Actual Cost
1	Training of Training Committee	LGSETA	Administration		Formal	In-house		1 day	5	LGSETA Funds
2	Consumer Training Education	University of Johannesburg	Administration	5	Informal	External	Yes	2 weeks	2	LGSETA Funds
3	HR Training	Pay Day	Administration		Informal	External		1 week	2	R15 387,72
4	Supply Chain Management Training	PALAMA	Financial	5	Informal	External	Yes	1 week	1	LGSETA Funds
5	Assets Management Training	INFO	Financial		Informal	External		3 days	1	R5 700.00
6	Public Participation Training	University of Western Cape	Administration	5	Informal	External	Yes	1 week	1	COGTA Funds
7	Risk Management training	University of Johannesburg	Financial	5	Informal	External	Yes	2 days	1	R3 300.00
8	TAX Training	Pay Day	Financial		Informal	External		1 day	2	R4 000.00
9	CPMD	Wits University	Management/Leadership	6	Informal	External	Yes	1 year	3	R105 000.00
10	IDP Training	Central University of Technology	Management/Leadership	5	Informal	External	Yes	1 year	1	R15 000.00
11	Municipal Finance Management	University of Pretoria	Financial	6	Informal	External	Yes	1 year	4	R60 000.00





	Programme									
12	Local Government Accounting Certificate	SAICA/AAT	Financial	3	Informal	External	Yes	1 year	8	R120 000.00
13	LGRC/LGNET Training	DBSA	Computer literacy	5	Formal	In-house	Yes	3 days	14	DBSA Funds
14	CPMD (Additional Modules)	Wits University	Management/Leadership	6	Informal	External	Yes		2	R50 000.00

Table / Figure 50: Summary of Actual Programmes

Total number trained		47
Total Actual Cost of Training		R378 387.72
Total Interventions		
Skills priority No	Name of intervention	Number of interventions planned
5	ABET	0
0	Administration	4
8	Client Services	0
0	Computer Literacy	1
0	Corporate, legal and support	0
1	Financial	6
9	Life Skills	0
1	Management/ leadership	3
7	Occupational Health and Safety	0
0	Policy development	0
8	Project management/ Planning	0
10	Social/ community/ economic development and planning	0
4	Specialist technical	0
0	Training Skills	0
0	Specialist skills required by legislation	0
	Total interventions not linked to Sector Skills Priorities	0

Table / Figure 51: Total Number of Employees in the Municipality to Receive Training in 2011/12

Employment Category		Race										Total
		African		Coloured		Indian		White		Total		
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	9	5	0	0	0	0	0	1	9	6	15
SOC 100	Directors and Corporate Members	4	1	0	0	0	0	0	0	4	1	5
SOC 200	Professionals	3	2	0	0	0	0	0	0	3	2	5
SOC 300	Technicians and Trade Workers	1	1	0	0	0	0	1	0	3	1	4
SOC 400	Community and Personal Service Workers	4	5	0	0	0	0	0	1	5	8	13
SOC 500	Clerical and Administrative Workers	16	15	0	0	0	0	0	1	15	16	31
SOC 700	Machine Operators and Drivers	6	2	0	0	0	0	0	0	11	5	16
SOC 800	Labourers	79	15	0	0	0	0	0	0	139	27	166
Apprentices		0	0	0	0	0	0	0	0	0	0	0
Total		122	46	0	0	0	0	1	3	123	49	172





Table / Figure 52: Total Number of Employees in the Municipality who Received Training in 2010/11

Employment Category		Race										Total
		African		Coloured		Indian		White		Total		
		M	F	M	F	M	F	M	F	M	F	
SOC 100	Legislators	8	5						1	8	6	14
SOC 100	Directors and Corporate Members	1	1							1	1	2
SOC 200	Professionals	1	1							1	1	2
SOC 300	Technicians and Trade Workers	1	0							1	0	1
SOC 400	Community and Personal Service Workers	0	1							0	1	1
SOC 500	Clerical and Administrative Workers	7	7						1	7	8	15
SOC 700	Machine Operators and Drivers	0	0									
SOC 800	Labourers	0	0									
Apprentices		0	0									
Total		18	15						2	18	17	35





Chapter 4



Annual Financial Statements and Audit Report







Chapter 5



Functional Areas Service Delivery Performance





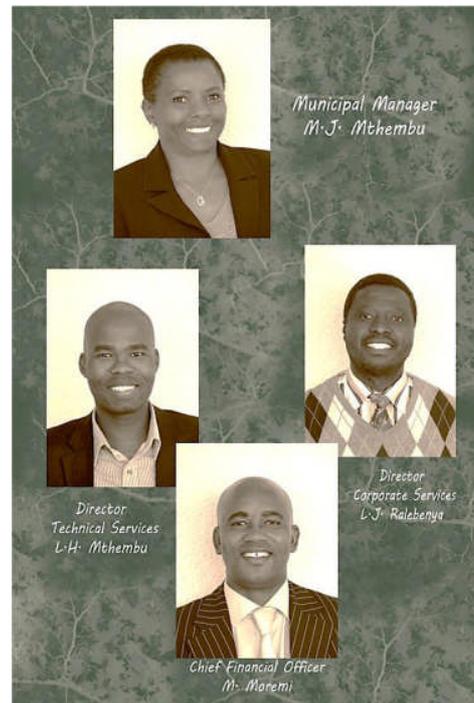
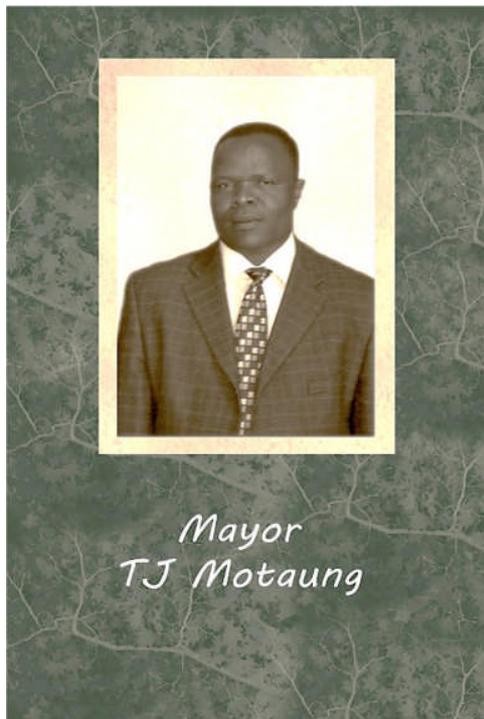
5.1 Governance Issues

The Phumelela Local Municipality is a plenary type of municipality in terms of its governance arrangements (section 10 of the Municipal Structures Act, 1998 has reference). The municipality has eight wards.

Table 14: Wards of the Phumelela LM

Ward 1	3,049 voters
Ward 2	3,202 voters
Ward 3	3,451 voters
Ward 4	3,169 voters
Ward 5	2,618 voters
Ward 6	2,703 voters
Ward 7	3,376 voters
Ward 8	3,319 voters

5.1.1 Political and Administrative Governance





Councillors until the 2011 Local Government Elections:

Mayor/Speaker

Mr TJ Motaung

Councillors and their portfolios

Councillors of the Council:

MM Kolatsoeu

MI Kobeni

OS Tshabalala

BD Madonsela

JM Mofokeng

MD Nkabinde

SE Tshabalala

TR Zwane

JH van Niekerk

AC Scholtz

JM Ngwenya-Sithebe

DA Wessels

OA Mokoena

Councillors since the 2011 Local Government Elections:

Mayor/Speaker

Mr TJ Motaung

Cllr. BD Madonsela

Cllr. TR Zwane

Cllr. MJ Mofokeng

Cllr. OS Tshabalala

Cllr. MM Kolatsoeu

Cllr. Nkabinde

5.1.2 Intergovernmental Relations

Intergovernmental Forums utilised by the Phumelela Local Municipality:

- Premier's Coordinating Forum (MM and Mayor)
- Premier's Coordinating Technical Forum (MM and Technical Managers)
- SALGA: LED Committee, Finance Committee, Corporate Governance Committee
- Province:
- DWA: Bulk Water Committee





- COGTA: Infrastructure Forum
- District: DME and Electricity Forum, LED Forum, Finance Forum, Technical Forum

5.1.3 Risk Management

The Municipality has employed an Internal Auditor during late 2009. A shared services agreement has been entered into with the District Municipality for the municipality to participate in the activities of the district's Audit Committee. A risk management plan has since been compiled, but must still be approved by the Audit Committee and thereafter by the Council. This Plan will then inform the 2011/12 internal audit plan of the municipality.

The Municipality has identified the following five key risks:

- (1) Ageing infrastructure.
- (2) Persistent financial control deficiencies, resulting in a disclaimer audit opinion
- (3) Problems related to financial viability, with specific reference to outstanding billings
- (4) Inadequate resourcing of the local economic development initiatives of the Municipality
- (5) Inaccurate information about the population of the municipal area, resulting in inadequate grant allocations from national government

5.1.4 Anti-Corruption and Fraud

Fraud and anti-corruption strategy:

The Municipality has adopted an Antifraud and Corruption strategy in January 2010, which has the following strategic objectives:

- To pro-actively manage the anti-fraud responsibilities of the municipality;
- To provide employee guidance if fraud is suspected;
- To issue a clear statement forbidding misconduct, and to popularise this statement amongst all employees;
- To concentrate the responsibility for investigating possible instances of fraud and corruption in a central, non-bias office;
- To issue assurances to all personnel that fraud will be fully investigated;
- To issues clear protection guidelines for those reporting suspected fraud;
- To adopt and apply the norms, standards and principles of the National Anti-Corruption Forum; and
- To create a suitable environment for fraud management.

The municipality has further also introduced the following measures to combat fraud and corruption in its ranks:

- No politicians are involved in municipal procurement processes;
- The appointment of an Internal Auditor to strengthen the municipality's capacity to assess administrative, financial, management and performance systems, processes and procedures;
- An Audit Committee has been established by entering into a shared service agreement with the district; and
- Introducing measures to enforce the Code of Conduct for councillors and officials.





5.2 Finance and Administration: Finance

The Council reviewed the Supply Chain Management and Procurement policies in April 2011. The process flow chart was also developed to simplify the procurement process and this flow chart was distributed to all the section 57 Managers.

The Municipality has one long-term contract in place, which is a finance lease agreement with Absa Bank (Vehicle Finance), DBSA loans and others. The details of these loans are included in the statement of financial position, previously called balance sheet.

5.2.1 Consumer Debtors (Arrears in Municipal Rates and Taxes)

Table 31: Analysis of consumer debtors

Consumer debtors (continued)	2011	2010	Sewerage	2011	2010	Refuse	2011	2010
31-60 days	89,424	204,010	Current (0 -30 days)	180,498	334,252	Current (0 -30 days)	143,823	327,315
61-90 days	108,759	137,700	31 - 60 days	135,709	332,477	31 - 60 days	144,673	329,407
91-120 days	25,062	-	61 - 90 days	97,258	317,376	61 - 90 days	114,712	314,483
121-365 days	21,686	-	91-120 days	11,987	98,161	91-120 days	24,424	74,102
	263,823	545,897		425,452	1,082,266		427,632	1,045,307
Other	2011	2010	Housing rental	2011	2010	Deposits no Receipts	2011	2010
Current (0 -30 days)	42,110	5,268	Current (0 -30 days)	3,859	1,558	Current (0 -30 days)	-875,068	-400,100
31 - 60 days	30,023	5,268	31 - 60 days	3,859	1,558			
61 - 90 days	19,376	5,268	61 - 90 days	1,760	1,558			
91-120 days	21,894	5,268	91-120 days	1,760	1,558			
121 - 365 days	279,225	85,680	121 - 365 days	1,760	55,611			
	392,628	106,752	>365 days	61,495	-			
				74,493	61,843			

(Source: Annual Financial Statements)





Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 10.7: To improve the financial viability of the Municipality	Increase the operational cash flows of the Municipality by 15%	Sustained improvement in cash flow situation of the Municipality = 1 (Percentage improvement in operational cash flow)	0	15%	Own revenue: Payment rate decreased from 66,98% - 61,7%	No overdraft at closing of the financial year	15% improvement	Not achieved	Sustained improvement in cash flow situation of the Municipality	Increase the operational cash flows of the Municipality by 15% Creditors to be paid within 30 days
	Upgrade / improve the debt control / debt collection capacity of the Municipality	Effective writing-off of debts, in accordance with the guiding policy (Identified irrecoverable debts written off = 1) Measured in terms of value of write-offs	December 2009 – April 2010 = R22 million	1		Tabled to Council December 2009 – April 2010 = R22 million Amnesty for settlement of outstanding accounts were used	No amount written off	No amount written off	Data cleansing required before amounts to be written off could be determined	NA



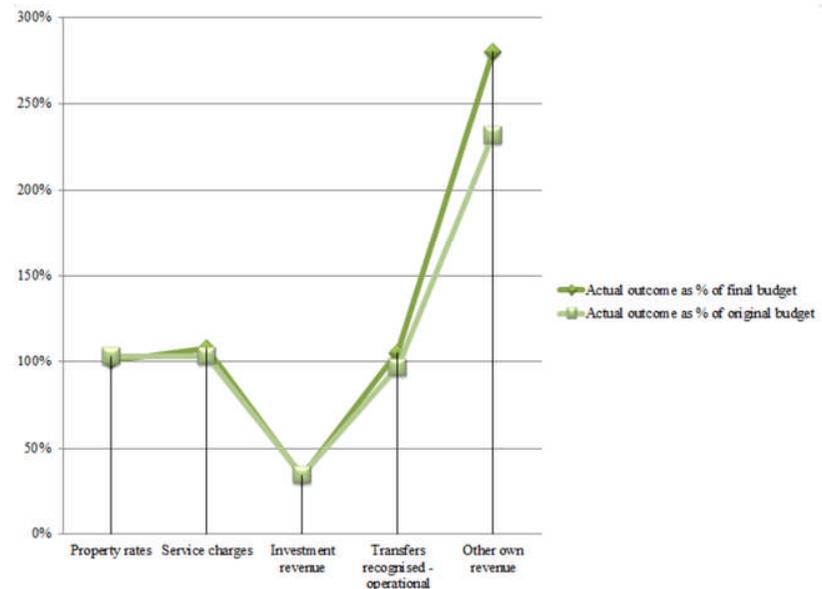
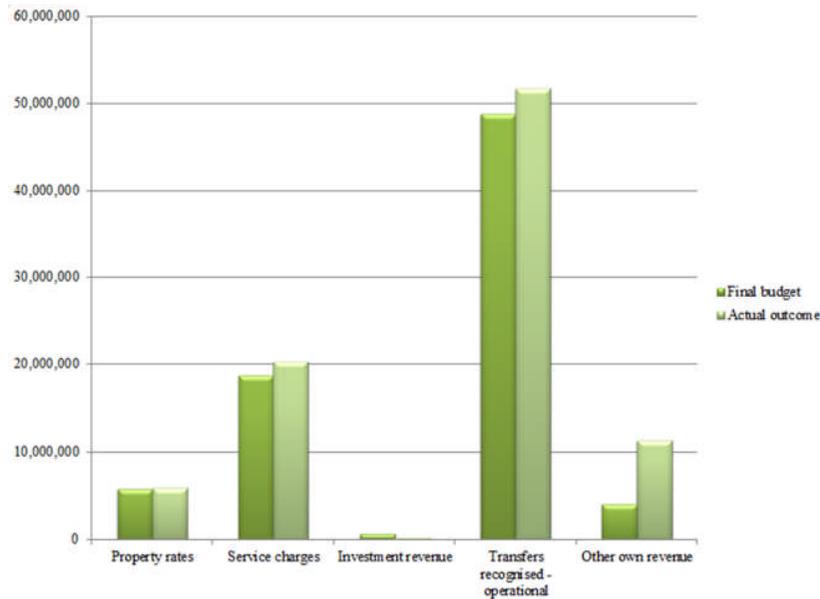


5.2.2 Revenue Actuals vs Budgeted (including reference to grants)

Table 31: Revenue: Actuals vs Targets

	Original budget	Budget adjustments (i.t.o. s28 and S31 of the MFMA)	Virement (i.t.o. council approved)	Final budget	Actual outcome	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget
Financial Performance								
Property rates	5,586,000	5,740,200		5,740,200	5,798,747	-58,547	101%	104%
Service charges	19,547,300	18,775,400		18,775,400	20,261,124	-1,485,724	108%	104%
Investment revenue	610,000	620,000		620,000	210,759	409,241	34%	35%
Transfers recognised - operational	53,306,039	48,861,039		48,861,039	51,694,063	-2,833,024	106%	97%
Other own revenue	4,877,323	4,035,723		4,035,723	11,308,487	-7,272,764	280%	232%
Total revenue (excluding capital transfers and contributions)	83,926,662	78,032,362		78,032,362	89,273,180	-11,240,818	114%	106%

(Source: Annual Financial Statements)





In terms of the Constitution, the equitable share grant is used to subsidise the provision of basic services to indigent community members. The grant is utilised to supplement municipal capital budget to eradicate backlogs in municipal infrastructure providing basic services for the benefit of poor households. The grant was used to construct roads, sewerage and water infrastructure as part of the upgrading of informal settlement areas. The municipality has met the conditions of this grant.

Changes in level of government grants

According to the allocations set out in the Division of Revenue Act, no significant changes in the level of government grant funding are expected during the next 3 financial years.

Unspent conditional grants and receipts	Year 2010	Year 2011
MIG	-	454,260
DWAF Drought Relief	1,810,707	1,810,707
COGTA - Waste Disposal Site	219,574	445,000
Social Development Grant	602,847	1,400,000
COGTA - Water Treatment Plant Warden	2,219,199	-
	4,852,327	4,109,967

(Source: Annual Financial Statements)

Movement during the year	Year 2010	Year 2011
Balance at the beginning of the year	4,109,967	3,458,945
Received during the year	32,938,512	2,953,523
Income recognition during the year	-33,076,152	-28,004,525
Transfer back to donor	88,000	-87,967
	4,852,327	4,109,967

(Source: Annual Financial Statements)

Unspent conditional grants that were set-off against equitable share in the previous year were recouped in March 2011.

Property rates	Year 2010	Year 2011
Rate's received		
Residential	2,576,241.0	2,507,893.0
Small holdings and farms	3,222,506.0	1,582,641.0
	5,798,747.0	4,090,534.0





Service charges		Year 2010	Year 2011
Sale of electricity		4,923,999.0	4,743,489.0
Sale of water		4,869,421.0	3,428,612.0
Solid waste		5,098,383.0	4,628,477.0
	5,369,321.0	4,834,846.0	
		20,261,124.0	17,635,424.0

Government grants and subsidies		Year 2010	Year 2011
Equitable share		44,237,276.0	35,457,581.0
Finance Management Grant		3,000,000.0	2,750,000.0
Municipal System Information Grant		750,000.0	735,000.0
COGTA-CFO Grant		781,077.0	111,583.0
DBSA - Electricity plan		-	450,300.0
COGTA - Operating grant		-	1,500,000.0
DWAF		-	764,274.0
Social Development Grant		797,153.0	-
Thabo Mofutsanyana District Municipality		321,024.0	-
COGTA - Landfill sites		625,426.0	-
COGTA - Water Treatment Works Warden		698,335.0	-
Sedibeng Water - Sewerage network Warden		483,772.0	-
THETHA		-	24,352.0
Town planning scheme		-	20,610.0
MIG		16,662,260.0	18,221,512.0
COGTA		11,564,095.0	9,018,739.0
		79,920,418.0	69,053,951.0

MIG Grant		Year 2010	Year 2011
Balance unspent at beginning of year		454,260.0	1,648,238.0
Current-year receipts		15,328,000.0	17,907,300.0
Conditions met - transferred to revenue		-16,662,260.0	-18,221,512.0





Previous amount deducted paid back	880,000.0	-879,766.0
	0.0	454,260.0

Conditions met - transferred to revenue (capital expenditure)

The grant is utilised to supplement municipal capital budget to eradicate backlogs in municipal infrastructure providing basic services for the benefit of poor households. The grant was used to construct roads, sewerage and water infrastructure as part of the upgrading of informal settlement areas.

DWAF - Drought relief	Year 2010	Year 2011
Balance unspent at beginning of year	1,810,707.0	1,810,707.0

The conditions of the grant have been met and no monies have been withheld

COGTA - Human Settlement Warden	Year 2010	Year 2011
Balance unspent at beginning of year	166,577.0	
Current-year receipts	5,744,752.0	8,852,162.0
Conditions met - transferred to revenue	-5,202,175.0	-9,018,739.0
VAT - Recovered from SARS	-709,154.0	-
	-	166,577.0

The conditions of the grant have been met and no monies have been withheld

COGTA - Landfill sites	Year 2010	Year 2011
Balance unspent at beginning of year	445,000.0	-
Current-year receipts	400,000.0	445,000.0
Conditions met - transferred to revenue	-625,426.0	-
	219,574.0	445,000.0

Conditions still to be met - remain liabilities

COGTA - Social development grant	Year 2010	Year 2011
Balance unspent at beginning of year	1,400,000.0	-
Current-year receipts	-	1,400,000.0
Conditions met - transferred to revenue	-797,153.0	-
	602,847.0	1,400,000.0

Conditions still to be met - remain liabilities





COGTA - Water treatment Warden

Current-year receipts
 Conditions met - transferred to revenue
 VAT - recovered from SARS

	Year 2010	Year 2011
	3,015,000.0	-
	-698,335.0	-
	-97,466.0	-
	2,219,199.0	-

Conditions still to be met - remain liabilities

Changes in level of government grants

According to the allocations set out in the Division of Revenue Act, no significant changes in the level of government grant funding are expected during the next 3 financial years.

Rental of facilities and equipment

Rental of facilities
(Source: Annual Financial Statements)

	Year 2010	Year 2011
	905,669.0	631,896.0

5.2.3 Employee-related cost

Employee related costs	Year 2010	Year 2011
Basic	15,447,542	12,491,546
Medical aid - company contributions	881,896	1,026,050
UIF contributions	165,079	136,775
WCA contributions	84,335	61,464
SDL	208,303	179,446
Other payroll levies	15,550	14,879
Leave pay provision charge	-890,457	-525,992
Post-employment benefits - Pension - Defined contribution plan	1,907,926	1,783,939
Overtime payments	1,271,256	1,145,686
Long-service awards	17,636	113,937
13th Cheques and other bonuses	1,052,005	939,535





Acting allowances	116,321	99,682
Car allowance	91,340	81,628
Housing benefits and allowances	34,029	32,550
Occupational Allowance	191,576	183,989
Standby Allowance	157,856	107,608
	20,752,193	17,872,722

Remuneration of Municipal Manager

Annual Remuneration	494,880	436,800
Car Allowance	144,000	144,000
	638,880	580,800

Remuneration of Chief Finance Officer

Annual Remuneration	224,714	
Car Allowance	120,786	
	345,500	

Assumed office in January 2011

Remuneration of Director Corporate Services

Annual Remuneration	351,414	308,682
Car Allowance	132,000	135,483
Performance and other bonuses	24,495	20,958
	507,909	465,123

Remuneration of Director Technical Services

Annual Remuneration	388,442	314,783
Car Allowance	120,000	120,000
	508,442	434,783

Remuneration of councilors

Executive Mayor	602,208	572,102
Councillors	2,446,153	2,188,578





5.2.5 Service Delivery Performance

Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 10.8: To improve the financial management of the Municipality	Financial record-keeping, compliance and management improved	<p>Measured introduced to improve financial management</p> <ul style="list-style-type: none"> • Appointment of a CFO • Reconciliation of capital projects • Custody of supporting documentation for audit purposes • Paid more creditors electronically in comparison with cheques • Documentation (filing) per project and proof of submission 	0	5	8 CFO appointed in January 2011	<p>Reconciliation of capital projects and conditional grants</p> <p>Custody of supporting documentation for audit purposes</p> <p>Securer and cheaper payment system</p> <p>Documentation (filing) per project and proof of submission</p> <p>No unspent money – report from COGTA</p> <p>Overspent on capital projects funded through own funding (operating revenue)</p> <p>Irregular, wasteful and unauthorized expenditure reduced</p>	<p>Key initiatives: Updating of financial record-keeping system</p> <p>Accounting system upgraded</p> <p>Policy Register regularly updated</p>	<p>Fully achieved</p> <p>Sundry creditors system and GAMAP / GRAP compliance have already commenced.</p>	<p>Financial record-keeping, compliance and management improved</p> <p>Updating of financial record-keeping system (Creditors Clerk and Payroll Clerks appointed)</p> <p>Policy Register regularly updated</p> <p>Financial statements for 2009/10 was GRAP compliant</p> <p>GRAP compliant, except for fixed asset register. (Fixed asset spreadsheet to be imported into</p>	<p>Internal controls = 100% according to key areas identified by the CFO</p> <p>Fixed asset spreadsheet incorporated into the financial system</p> <p>Investment register updated when investments occurred. (100%)</p> <p>Loans register updated when loans are taken out. (100%)</p>





Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
						Processing of VAT done electronically through e-filing – money recovered within a month All reconciliations to be submitted on a monthly basis Claim back from Human Settlement (R1,6 million) and District (R321,000)			financial system) Investment register – updated Loans register - updated	
		Accounting system upgraded (Number of modules upgraded)	0	4	4	Some modules on the ABAKUS system SCM Module Started on cash flow module (only 25% done due to year-end close-of process) Creditors modules Payments on electronic transfers				
		Finance-related Policy Register regularly updated annually	0	1 per annum	1 done	SCM and procurement policy reviewed Budget and expenditure	Approval of a policy dealing with the writing off of	Fully achieved	Identify debtors who can pay their accounts	





Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
						policy Credit card policy Debt Policy Submitted to Council	debts	and issue summons		
							Credit control policy approved by Council	Fully achieved		
	Purification of indigent records	Complete upgrading of indigent records = 1 (Measured in terms of number of monthly reports regarding the upgrading of the indigent register submitted)	0	12	Indigent register reviewed on a monthly basis.=12	One major update of the indigent per annum Data cleansing was done by TwinPeak. Council stopped the process.	100%	50% achieved	Updating of Indigent Register (4 th quarter) Ward Councilors must inform community to report their indigent status at the municipality	Updating of Indigent Register (4th quarter) Ward Councilors must inform community to report their indigent status at the municipality
Objective 10.9: To undertake a comprehensive financial turn-around strategy	A comprehensive financial turn-around strategy	Financial Turnaround Strategy part of Municipality	0	1			According to annual targets	Fully achieved		





Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Financial turnaround strategy	developed and implemented	Turnaround Strategy (Targets in Turnaround Strategy related to Finance = 1)								
	Implementation of Credit control policy approved by Council	Credit control policy approved. Implementation commenced in 2009/10. Revised in 2010/11 and a by-law is currently prepared to empower the municipality act to the outside. (Revised credit control policy)	1	1			1	Fully achieved	Strengthen the credit control and revenue collection. To be addressed as part of the review of the organogram Revenue=70% collection on all sources to be maintained Credit control=outstanding debtors not increasing by more than 10% on a monthly basis	Revenue=70% collection Outstanding debtors not increasing by more than 10% on a monthly basis
Objective 10.10: To formalize audit and risk systems and procedures in the Municipality	Annual Financial Statements completed and submitted as legislatively prescribed	Submission of Annual Financial Statements as required in terms of the MFMA	1	1	1		Annual Financial Statements completed and submitted as legislatively prescribed	Not yet achieved The municipality is compiling annual financial statements and is working towards a clean audit by 2014	Timely completion and submission of AFS remains a municipal priority	GRAP compliant AFS submitted by 30 August 2012
		Audit opinion					Unqualified	Not yet achieved. Working towards a clean audit	Audit Action Plan to be	1 (integration various)





Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
									compiled	functional areas)
	Risks are identified, evaluated and managed	Risk Management Plan reviewed	1	1	1	Risk Management Plan ready. Must be submitted to the audit committee, and then to Council for approval.	1	Not yet achieved Risks were identified during the 2009 -10 reporting period and a risk register will be implemented Risks must still be identified to enable the compilation of a three-year rolling Internal Audit Plan	Identification of risks Completion of a three-year rolling Internal Audit Plan	1 Three year rolling Internal Audit Plan
	Conduct the legislatively prescribed functions of the audit committee	Shared function with District Advertise for audit committee members	0	1	1	Shared service with district in place	Finalize arrangements for the functions of the audit committee to be performed	Not yet achieved Applications for people to serve on the Audit committee were advertised on 27 November 2009 in the Vrede Nuus. No applications were received. To be re-advertised.	Audit Committee (shared service with the district)	1 Audit Committee functional; 4 meetings, 1 per quarter
Objective 10.11: To implement an asset management system	Asset maintenance and management plan developed and	Asset acquisition and disposal policy approved	0	1	0		1	Not yet achieved	Asset register and disposal policy	Asset acquisition and disposal policy





Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
	implemented									approved
		Asset management system finalized and functional				Started.	1	Not yet achieved		
Objective 10.12: To implement and execute the Property rates Act	Property Rates Act implemented	Property Rates Act implemented according to legislative requirements = 1	0	1	1	Approved by Council. Started billing and collection. Only outstanding funds are those include by new demarcation	Complete implementation	80% completed Advertised on 13 march 2009 Implemented since 1 July 2009 In process of handling objections The following draft by-laws were advertised in the Vrede Nuus on 28 August 2009: Credit Control and Debt Refuse Removal Tariff Water Supply, Sanitation Services and Industrial Effluent Indigent Support Outdoor Advertising Control of Street Vendors, peddlers and hawkers Commonage Control of Public	Property Rates Act implemented	All property owners are billed correctly and that they pay monthly dues; including farms (refer to 70% collection rate)





Financial Management, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
								Nuisance Dumping and Littering Impoundment of Animal Taxi Ranks No feedback were received		

5.3 Finance and Administration: Corporate Services

Corporate Services, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 10.1: To review and populize the organizational structure of the Municipality based on the requirements of the IDP and institutional affordability	Review of the organizational structure Revised staff establishment (June 2009)	Annual review of the organizational structure	1	1	1		1	Not yet achieved	Strengthening of the organizational structure Filling of key vacancies, based on the requirements of the Employment Equity Plan	Finalise the annual review of the organisational structure





Corporate Services, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
	Filling of key vacancies, based on the requirements of the Employment Equity Plan	The following posts are identified as key vacancies that needs to be filled subject to availability of funds 100% of identified posts filled = 1 CFO (2010/11) Payroll / Salaries Clerk (filled according to availability of funds) Registry Clerk (filled according to availability of funds) HR Officer (filled according to availability of funds) Technical Officer: Memel (filled according to availability of funds) Admin Officersecretary to the Mayor (filled according to availability of funds) Electrician (filled according to availability of funds)	0	1	CFO filled Payroll / Salaries Clerk not yet filled Registry Clerk – person appointed on year contract to perform duties HR Officer – filled Admin Officersecretary to the Mayor – filled 7 March 2011 Electrician – appointed on contract baes to serve Memel	Payroll / Salaries Clerk – using interns Technical Officer: Memel (same person as Technical Officer for Vrede)	1	Fully achieved The following posts were filled: Chief protection officer Technical officer for Vrede Librarian post in Ezenzeleni and Warden	Filling of key vacancies, based on the requirements of the Employment Equity Plan	Filling of key vacancies, based on the requirements of the Employment Equity Plan
	Review of the Employment Equity Plan	Annual review of the Employment Equity Plan	1	1	1	Submitted on 12 January	1	Annual employment equity plan not	Annual review and reporting on Employment	Employment Equity plan to be submitted





Corporate Services, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
								yet revised Employment equity committee existing of Labour and officials was established	Equity Staff establishment not 100% in line with equity plan. Will be addressed with future appointments.	
Objective 10.2: To review and implement the Workplace Skills Plan	Review of the Workplace Skills Plan	Workplace Skills Plan submitted on Review of Skills Plan (2010/11)	1	1	1	23 June 2011 Submitted to LG SETA on the 30 th of June	Annual Review, informed by the scarce skills requirements and capacity challenges of the Municipality	Fully achieved Compiled and submitted on 30 June 2010.	Training and development of municipal employees and Councilors	Annual Review of the Workplace Skills Plan
Objective 10.3: To compile and implement an HR Strategy	Review of the HR Strategy	Annual review of the HR Strategy	Com piled and approved	1	1		1	Fully achieved Finalized		
							Implementation / utilization of the HR Strategy	Fully achieved Ongoing process	Review of the HR Strategy	Annual Review of the HR Strategy





5.4 Planning and Development

5.4.1 Local Economic Development

Table 32: Employment Status

Table: Census 2001 by municipalities and official employment status		
Employed	10,585	34.81%
Unemployed	5,540	18.22%
Not economically active	14,285	46.97%

(Source: Census 200, Stats SA)

Only 34,8% of Phumelela's population is formally employed. However, if categories such as homemaker or housewives, pensioners and retired persons and those that chosen not to work are added to the 34,8% it adds up to 69,74%. Unemployment nevertheless remains a critical challenge in the municipal area.

Table 33: Employment per sector

Table: Census 2001 Occupation amongst the employed aged 15 to 65 years		
Legislators, senior officials and managers	220	0.72%
Professionals	193	0.63%
Technicians and associate professionals	545	1.79%
Clerks	375	1.23%
Service workers, shop and market sales workers	400	1.32%
Skilled agricultural and fishery workers	1,760	5.79%
Craft and related trades workers	417	1.37%
Plant and machine operators and assemblers	1,835	6.03%
Elementary occupations	4,253	13.99%
Undetermined	587	1.93%
Not applicable	19,823	65.19%

(Source: Census 2001, Stats SA)

Table 34: Monthly income for the employed, aged 16-65 years

Table: Individual monthly income for the employed aged 15-65 years		
No income	278	2.63%
R 1 - R 400	5,813	54.93%
R 401 - R 800	1,928	18.22%
R 801 - R 1600	815	7.70%
R 1601 - R 3200	828	7.82%
R 3201 - R 6400	617	5.83%
R 6401 - R 12800	205	1.94%
R 12801 - R 25600	59	0.56%





Table: Individual monthly income for the employed aged 15-65 years		
R 25601 - R 51200	26	0.25%
R 51201 - R 102400	11	0.10%
R 102401 - R 204800	0	0.00%
R 204801 or more	3	0.03%

(Source: Census 2001- Stats SA)

The demand for social service intervention will therefore be high.

Table 35: Income: All persons

Table: Income all persons		
No income	34,661	68.09%
R 1 - R 400	7,000	13.75%
R 401 - R 800	6,125	12.03%
R 801 - R 1600	1,010	1.98%
R 1601 - R 3200	1,012	1.99%
R 3201 - R 6400	721	1.42%
R 6401 - R 12800	250	0.49%
R 12801 - R 25600	68	0.13%
R 25601 - R 51200	31	0.06%
R 51201 - R 102400	16	0.03%
R 102401 - R 204800	9	0.02%
R 204801 or more	3	0.01%

(Source: Census 2001- Stats SA)





LED, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
To annually review the LED Strategy and align the LED Implementation Plan with the revisions	Annual review of the LED Strategy	Compilation of LED Strategy	0	1	1	LED Strategy to focus on job creation and alignment with key government economic growth strategies and plans	LED strategy tabled to Council. To be reviewed for new Council in 2011/12	Finalisation and approval of the LED Strategy (1 Strategy)	LED Strategy reviewed	1
To establish and effectively utilize a local LED Forum	Co-ordinate and facilitate efforts for the establishment of a local LED Forum. Formulate a clear mandate for the LED Forum	Establishment of Local LED Forum	0	1	0	Not yet established	New target	Not applicable	Co-ordinate and facilitate efforts for the establishment of a local LED Forum. Formulate a clear mandate for the LED Forum To improve the structural response capacity of the Phumelela Municipality in terms of LED	LED Forum established
To finalise a Poverty Alleviation Programme for the Phumelela Municipality	Review of a comprehensive Poverty Alleviation Programme	Reviewed Poverty Alleviation Programme finalised	0	1	0		Integrated Poverty Reduction Programme Developed (1	Not yet done	Target scrapped. Municipality does not have the funds and institutional	NA





LED, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
							Policy)		capacity	
To incorporate targets set by national government for SMME and BBEE involvement in the purchasing business of municipalities into the municipal monitoring and evaluation system	Utilisation of municipal procurement systems and processes to promote BBEEs and SMMEs	Finalisation of targets to promote BBEEs and SMMEs in municipal SCM planning documents	0	1		A SCM unit has been established in 2010/11. The necessary controls and record-keeping system must be established before SMME and BBEE contribution could be determined and reported on	None (No functional SCM unit)	None	Establish a fully functional Supply Chain Management Unit, with specific reference to the competitive bidding function. Incorporate targets set by national government for SMME and BBEE involvement in the purchasing business of municipalities into the municipal monitoring and evaluation system	Establishment of fully functional SCM Unit
To ensure effective co-ordination and organizing of tourism promotion initiatives	To maximise the potential of tourism within the area it is important that there is a coordinated	Finalisation of a Tourism Promotion Plan	0	1	0	No resources for promotion of tourism	Initiatives aimed at creating a conducive environment		Increase the economic value of tourists visiting the Phumelela area by 10% over a	10% increase





LED, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
through the formulation and adoption of a comprehensive <i>Tourism Promotion Plan</i>	approach in planning and developing the tourism industry. This will limit duplication and strengthen existing efforts. Cultural tourism attraction: The cultural diversity of the area, coupled to the increase in international cultural interest should be exploited as integral part of the tourism effort.						for tourism Performance to be measured in terms of – Establishment of a Tourism Forum Local festivals held Township Tourism Promotion (targets to be finalized in LED Strategy) Grading of all guesthouses (100%) Municipal website developed CSIR to assist local crafters Local crafters to participate in Macufe	Not yet completed	three year period	
To complete the branding of the municipality and engage in comprehensive annual marketing	Branding of the Municipality	Number of branding campaigns	1	1	0	Painting of the signs (logo) of the municipality	Finalised painting	Achieved	NA	NA
	Develop a pamphlet that contains the background and history of Phumelela	Pamphlets prepared and available	0	1	0	Inadequate funds	Pamphlets prepared and distributed	Not achieved, due to shortage of funds	Target taken off SDBIP	Target taken off SDBIP





LED, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
	(Anglo Boer War, New Zealand soldiers burial site, bushmen art)									

Land Development and Town Planning, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 8.1: To promote sustainable land development	Sustainable Land Development	Officials appointed	0	No target	No target	No target	1	Not yet completed		
Objective 8.2: To support the national and provincial government in realizing the objective of transferring 30% of agriculture land to HDIs by 2014	Support Land Redistribution initiatives of Government	Identification of suitable land for redistribution; as and when required = 1	1	1	1	Acquired Krynaauw Lust farm through the dissolving of the Trust. This represents a process of more than 30 years Municipality acquires Kalkoenkrans.	1	Not yet completed	Support the national and provincial government in realizing the objective of transferring 30% of agriculture land to HDIs by 2014	Targets related to Provincial government's requirements





Land Development and Town Planning, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 8.3: To provide support in to the Provincial Department of Local Government and Housing in delivering houses to the community of the Phumelela area	Support the Provincial Department to identify land for housing	Support as and when required = 1 (Number of houses)	1	1	336 for Enzenzeleni; 50 other for old age; 94 for land restitution in Warden; 250 – Extension 4; 100 Memel		Provision of Ervin and beneficiary administration according to requirements and targets of the Provincial Department 100% (according to demands / requirements)	40% achieved (selling of stands in Memel)		
		List of beneficiaries (Number of lists)	New	1	1		Needs analysis conducted and prioritized in collaboration with sector partners	Fully achieved		
Objective 8.4: To ensure sustainable land development, transport and housing planning in line with the Spatial Development Framework	Review of the SDF	Approval of reviewed SDF	0	1	1		Integration of spatial and land planning systems and strategies	Fully achieved	Integration of economic development priorities from a spatial dimension in the IDP (annual review) To finalise a fully functional Land Use Management System	Review of the SDF finalised





Land Development and Town Planning, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
									Develop an appropriate and legislative compliant Land Use Management System for the Phumelela Municipality	





5.5 Community & Social Services

5.5.1 Sport and Recreation

Sport and Recreation, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 11.1: To develop and implement a Municipal Sports Development Programme	Sports Development Programme Developed and implemented	2010/11: Sport Council is functional; sport associations in each town established. Integration of sport facilities and codes in the Municipality. Funding could then be sought through the structures. Sport Council established (1) + Sport associations in all town established (1) + sport facilities and codes integrated (1) = 3)	0	3	Sport Council not yet established Fencing of sport facility: soccer field, volley ball, tennis court and basket ball (R590,000) EDWIN Construction. Multi-purpose center under construction in Warden that could also cater for in-door sports.	MEC for Sport and Recreation has instructed municipalities to use 7,5% of MIG allocation for sports. This is a challenge, however, because of the huge basic services backlog	Sports Development Programme developed and implemented	Not yet achieved	Group 5 has been requested to refurbish the sport facilities in Thembalihle. Proposal already submitted. Look for funding through sector departments or other donors.	1 Sports Development Programme developed
Objective 11.2: Utilisation of the local Sports Council. (Sectoral Initiative – Sports, Art and Culture)	Co-ordinate and promote local sports development and maintenance of facilities	Relates to the indicators in Objective 11.1	0	3			Operational Sports Council	Organized sport events are arranged for communities	Functionality of the Sport Council	1 Sports Council functional





Sport and Recreation, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 11.3: To effectively manage library services	Management of libraries 5 Libraries: Vrede, Warden (on in Ezenzeleni, Thembahihle, Memel). One in Memel need to be upgraded.	Number of monthly reports from libraries	5	5	5 = 60 reports	Indicate number of visitors, the activities, library committee	New target	Not applicable	5 Libraries maintained and operated	5
Objective 11.4: To maintain parks and other recreational facilities	Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget	Effective maintenance of all existing parks and recreational facilities in the municipal area = 1	1	1			New target	Not applicable	Wilgespruit Conservancy Fencing required. Long-term plans. Caravan Park in Memel - Possibility of PPP arrangement. Long-term. Community halls: Vrede, Warden, Ezenzeleni, Thembahihle and Zamani	Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget (100%)





5.5.2 Safety and Security

The general crime rate is lower than other urban nodes in the province, due to the area being rural. However, certain crimes are more prevalent and on the increase. Within urban areas these particularly include crime associated with alcohol abuse, such as vandalism, assault etc. Within the rural areas stock theft is constantly increasing and personal attacks on farms are also emerging.

Within particular areas such as Memel and Warden Housebreaking is also increasing at an alarming rate. Within Warden an increase in rape cases and truck hi-jacking is also evident and these are directly associated with the high transport industry activities in the area.

The ability to combat crime is hampered through a lack of proper communication equipment on farms, a lack of information from community members and under resourced police stations. It is believed that a greater community involvement through existing structures should address most of these problems.

According to the Municipality's Spatial Development Framework¹, the following trends are evident in the Phumelela Municipal area:

- Within the urban areas, crimes associated with alcohol abuse and vandalism is on the increase;
- Housebreaking in Warden and Memel is increasing;
- Within Warden an increase in rape and truck hi-jacking is taking place owing to the high transport industry within the area; and
- Within the rural areas, stock theft is constantly increasing and personal attacks on farms are emerging.

Table 31: *Safety & Security Source: Phumelela Municipality*

Unit	South African Police Service	Flying Squad	Neighbourhood Watch	Detective Unit
Vrede	Yes	No	Yes	Yes
Thembalihle	Yes	No	No	Yes
Memel	Yes	No	No	Yes
Zamani	Yes	No	No	Yes
Warden	Yes	No	No	Yes
Ezenzeleni	Yes	No	No	Yes

¹ SDF, 2008 review





Safety and Security, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Goal 12.1: To develop a Business Plan to resource and implement a Community Safety Plan	Business Plan to resource and implement a Community Safety Plan formulated	Business Plan finalised = 1 Community Safety Plan formulated = 1	0	2	0	Lack of funds / resources	New target	Not applicable	Removed due to Lack of funds / resources	
Goal 12.2: To support law-enforcement agencies to combat crime in the Phumelela local area	Safety and security related services provided in order to enhance law enforcement	Grass cutting/herbicide spraying in all public areas = 1	0	1	1	Seasonable. General labourers employed to perform this work. Community works programme – 1,000 people appointed to perform this work.	100%	Trees have been pruned in all three towns in the second quarter. Herbicide has been sprayed since the beginning of January 2010. Street lights have been maintained and new globes have been fitted	Safety and security related services provided in order to enhance law enforcement	Grass cutting/herbicide spraying in all public areas (100%) Public trees pruning plan developed and implemented (100%)
		Street and area lighting maintained = 1		1	1	Contractor repairs and maintain lights				
		Public trees pruning plan developed and implemented = 1		1	1	R50,000 budget – not all trees could be cut	100%	Trees has been pruned in all three towns in the second quarter. Herbicide has been sprayed since the beginning of January 2010.		





Safety and Security, 2010/11 Policy and Strategic Objectives taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
								Street lights have been maintained and new globes have been fitted		
Goal 12.3: To establish a municipal law enforcement function	Municipal law enforcement established	Filling of budgeted vacancies for Law Enforcement function	0	1	1	Post for 2 additional law enforcement officers advertised. Advertised in 2010/11, appointments were made. Force numbers not provided, but the institutions were they obtained their qualifications were not recognized.	100%	A chief protection officer has been appointed in July 2009. This officer is also a traffic officer and is dealing with law enforcement. A second law enforcement officer will be appointed before the end of September 2010		





5.6 Basic Services

5.6.1 Water Services

Table / Figure 18: Source of water (households)

Percentage distribution of households by main source of water									
Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Piped water inside the dwelling	32.3	47.3	17.2	36.1	13.9	48.2	15.0	18.9	34.3
Piped water inside the yard	29.0	22.2	43.4	46.9	59.4	35.9	-6.8	3.5	-23.5
Piped water from access point outside	23.2	19.1	33.1	13.3	18.3	5.6	-4.1	-19.8	-12.7
Borehole	2.4	2.6	0.8	2.1	3.0	6.4	0.2	1.3	3.4
Spring	1.9	1.0	0.5	0.5	1.0	0.4	-0.9	0.0	-0.6
Dam / pool	1.0	0.5	0.5	0.2	1.1	0.8	-0.5	-0.3	-0.3
River / stream	6.5	5.1	0.2	0.2	0.9	0.4	-1.4	0.0	-0.5
Water vendor	0.7	0.9	0.1	0.2	0.2	0.2	0.2	0.1	0.0
Rain water tank	0.6	0.6	0.3	0.2	1.0	1.3	0.0	-0.1	0.3
Other	2.4	0.6	3.8	0.3	1.3	0.7	-1.8	-3.5	-0.6

Table / Figure 18: Water Service Levels

**Water Service Authority
Phumelela Local Municipality
30 November 2009
WSA Summary View**

Water Services National Information Systems (www.dwaf.gov.za)

Service level view

Service Level	Above RDP	at RDP	Below RDP	No Infrastructure	Total
Total	12,145	1,112	0	0	13,257
Served	12,145	1,112	0	0	13,257
%	100.00%	100.00%	N/A	N/A	100.00%

Service level view

Service Level	Above RDP	at RDP	Below RDP	No Infrastructure	Total
Total	7,411	668	0	0	8,079
Served	7,411	668	0	0	8,079
%	100.00%	100.00%	N/A	N/A	100.00%





Water Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
National Goal (Vision 2014) Strategic Objective 1.1 All households to have basic level of water by 2014	Indicator _ Number of households receiving basic level of water supply. Definition _ Higher level of service includes piped water inside dwelling. _ Basic level of service includes piped water inside yard and piped water within 200m. Indicator _ Number of households below basic level of water supply. Definition _ Below basic level constitutes backlogs and includes, piped water further than 200m, springs, rain water tanks, dam/pool/stagnant water and water vendors.	Number of households receiving basic level of water supply Number of households below basic level of water supply	100% - formal residential areas (9,780)	100% (1)	100% (9,780)	Number of households billed per month: 9,780 (confirmed by Finance Section). Might be stands.	New target	Not applicable	Provide clean, drinkable water to all households in formal areas in the municipality	100%
									Communal taps: • 350 new sites in Warden (2 nd quarter)	350 new sites in Warden
									Rural development: Delivering water to rural communities on daily basis. Six households from different farms. 3 rd quarter:	Delivery water to six targeted households on a daily basis Six households provided by boreholes.





Water Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
									Install at least 30 water meters (90 per quarter). By 4 th quarter-all households.	360 meters
National Goal (Vision 2014) Strategic Objective 1.2 All indigent households to have access to Free Basic Water by 2014.	Indicator <input type="checkbox"/> Number of indigent households receiving Free Basic Water. Definition <input type="checkbox"/> An amount of water determined by government that should be provided free to poor households to meet basic needs, currently set at 6kl per month per household.	All members of the communities that qualify must have access to free basic water according to Government's policies and targets	100% (1) Indigent households: 1,313	100% (1)	100% (1,313)	Updating the indigent register	New target	Not applicable	Indigent Register to be regularly updated and maintained.	100% updating of the Indigent Register
National Goal (Vision 2014) Strategic Objective 1.3 All indigent households to have access to Free Basic	Indicator <input type="checkbox"/> Number of indigent households receiving Free Basic Water. Definition <input type="checkbox"/> An amount	All members of the communities that qualify must have access to free basic water according to Government's	100% (1)	100% (1)	100%	A file (register) of complaints are maintained Programme for new sites (new development). (For evidence refer to 1.7)	Expand access to water according to RDP standard (within 200 meters	<i>Backlock fully addressed in respect of formal residential areas.</i> <i>The farming community</i>	Indigent Register to be regularly updated and maintained.	100% updating of the Indigent Register





Water Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Water by 2014.	of water determined by government that should be provided free to poor households to meet basic needs, currently set at 6kl per month per household.	policies and targets					walking distance) to all household Backlog fully addressed	<i>remains a challenge. (Rural areas are served the 5000liter water tanks)</i>		
Strategic Objective 1.3: To review and approve the Water Services Development Plan according to legislative requirements	Regulatory and statutory requirements for the compilation of a WSDP	Finalisation of WSDP	0	1	1 (still to be approved by Council)	WSDP only finalized in this quarter due to limited resources Still awaiting final document, which will then be submitted to Council for approval	Objective: Formulate and implement a local Water Services Development Plan Target: 1 Plan	National DWA appointed a service provider to review the SWDP on behalf of the municipality WSDP has been approved and is currently in the implementation phase	Upgrading and maintenance of water infrastructure according to Infrastructure Master plan	1 reviewed WSDP
									Upgrading and maintenance of water infrastructure according to Infrastructure Master plan	1 reviewed WSDP





Water Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Strategic Objective 1.4: To ensure that acceptable water quality (DWA standards) is maintained at all times	Requirements for blue drop accreditation	Launch continuous training and awareness campaigns within the community relating to water management and conservation: 1 per quarter (4 per year)	0	4	1 (Water for All)	February 8-10 2011 DWA Programme	4	Training was conducted and one awareness campaign was conducted	1 water quality awareness campaign per quarter (4 per year)	4 campaigns
		Percentage towards blue drop accreditation	0	4	Average performance = 62% according to blue drop requirements	Advertisement for qualified process controllers (4) – 3 attending a course to obtain SAQA accreditation Meeting the target will remain a challenge due to ageing infrastructure All the requirements for blue drop assessment is monitored: ✓ Operation and Maintenance	New target	Not applicable	Participation in the blue drop assessment process	1 Water Safety Plan approved by Council





Water Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
						<ul style="list-style-type: none"> ✓ manuals ✓ In-house testing on a daily basis Submitted once a month for testing to the lab 			LGSETA will assist the municipality to training in Class 1 -3 of Qualified Process Controllers. 3 rd Quarter of 2011/12 (10 persons)	10 officials trained
	Results of monthly tests meet the quality standards set by DWAF	Daily quality tests	365	365		3x samples daily	48 Tests	Weekly tests are conducted and sent a laboratory and the Municipality is conducting their own daily quality tests and DWA	Continuous monitoring of water quality against DWAF standards	Daily quality tests
Strategic Objective 1.5: To reduce and limit unaccounted for water losses	Repair of leakages	Repair of leakages	Not available	800 stands	Vrede: 800 Warden: 800 Memel: 400	8 Local Labourers appointed to repair leakages (employment contracts available) 2 in Memel, 3 in Warden and 3 in Vrede In Vrede, 800 of 3,000 stands were done	New target	Not applicable	Upgrading and maintenance of water infrastructure according to Infrastructure Master plan	1 reviewed WSDP





Water Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Strategic Objective 1.6: To ensure uninterrupted water supply to all formal settlements	<input type="checkbox"/> Adequate water source <input type="checkbox"/> Possible extension of water reticulation works	Get conclusion from Water Affairs about the Warden Dam Project (Conclusion obtained and a decision taken = 1)	Process has started	1	Phase I advertised R9 million approved	Phase I of the project has been advertised: Constructed of 3 mega liter reservoir <input checked="" type="checkbox"/> EIA completed <input checked="" type="checkbox"/> Drilling of the boreholes (5)	New target	Not applicable	Dam to be re-built. Construction of new Warden dam to start in June. 4 th quarter – completed R35 million. Funded by the DWA	New Warden dam to be completed





5.6.2 Sanitation

Indicator	Census 2001	Census 2007
Flush toilet (connected to sewerage system)	29.4	44.8
Flush toilet (with septic tank)	2.0	1.1
Dry toilet facility	0.0	0.2
Chemical toilet	1.2	7.2
Pit latrine with ventilation (VIP)	2.6	14.1
Pit latrine without ventilation	18.3	0.2
Bucket latrine	27.1	21.2
None	19.3	11.2

(Source: Community Survey, 2007)

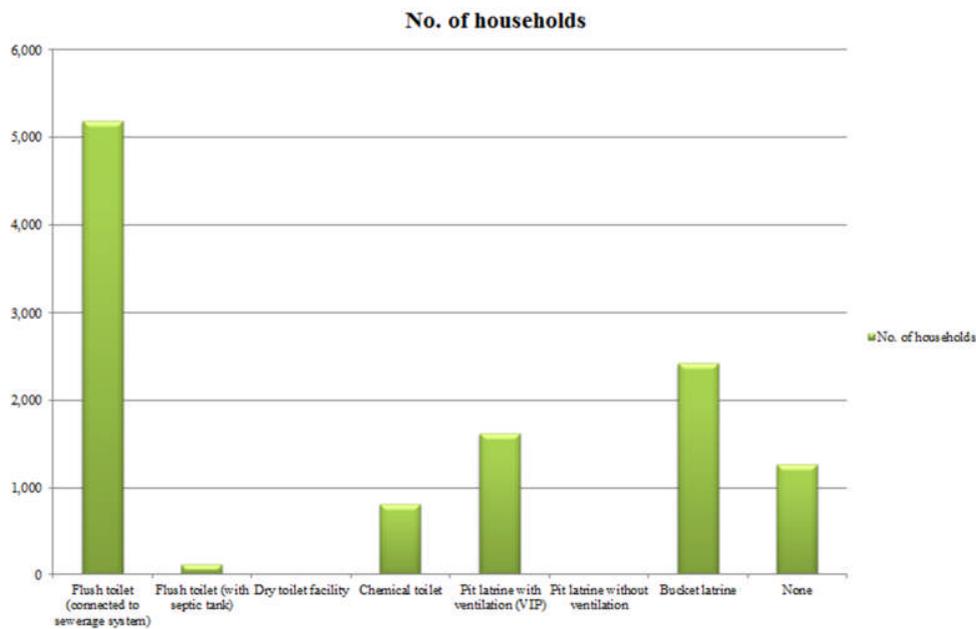


Table 20: Analysis of access to sanitation, based on the results of Census 2007

Indicator	%-Census 2007	No. of households
Flush toilet (connected to sewerage system)	45.00%	5,189
Flush toilet (with septic tank)	1.00%	115
Dry toilet facility	0.00%	0
Chemical toilet	7.00%	807
Pit latrine with ventilation (VIP)	14.00%	1,614
Pit latrine without ventilation	0.00%	0
Bucket latrine	21.00%	2,422
None	11.00%	1,268

(Source: Community Survey, 2007)





Table 21: Comparative perspective on progress made with access to sanitation, based on the results of Census 2007

Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Flush toilet (connected to sewerage system)	49.1	55.1	26.8	37.0	29.4	44.8	6.0	10.2	15.4
Flush toilet (with septic tank)	2.8	2.8	1.6	1.9	2.0	1.1	0.0	0.3	-0.9
Dry toilet facility	0.0	4.1	0.0	2.1	0.0	0.2	4.1	2.1	0.2
Pit latrine with ventilation (VIP)	5.7	6.5	1.4	6.5	1.2	7.2	0.8	5.1	6.0
Pit latrine without ventilation	22.8	20.6	7.8	35.9	2.6	14.1	-2.2	28.1	11.5
Chemical toilet	1.9	0.4	33.4	0.1	18.3	0.2	-1.5	-33.3	-18.1
Bucket toilet system	4.1	2.2	19.5	12.7	27.1	21.2	-1.9	-6.8	-5.9
None	13.6	8.2	9.5	3.7	19.3	11.2	-5.4	-5.8	-8.1

(Source: Community Survey, 2007)





Sanitation Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
National Goal Strategic Objective 2.1: All households to have basic level of sanitation by 2014.	Indicator _ Number of households having access to basic level of sanitation. Definition _ Higher level of service includes, flush toilet connected to sewerage system _ Basic level of service includes flush toilet with septic tank and PIT latrine with ventilation. Indicator _ Number of households that have access to sanitation. Definition _ Below basic level constitutes a backlog and includes chemical toilets, pit latrine without ventilation, bucket latrine and no sanitation facility.	300 households to be provided during 2010/11. (Total: 1,200 stands): Number of Households	300	300	386	Project completed; funded by Human Settlements R5,2 million)	New target	Not applicable	Extension 4 – 400 houses. (3 rd quarter)	Extension 4 – 400 houses. (3rd quarter)
									Sanitation for DuRandt Single Community. (1 st quarter – 15) Change the asbestos pipes with plastic pipes. (2 nd quarter – 400 meters)	Sanitation for DuRandt Single Community. (1st quarter – 15) Change the asbestos pipes with plastic pipes. (2nd quarter – 400 meters)
									Opening of blocked pipes in Warden town	Opening of blocked pipes in Warden town





Sanitation Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
National Goal Strategic Objective 2.2: _ All indigent households to have access to FBS by 2014	Indicator _ Total indigent households benefiting from free basic sanitation services.	Maintain access according to registered indigents on Indigent Register: Percentage of registered indigents served	100%	100%	1,313 (100%)	Indigent register currently being updated.	New target	Not applicable	Maintain access according to registered indigents on Indigent Register	100% in formal areas
Strategic Objective 2.3: Develop a Water Treatment Masterplan	Water Treatment Master plan required to inform strategic management and control of waste water management	Water Treatment Masterplan finalised	0	1	Finalised WSDP	WSDP to be approved by Council <i>Challenges:</i> Master plans very expensive Submitted a business plan (R2,1 million) Water MasterPlan Electricity Masterplan Roads Masterplan COGTA indicated that they do not fund masterplan	New target	Not applicable	Water Treatment masterplan required to inform strategic management and control of waste water management	Review of the Infrastructure Masterplan
Strategic Objective 2.4: To provide full waterborne sanitation to all households on formally developed sites in urban areas	Provision of water for full waterborner systems. DWAF has done a status quo analysis. Warden, Vrede, Thebahihled, Memel achieved. Problem in Zamani – current	Percentage of population in formal residential areas with access to full waterborne sanitation systems (9,780 households)	100%	100%	100%	Part of new development Funding from COGTA to fund 150 stands)	New target	Not applicable	Upgrade and maintain existing public toilets facilities in the municipal area Provide (build) public toilets in townships and at cemeteries 1 st quarter – graveyards From 2 nd quarter – start with	Complete the upgrading of public toilet facilities at taxi ranks and pension pay-out points





Sanitation Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
	financial year – 144 households to be connect.								taxiranks and pension pay-out points	
		Number of additional households in Zamani to be connected	0	144	144	Project completed. Funded by district. 8 Sept 2010. R5,3 million, including professional fees)	New target	Not applicable		
	Construct public toilets facilities (one in each town)	Number of public facilities constructed (1 per town for 2010/11)	0	3	0	Financial constraints. Indicator has been changed for 2011/12 to align with capacity)	New target	Not applicable		
Strategic Objective 2.5: To ensure that schools and households in the rural areas has access to sanitation that at least comply to minimum RDP standards	Ensure that all schools in rural areas have access to sanitation	Percentage backlog remaining (of schools and households in rural areas)	40%	35%	0	Financial constraints prevent implementation. Funding has been secure for 2011/12 from Rural Development. Applied for funding: R4,5 million	35%	Ongoing process Lack of funds is a problem. Approximately 35% were completed	Perform a needs analysis to determine needs and prioritize. (3 rd quarter) Assist 2 rural schools – VIPs. (4 th quarter)	VIP facilities at 2 rural schools
							Ensure that the backlog in terms of sanitation in rural areas are reduced by 15% per year	All houses in formal residential areas have access to sanitation. A lack of funds remains a problem in respect of rural areas	Participation in the 2011 Green Drop assessment process. 4 th quarter – green certification. Training of personnel (see blue drop) Finalization of a Water Safety	Participation in the Green Drop assessment process (green drop status)





Sanitation Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
								40% reduction. A sanitation project was implemented and 43 houses were connected with full water born systems	Plan	
									4 th quarter – green certification. Training of personnel (see blue drop) Finalization of a Water Safety Plan	1 Water Safety Plan approved by Council 10 officials trained
Strategic Objective 2.6: To ensure internal capacity to effectively maintain sanitation services	Development of an asset register	Number of GRAP compliant asset registers developed	0	1	1 = 100%	Asset Register for all infrastructure in town available and updated	1	Asset registers in progress. A service provider has been appointed to capture infrastructure assets on the register	Not set as a target for the Financial Year Finalized	
Objective 2.7: To ensure maintenance of sanitation infrastructure and services	Phase III of Memel purification works: Complete the works and commission it. Full waterborne systems in Memel	Phase III of Memel purification works finished	Phase II	1=100%	87,2%	87,2% of the Project is completed Contractor still on site	Sewerage purification and reticulation	Progress monitored on monthly basis and evaluated according to project planning schedules Lack of funds remains a problem	Phase III of Memel water purification works Full waterborne systems in Memel (oxidation ponds)	Phase III finalisation Full waterborne systems in Memel (oxidation ponds)





5.6.3 Electricity

ESKOM is primarily responsible for providing electricity in the municipal area, except for Warden town. Increased access to high-mast lights is a high priority for the municipality and so is close cooperation with ESKOM to facilitate increased access to electricity as a source of energy.

Table 22: *The electricity provision in Phumelela*

Town/area	Individual connections	Network only	None	Area lights required
Vrede	522	205	0	0
Thembalihle	3541	0	2200	30
Vrede	4063	205	2200	30
Memel	192	0	0	3
Zamani	900	0	350	12
Memel	1092	0	350	15
Warden	779	0	0	0
Ezenzeleni	1474	0	0	20
Warden	2253	0	0	20
Phumelela	7408	205	2550	65

Table 23: *Comparative perspective on energy sources, based on the results of Census 2007*

Percentage distribution of households by main type of energy used for lighting									
Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Electricity	69.7	80.0	63.4	80.9	64.6	78.1	10.3	17.5	13.5
Gas	0.2	0.2	0.1	0.1	0.1	0.0	0.0	0.0	-0.1
Paraffin	6.8	5.3	2.6	2.6	0.5	0.9	-1.5	0.0	0.4
Candles	22.7	13.8	33.2	15.8	34.0	20.6	-8.9	-17.4	-13.4
Solar	0.2	0.2	0.4	0.1	0.3	0.5	0.0	-0.3	0.2
Other	0.3	0.5	0.3	0.5	0.5	0.0	0.2	0.2	-0.5

(Source: Community Survey, 2007)

Table 24: Percentage distribution of households by main type of energy used for cooking									
Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Electricity	51.4	66.5	34.5	64.5	24.6	55.5	15.1	30.0	30.9
Gas	2.5	2.0	4.0	3.0	2.1	1.0	-0.5	-1.0	-1.1
Paraffin	21.4	14.9	33.3	18.4	8.4	1.3	-6.5	-14.9	-7.1
Wood	20.5	15.1	13.6	7.8	25.0	18.9	-5.4	-5.8	-6.1
Coal	2.8	1.2	12.4	5.6	35.4	20.6	-1.6	-6.8	-14.8
Animal dung	1.0	0.2	1.7	0.6	3.9	2.3	-0.8	-1.1	-1.6
Solar	0.2	0.0	0.2	0.0	0.2	0.3	-0.2	-0.2	0.1
Other	0.2	0.1	0.3	0.0	0.4	0.0	-0.1	-0.3	-0.4

(Source: Community Survey, 2007)





Table 25: Percentage distribution of households by main type of energy used for heating

Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Electricity	49.0	58.8	27.6	40.8	23.3	45.4	9.8	13.2	22.1
Gas	1.1	1.0	1.8	2.2	0.8	1.2	-0.1	0.4	0.4
Paraffin	14.6	13.1	21.9	17.4	5.6	0.8	-1.5	-4.5	-4.8
Wood	24.6	20.0	18.5	14.1	25.2	21.4	-4.6	-4.4	-3.8
Coal	6.6	3.9	26.5	22.3	40.0	28.5	-2.7	-4.2	-11.5
Animal dung	0.7	0.2	1.7	0.7	4.0	2.3	-0.5	-1.0	-1.7
Solar	0.2	0.1	0.2	0.1	0.1	0.0	-0.1	-0.1	-0.1
Other	3.1	2.9	1.9	2.4	0.9	0.4	-0.2	0.5	-0.5

(Source: Community Survey, 2007)

Electricity Services, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

Strategic Objective IDP	Objective	Key Performance Indicator	Targets : July-Sept 2009	Targets : Oct-Dec 2009	Targets : Jan-March 2010	Targets: April-June 2010	Annual Target 2009/10	Feedback on actual performance 2009/10
Objective 5.5: To research and implement strategies for renewable energy	(1) Identification and implementation of renewable energy options	No funds to pursue in short term				Initial recommendations	Initial recommendations	Part of the Council's long term agenda, but no funds for implementation currently





5.6.4 Refuse Removal

Table 26: Access to refuse removal services

Percentage distribution of households by type of refuse removals		
Indicator	Census 2001	Census 2007
Removed by local authority / private company at least once a week	60.9	70.9
Removed by local authority / private company less often	1.5	
Communal refuse dump	0.2	
Own refuse dump	26.4	14.2
No rubbish disposal	10.9	14.9

(Source: Census, 2001)

Table 27: Comparative perspective on progress made with access to refuse removal services, based on the results of Census 2007

Percentage distribution of households by type of refuse disposal									
Category	National		Thabo Mofutsanyane		Phumelela		Analysis		
	Census 2001	Census 2007	Census 2001	Census 2007	Census 2001	Census 2007	National	Thabo Mofutsanyane	Phumelela
Removed by local authority at least once a week	55.4	60.1	40.8	47.1	60.9	70.9	4.7	6.3	10.0
Removed by local authority less often	1.5	1.7	3.0	2.5	1.5	0.0	0.2	-0.5	-1.5
Communal refuse dump	1.7	2.1	3.0	3.1	0.2	0.0	0.4	0.1	-0.2
Own refuse dump	32.6	28.6	39.6	36.7	26.4	14.2	-4.0	-2.9	-12.2
No rubbish disposal	8.7	7.1	13.7	10.5	10.9	14.9	-1.6	-3.2	4.0
Other	0.0	0.3	0.0	0.1	0.0	0.0	0.3	0.1	0.0

(Source: Community Survey, 2007)

Table 28: Percentage distribution of households by type of refuse removals (number of households)

Area	Waste sites	Legal status	Refuse removal	Equipment	Personnel
Vrede	1	Legal	4 times p/m	Tractor	20
Thembalihle	-	Legal	16 times p/m	Tractor	20
Memel	1	Legal	4 times p/m	Tractor	5
Zamani	-	Legal	12 times p/m	Tractor	5
Warden	1	Legal	4 times p/m	Tractor	12
Ezenzeleni	-	Legal	12 times p/m	Tractor	12
Phumelela	3	Legal		Tractor	74





Waste Management, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 4.1: To ensure that disposal sites to all areas and according to legal requirements and environmental health standards are maintained	Development of legislatively compliant and environmentally friendly waste disposal sites	Number of landfill sites registered and approved	0	3	Warden and Vrede feasibility reports are available Busy with Memel report	Appointed consultants through funding received from Human Settlements to undertake study of landfill sites and advise Council regarding suitable future sites	1	A service provider has been appointed to assist the municipality to maintain landfill sites in Vrede. In Warden and Memel the municipality is maintaining the waste disposal sites.	Development of legislatively compliant and environmentally friendly waste disposal sites	Start with construction of waste disposal site in Warden and Zeleleni

5.6.5 Streets and Stormwater

Table 29: Status of streets in the Phumelela LM

Town / Area	Tarred streets (km)	Gravelled streets (km)	Graded streets (km)	Total length (km)
Vrede	14	36	0	50
Thembalihle	0	0	0	0
Vrede	14	36	0	50
Memel	4	30	0	34
Zamani	1	50	0	51
Memel	5	80	0	85
Warden	8	24	24	56
Ezenzeleni	1	36	0	37
Warden	9	60	24	93
Phumelela	28	176	24	228





Streets and Stormwater, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Strategic Objective 3.1: To finalize the municipal strategic management framework for streets and stormwater	To develop an Integrated Roads and Stormwater Master Plan (must also address O&M issues)	Integrated Roads and Stormwater Masterplan	0	1	1	Master plans very expensive Submitted a business plan (R2,1 million) Water MasterPlan Electricity Masterplan Roads Masterplan COGTA indicated that they do not fund masterplan	1	Not yet finalized. A request for assistance has been submitted to COCTA A draft document is in process	The municipality do not have adequate funds for the development of a master plan	
									MIG funds negotiated to address internal roads in settlements Access roads are priorities Streets and stormwater network is too large to operate and maintain properly with available funds Ageing tar roads became	Review of Infrastructure Maintenance Plan Maintenance of stormwater infrastructure. Daily. Unblocking of all blocked storm water channels (2nd quarter). Repair of pot-holes. All (100%) – 2nd quarter Access roads. (Access road





Streets and Stormwater, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
									<p>dysfunctional</p> <p>There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a problem</p> <p>Some roads are used by heavy vehicles – attention must be given to allocate specific roads to heavy vehicles to keep them out of the CBD areas of the main towns.</p>	<p>toward Khun Str; access road to Warden [Provincial road] and access road to Memel)-4th quarter</p>
<p>Strategic Objective 3.2: To promote safe, affordable and accessible public transport services in all urban areas</p>	Maintenance of road signs	Number of road signs constructed	0	60	70	Funding from district for R1 million	Continuous law enforcement	A law enforcement officer has been appointed and the function is performed continuously	<p>1 Law Enforcement Officer, another one to start in March.</p> <p>Number of traffic control signs: Install 70 in previous financial year; 80 in 2011/12</p>	<p>80 traffic control signs installed; R25,000 collected from traffic fines</p>





Streets and Stormwater, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs

IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
									financial year R100,000 per annum (traffic fines) (R25,000 per quarter)	
Goal 3.3: To maintain and upgrade streets and stormwater infrastructure	Maintenance and upgrading of municipal streets and stormwater infrastructure	Number of streets projects undertaken	0	4	4	Money obtained from district. However, capacity constraints remain a serious stumbling block, and with external funding, such projects will not be possible	Budgeted projects finalized	Done according to approved project list and budget allocations	MIG funds negotiated to address internal roads in settlements Access roads are priorities Streets and stormwater network is too large to operate and maintain properly with available funds Ageing tar roads became dysfunctional There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a	Review of Infrastructure Maintenance Plan Maintenance of stormwater infrastructure. Daily. Unblocking of all blocked storm water channels (2nd quarter). Repair of pot-holes. All (100%) – 2nd quarter Access roads. (Access road toward Khun Str; access road to Warden [Provincial road] and access road to Memel)-4th quarter





Streets and Stormwater, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
									<p>problem</p> <p>Some roads are used by heavy vehicles – attention must be given to allocate specific roads to heavy vehicles to keep them out of the CBD areas of the main towns.</p>	





5.6.6 Cemeteries

Cemeteries, 2010/11 Policy and Strategic Objectives Taken from the IDP and SDBIPs										
IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Annual Performance Target	Actual Performance 2010/ 11 Financial Year	Comments	Annual Target 2010/11	Actual Performance 2010/11	Projected Performance Indicator 2011/12	Projected Performance Target 2011/ 12
Objective 6.1: To provide and maintain sufficient cemeteries and facilities in all urban areas within the next year	An improved cemetery maintenance system developed and implemented	Improvement of the cemetery maintenance system, considering budget constraints = 1	0	1	1	Submission of proposal for new sites – spelling out the operation and maintenance of cemeteries in the area Cemeteries maintenance plan must still be developed (no. of maintenance programmes)	1 Improved maintenance plan finalized and approved	Maintenance done according to municipal schedules	Existing sites were developed	Existing sites were developed
	Develop new sites for cemeteries in 2 areas	Develop new sites for cemeteries in 2 areas: Warden and Vrede (2010/11)	0	2	0	Plan to be tabled to Council for approval	New target	Not applicable	EPWP Fencing of cemeteries Initiative: Planting grass – easier to maintain	Develop new sites for cemeteries in 2 areas: Warden and Vrede

