

2.2 ADMINISTRATIVE GOVERNANCE

Introduction to Administrative Governance

The functional administrative structure of the municipality is reflected as follows:



As per the diagram above, the administrative structure consists of the Municipal Manager (as the Administrative Head) and all the remaining s56 managers (Directors) reporting to him. In terms of their specific functions, roles and responsibilities they ensure that all directorate objectives are attained and regularly feedback to the Municipal Manager. (Progress, achievements and challenges)

In terms of this functional structure it must be noted that:

- The s56 managers are all appointed on a 5 year fixed term contract;
- All Directors' report directly to the Municipal Manager (as the administrative head of the organization, who in turn reports to the Executive Mayor as the political head);
- Their performance is governed by their performance agreements and performance scorecards which are reviewed and signed annually;
- Reports are required to be submitted to Standing Committees when decisions are required to be taken by Council/require formal approval or information is required to be reported for information purposes to this level;
- S 56 managers attend and provide required input as and when necessary at both Council and Standing Committee meetings and the organisation bound by the Council resolution; and
- All Council resolutions are required to be actioned timeously.

The table below details each directorate, the name of its director and the functional requirements for each directorate:

The functional nature of each division (directorate is reflected below):

Municipal Manager (Mr M.M. Yawa)	Director: Corporate Services (T.E. Wonga)	Financial Services (C. Venter)
<ul style="list-style-type: none"> • Community Liaison • Chief Operational Officer (SPU, HIV/Aids) • IDP & Performance Management • Internal Audit 	<ul style="list-style-type: none"> • Administration & Council Support • Human Resources • Labour Relations • Skills/Equity/ Training & Career Development • Legal Services • Logistics (Fleet Control) 	<ul style="list-style-type: none"> • Budget & Treasury • Information Technology • Supply Chain Management • Expenditure • Revenue Management • Traffic • Asset Management
Director: Technical Services (R. Crozier)	Director: Community & Social Services (L.N.C. Gologolo)	Director: IPME (P.L. Bushula)
<ul style="list-style-type: none"> • Asset Control • Roads • Electricity • PMU • Water & Sanitation • Stormwater 	<ul style="list-style-type: none"> • Waste Management • Cleansing • Refuse • Amenities • Libraries • Commonages • Public Open Spaces 	<ul style="list-style-type: none"> • IPED • Town Planning • Customer Care • Communications • LED • Tourism • SMME Development • Poverty Alleviation

Reporting Relationships and Administrative Functioning

- The Directors all report directly to the Municipal Manager in respect of the functional nature of their positions.
- Reports and presentations are provided monthly to Standing Committees who recommend that these are approved and taken to EXCO/Council as appropriate, for final approval/information.
- Council resolutions are to be effected within a specified period (as reflected on the Resolutions Register) and the directors are required to make the appropriate follow ups to ensure that this occurs, as required.
- Internal communications structures and functional line reporting, ensures that free flow of communications occurs while respecting the channels of communication and specific levels of authority.
- Directors are bound by their annually reviewed Performance Agreements and performance contracts and scorecards.

- S56 managers are required to participate in respect of the Performance Management Policy as approved by Council.
- Operational reporting occurs in terms of compliance and as per internal controls and systems.

COMPONENT B: INTERGOVERNMENTAL RELATIONS

Introduction to Cooperative Governance and Intergovernmental Relations

Efforts are encouraged to improve the manner in which the organization operates. It is recognized that organizations can learn a great deal from sharing experiences, thoughts and ideas. Efforts to increase these IGR experiences have been made and IGR structures are in place in order to facilitate this functioning.

Efforts to improve intergovernmental relations are driven at the level of the district. Through the IGR Forum, a vehicle is provided in which to promote and improve this process. In keeping with this, the Joe Gqabi District Municipality adopted an Intergovernmental Relations Framework Policy and intergovernmental structures were created that for all intents and purposes are functional.

These structures have been linked to the following clusters:

- Social Needs;
- Economic and Infrastructure;
- Safety and Justice; and
- Governance and Administration.

All clusters within the district meet bi-monthly in order to discuss service delivery, policy issues, integration, coordination, monitoring and evaluation.

Existing and Functional Structures

In addition to the clusters, other existing and functional structures include:

- **The District Technical Task Group;**
- **The District Mayor's Forum (DIMAFU).** The DIMAFU meets quarterly in order to align key programmes and issues that exist between Senqu Municipality and other local municipalities that fall within Joe Gqabi District Municipality. DIMAFU is a s79 committee and is a special committee that consists of the Mayors of all local municipalities within the district (Joe Gqabi District Municipality);
- **Munimec meetings** are attended by the Mayor and the Municipal Manager. These are driven and coordinated by the MEC for Cooperative Governance. Munimec is regarded as a vehicle that scrutinises the performance of government programmes.

- **Presidential Hotline** issues are driven by a Community Liaison Officer. They have been commended for their efforts and achievements within this area to date;
- **The IDP Representative Forum** is a forum that is established linking the IDP process. Within this forum consultation with the Sector departments takes place.
- **Public Participation** occurs on many levels and is detailed for the most part within the IDP Process Plan. Though a highly successful public participation programme, IGR and communication has seen to have progressed very positively.

2.3 INTERGOVERNMENTAL RELATIONS

National Intergovernmental Structures

Participation by Senqu Municipality within a national intergovernmental structure was not in evidence during 2011/2012. During 2012/2013 the uprisings and difficulties experienced within Sterkspruit resulted in the National Minister of Cooperative Governance, Mr Richard Baloys, forming a task team. The purpose of this task team was to investigate the allegations raised by the Sterkspruit Civic Association as well as to mediate between the 2 parties (i.e. between Sterkspruit Civic Association and Senqu Municipality).

It is noted that this process is continuing as per the facilitating department's invitation (i.e. National Department of Cooperative Governance).

Taking this into account it is also noted that the last meeting held was in April 2013 and the Minister has since been changed.

Provincial Intergovernmental Structure

In an effort to discuss and benefit from issues of mutual interest with neighbouring municipalities, the municipality attended 5 Munimec meetings (2 political and 3 technical). Additionally an EC Municipal Managers Steering Committee was held on 28 April 2013 and attended.

Relationships with Municipal Entities

Reference is made to Appendix D in which the complete list of entities and delegated functions are detailed.

Overall it must be stated that Senqu Municipality has really good relations with all local municipalities within the District. This municipality has a very good reputation regarding "Good Governance and Public Participation" and financial management. With this in mind, Gariep Municipality has benefitted by visiting Senqu Municipality and ensuring that its representatives are exposed to best practices within this area.

District Intergovernmental Structures

Efforts to improve intergovernmental relations are driven at the level of the district. The IGR Forum is used to promote and improve this process. In keeping with this, the Joe Gqabi District Municipality adopted an Intergovernmental Relations Framework Policy and intergovernmental structures were created and are functional.

These structures have been linked to the following clusters:

- Social Needs;
- Economic and Infrastructure;
- Safety and Justice; and
- Governance and Administration.

All clusters have been formally constituted, have their Terms of Reference and meet within the district bi-monthly in order to discuss service delivery, policy issues, integration, coordination, monitoring and evaluation.

In addition to the clusters, the following functional structures include:

- **The District Technical Task Group;**
- **The District Mayor's Forum (DIMAFU).** The DIMAFU meets quarterly in order to align key programmes and issues that exist between Senqu Municipality and other local municipalities that fall within Joe Gqabi District Municipality. DIMAFU is an s79 committee and is a special committee that consists of the Mayors of all local municipalities within the district (Joe Gqabi District Municipality).

In this manner it is clear that many opportunities are provided for district and local municipalities to benefit.

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Senqu Municipality has undertaken to ensure that it has the appropriate infrastructure to facilitate a culture of accountability and communication amongst staff and the community. In this manner it is ensured that all persons at all levels develop a sense of accountability for the work that they perform. Ultimately this accountability is carried through to the community (who become involved through public participation exercises). Their needs are reflected within the IDP and it is the responsibility of Councillors, management and staff to ensure that these needs are met in the manner required.

2.4 PUBLIC MEETINGS

Communication, Participation and Forums

During the 2012/2013 period it is recognized that Senqu Municipality was experiencing great difficulty regarding the Sterkspruit uprising. As a direct result of this, the municipality fell behind in a number of projects that were directly meant for Sterkspruit. Additionally communicating the decisions of Council to this area became seriously deficient. As a direct result of the uprisings the municipality was unable to carry on with community participation and outreach programmes within this area. This was impeded due to the uprisings and efforts to hold consultative roadshows were mostly disrupted by the Sterkspruit Civic Association.

Notwithstanding the difficulties experienced with Sterkspruit, the municipality was able to include all other community members in these consultation forums and has successfully communicated any decisions affecting such areas to their respective Ward Councillors and committees.

A Public Participation Forum was launched by the municipality on 12 and 13 June 2013. Ward Committee members, Councillors, LED Forum, SPU and Government departments were invited. In this regard, the presentation reflected the accumulation of the information roadshow that was facilitated by the municipality for all government departments servicing the Senqu Municipal area.

Great emphasis was placed on the Mayoral Imbizos in order to obtain the required information that would identify and inform key projects for 2013/2014. In this regard communities were allowed to choose projects that appeared in the municipal 5-year plan. (IDP 2011-2016) and which will be prioritized for 2013/2014. This action was then followed by

the IDP and Budget Representative Forum in which the prioritized projects of both of the municipality and government departments were tabled to Ward Committee members.

Under these circumstances and with this information available the municipality was able to align its programmes with those of the various government institutions for 2013/2014.

Finally the municipality prepared a draft annual Public Participation Plan for Council to be adopted annually. This plan details all the events which require public participation for all departments and the responsible person for this event.

Prior to adoption by Council, the 2013/2014 plan will be sent to the newly launched Public Participation Forum (for comments and additions).

During this year and in an effort to enhance public accountability the following newspapers were been used in order to report on highlights: Daily Dispatch, Aliwal Weekly, Daily Sun and the Barkly East Reporter. In as far as radio, slots were purchased in Mhlobo Wenene, Ekhephini and Takalani Community radio. In this manner, communities were informed on issues requiring clarity/emphasis together with information regarding development programmes that the municipality was engaged in/or planned for future use. In these instances the communities are provided with the opportunity to interact with the political leadership of the municipality on issues of interest to them.

It has been indicated that this municipality communicates with its communities via a number of media. Print media utilised includes: Daily Sun, Daily Dispatch, Aliwal Weekly, Barkley East Reporter and the Eagle Eye News. These are used for adverts and information articles. Issues of importance are also regularly communicated via broadcast media while using: Takalani Community Radio and Ekhephini Community Radio.

It must be emphasized that consultation is a continuous exercise on many and various issues raised by both parties (organisation and the community). Additionally, budget consultations are conducted twice annually – one for the collection of community needs and one is utilised for the reporting on the budgeted needs of the communities. These meetings usually include: committees of respective wards, community members, traditional leaders, CDW's and various interest groups that may present within each ward.

Other Role Players used to improve participation

CDW's

Difficulties in the use of Community Development Workers has occurred due to power struggles between the CDW's and Ward Committees. Additionally these CDW's report to province and as such, the municipality has no administrative authority over them. In an effort to resolve this challenge the municipality has a quarterly round table meeting – here issues

relating to Wards are discussed. These discussions are chaired by the Speaker and consist of Ward Councillors, Traditional Leaders, Local Government and Traditional Affairs Representatives and CDW's.

Economic Development Forum

This meets quarterly and consists of all stakeholders involved in LED. Issue and challenges relating to the implementation of LED are discussed. Additionally this forum monitors the implementation of the LED strategy. The meeting is chaired by the Portfolio Council: IMPE.

Communicators Forum

The forum meets quarterly to discuss issues relating to communicators within the region and consists of local municipal communicators, GCIS and local media representatives.

Ward Committees

These are established in terms of s73 of the Municipal Structures Act, Act 117 of 1998. The purpose of these structures is detailed within s74. They are created to facilitate ward communication with council so that ward issues can be effectively communicated by respective municipalities. This allows for a budget to address issues.

In 2012/2013 Council filled all ward Committee vacancies. These committees are required to meet consistently (monthly) and report to the Speaker re – issues of interest and issues pertaining to the wards. In this manner public participation is enhanced and municipalities remain accountable. During this period not all Ward Committee meetings were held regularly and efforts to improve this are ongoing, including the payment of stipends, so as to assist with the financial burden of attendance.

As with the Sterkspruit uprisings, information is communicated via these committees to and from the public, especially re Municipal Public meetings and other information sharing sessions.

Notwithstanding Sterkspruit challenges these structures enabled the 2-way dissemination of information.

Name & Purpose of Meeting	Date of Meeting	Number of participating Councillors/ Ward Members	Number of participating Municipal Officials/ Administrators	Number of community attending	Issues addressed Yes/No	Dates and manner of feedback given to the community
IDP Rep	TBA					TBA*(to be advised)
IMBIZO	TBA					TBA
Speakers Round Table	TBA					TBA
Public Participation Forum	TBA					TBA
Minsters Task Team	TBA					TBA
LED Cluster Meeting	22/5/13	8 CDW's and no Councillors	6 Officials	0	Economic Development Cluster Terms of Reference and LED Strategy and Implementation Plan	
Herschel Business Forum	8/05/13	Mayor	4	4	Revival of the Herschel Business Chamber	
SPU Meeting						

Senqu Ward Committees are effective in a sense that issues raised by ward committees are reported on quarterly to the Executive Committee. This ensures that council in general is on board of function of the ward committees at all times.

Reference: Appendix E (Ward Committee Governance)

Appendix F (Performance Data for Wards)

Comment on Effectiveness of Public Meetings Held

Public Meetings generally result in the sharing of information between both the municipality and its citizens. To this end it is fair to state that this was progressing exceptionally well until the uprisings began within Sterkspruit. Almost immediately this destroyed this well managed but yet fragile form of communication. Currently and as a result of these uprisings in Sterkspruit and surrounding villages it must be noted that it is almost impossible to hold any municipal public gathering without it being disrupted by the protesting party, namely the Sterkspruit Civic Association. This did not only hamper Municipal accountability and communication with communities but also the delivery of services effectively to communities.

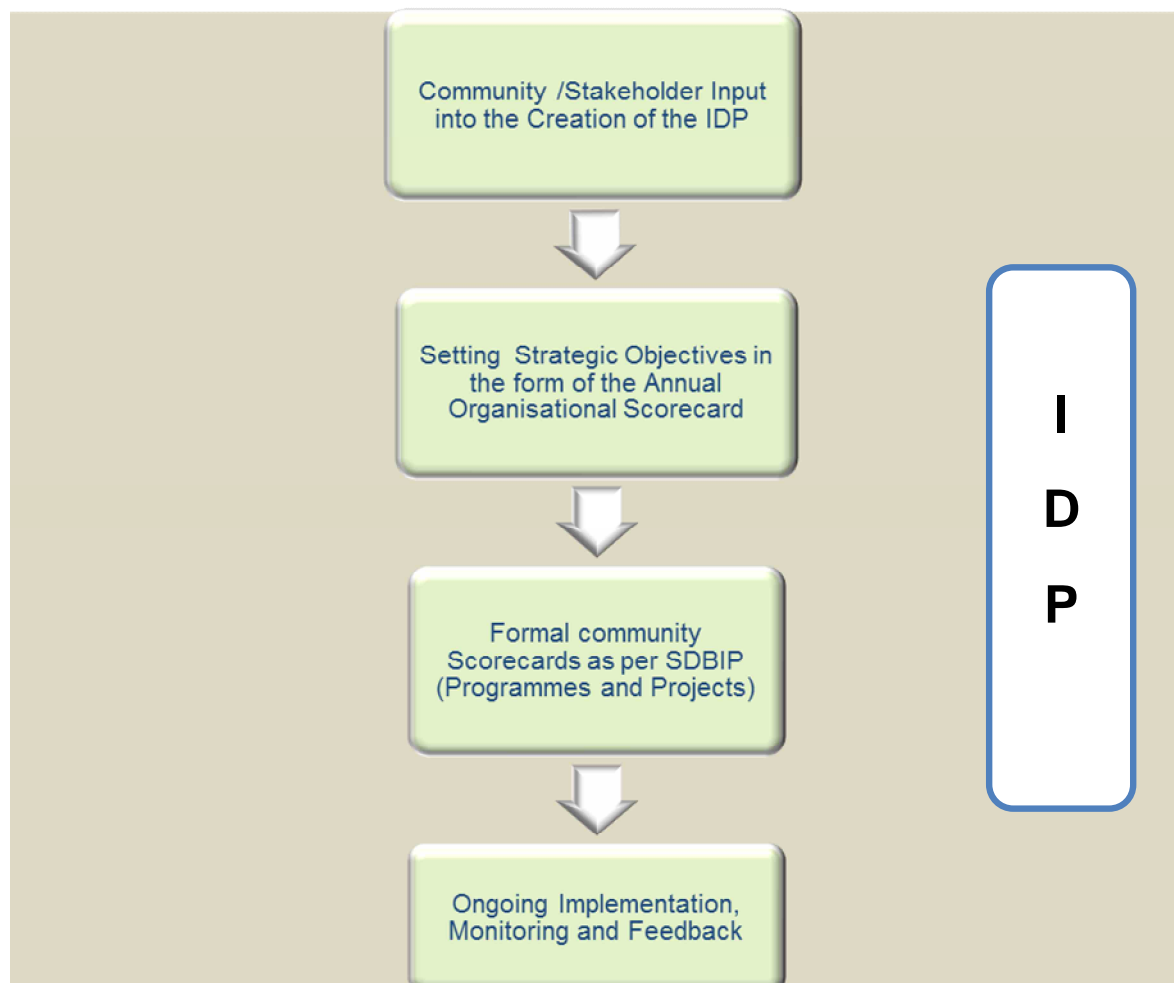
2.5 IDP PARTICIPATION AND ALIGNMENT

In terms of s34 of the Municipal Systems Act, (Act No 32 of 2000), together with Chapter 2 of the Local government Municipal Planning and Performance Management Regulations, No. 796/2001 Senqu Municipality completed its first IDP in 2002, and then again in May 2006. This document is developed for a period of 5 years to correspond with the new Council's term of office and is reviewed annually in order to ensure that all the information remains current. Following the election of the new Council to office in 2011 a new IDP was developed for the 5 year period (2011 – 2016).

The IDP represents the strategic document which directs and influences the functioning of the organisation and which informs the strategic direction and operation of all projects and planning that occur within the municipality.

Effectively, the manner in which the strategic objectives are set within the municipality are cascaded and translated further throughout the organisation as depicted in the diagram below:

TABLE: DEVELOPMENT OF THE IDP & PUBLIC PARTICIPATION



As depicted within the diagram, alignment between the IDP, Budget and SDBIP is required at all levels, and this must be strictly applied when developing scorecards for s56 Managers and staff who report to these managers at all levels throughout the organisation.

Annually, a Process Plan is developed which informs the manner in which the IDP will be reviewed and managed. Planned meetings were detailed and scheduled accordingly. As required the Budget Executive Committee met in order to evaluate the previous year's budget process (through the use of the BEC (Budget Evaluation Checklist)).

Progress on consultative efforts is reflected as follows:

- During the second quarter a schedule and a draft Public Participation Plan were developed and adopted by Council.
- IDP Representative Forum Meetings were scheduled for the 9th October and the 18th September 2012. Unfortunately these were then required to be postponed due to the political unrest in Sterkspruit.

- Public participation in February 2013 was disrupted by the political unrest in Sterkspruit.
- A draft outreach programme was forwarded to the Mayor for an outreach in April 2012;
- On 25 November 2012 – meeting held to identify priorities apart from those in Ward 8. At this meeting the draft Public Participation Plan was submitted to the public.
- IDP Representative Forum meetings were held 21 May 2013 and 11 June 2013
- The proposed mayoral outreach was abandoned for 4 wards in April and May after protest action disrupted the programme.

Notwithstanding these challenges all needs and inputs obtained were recorded, prioritised and included in council's Integrated Development Plan which was adopted by Council.

The table below provides a brief analysis of the participation and alignment that resulted in the development of the IDP and related documents.

IDP Participation and Alignment Criteria* 2012/2013	Yes/No	Comment
Does the municipality have impact, outcome, input, output indicators?	Yes	
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes	
Does the IDP have multi-year targets?	Yes	
Are the above aligned and can they calculate into a score?	Yes	In only 2 instances the KPI's are assigned to different KPA's. Scoring can be done.
Does the budget align directly to the KPIs in the strategic plan?	Yes	
Do the IDP KPIs align to the Section 57 Managers *in many instances the targets reflected in the IDP don't reflect just single or related targets, but seem to be combined on many levels. When this occurs it is extremely difficult to set a target and to measure appropriately. Accordingly, when this has occurred as with this target, the targets within the SDBIP have been split into more manageable targets. Nothing in essence has changed but a single target in the IDP may represent as three targets in the SDBIP with no loss to content or meaning ---simply enhancing the ability to manage and control.	Yes	Scorecards are developed from SDBIP. In certain instances targets may be re - arranged into more suitable KPA's. In this instance no material change is noted and the target remains applicable and as measured as before.
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes	
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes	Municipal Performance Management Regulations s10g
Were the indicators communicated to the public?	Yes	Process Plan
Were the four quarter aligned reports submitted within stipulated time frames?	Yes	

COMPONENT D: CORPORATE GOVERNANCE

Overview of Corporate Governance

Corporate Governance requires that governance and compliance issues are managed in the strictest sense. The administrative arm and the designated human resources are required to ensure that all prescriptions (legal / policy prescriptions) are adhered to in the manner required in order to ensure that the organization functions effectively and minimizes/eradicates aspects of risk. This section will detail issues relating to: Risk Management, Fraud and Anti-Corruption, Supply Chain Management, By-laws, Website access and Public Satisfaction levels --- all in terms of compliance.

2.6 RISK MANAGEMENT

In terms of the MFMA section 62(i)(c) requires that a municipality has and maintains an effective, efficient and transparent system of risk management.

Not only is risk management an issue of compliance but it must be noted that failure to identify and manage identified risks will impact negatively on the organisation (financially and operationally). These costs could not be justified if the risk had been noted and no appropriate action was taken – it would therefore reflect as poor business practice and poor management – resulting in extreme costs to the organisation and audit queries and ultimately audit qualifications.

Top 5 Risks

Top Five Risks of Senqu Local Municipality for 2012/2013			
Risk	Category	Residual Rating	Department
1. Perceived lack of service delivery	OSD	16	Municipality as a whole
2. Ineffective revenue collection for the municipality	RS	16	Finance Department
3. Manipulating SCM procedures, creation of an environment conducive to commit fraud & corruption	LRR	25	Finance Department
4. Inadequate infrastructure			
5. Poor design of the existing roads system due to limited funds.	FBOS	20	Technical Services Department

Within Senqu Municipality Risk Management has been housed within the IPME department. This function is managed by the Manager: Governance and Compliance and facilitated by the Risk Intern. It must be noted that risk must be managed not only within the IPME directorate but throughout the organisation, in each and every role and section. Everyone within every directorate (accountable to the Director) is required to manage risk. The Audit Committee is required to provide oversight on the perceived and actual risk experienced. Through approved processes of measurement, reporting and control, risk is possible to be managed throughout the organisation in a coordinated and effective manner.

In an effort to manage risk specifically, the following structures and reporting are required to be undertaken :

- Develop a risk profile for the Municipality;
- Monitor and review risks;
- Advise departments on mitigating measures that are required to be implemented on certain risks;
- Directorates Risk Action Plans are required to be developed, monitored and reviewed annually;
- Update the Risk Registers monthly (measures to deal with identified risks are monitored monthly and reports submitted to Council); and
- Quarterly Risk reports are to be compiled and submitted to Council and the Audit Committee.

In this regard it must be noted that the Risk Registers were updated, required action that was required to be taken to mitigate risk was detailed in the appropriate action plan and monthly and quarterly reporting has occurred as required (Standing Committee and Exco monthly).

Litigation Issues

The municipality is currently involved in the following litigation issues that could result in damages/loss awarded against Council if claimants are successful. The following cases apply:

	2013	2012
1. <u>Traffic Officers</u> (Arbitration Appeal re-corruption) Potential re-instatement of 3 employees if successful	R550 000	R550 000
2. <u>Gawe Review Application</u> Pending review application at labour court	-	R350 000
3. <u>Wage Curve</u> IMATU contesting implementation of Wage Curve Agreement and Labour Court ruled in favour of IMATU. SALGA taking ruling on review. May result in a 2% general increase as from October 2009.	TBA	TBA
4. <u>Landfill Sites</u> No permit/Licence for all landfill sites currently used – Penalty in terms of s24G of Environmental Conservation Act.	-	-
5. <u>Services Rendered : Media 24</u> Claim re services rendered t/a National Magazines	-	R30 000
6. <u>Ex-gratia Payment</u> Upon termination of Municipal Manager and other s57 managers (1.25 x gross annual salaries)	R7 417 680	R7 417 680
7. <u>Hawks</u> Pending investigation – no charge as yet	-	-
8. <u>Land Invasion</u> Litigation (Sterkspruit issue)	R87 690	

Due cognizance must be taken of these issues and appropriate steps to minimize current and future risk.

2.7 ANTI-CORRUPTION AND FRAUD

Fraud and Anti-corruption Strategy

- In an effort to minimise and to prevent fraud it is noted that the Fraud Prevention Plan is in place and is being implemented by the Compliance Officer;
- All new employees and Councillors are inducted on the Code of Conduct and this details the correct way in which all parties are to behave;
- Very clear procedures for authorisation of approval/payments are in place in order to prevent corruption, fraud and theft. In this regard very specific signing authority as per the MFMA, is specified.
- As per the Disciplinary and Procedure Code any instance of misbehaviour /malpractice will result in appropriate action in terms of the policy;
- Persons under suspicion are suspended depending on the nature of the allegation and where required criminal charges are exercised; and
- The Mayor and Municipal Manager have publicly condemned acts of corruption, fraud and malpractice on any kind.

Audit Committee Comments/Recommendations (as per Appendix G)

Notwithstanding the successes within this area it is important to make reference to the Audit Committee Recommendations for the current year – thereby ensuring that all issues are accommodated. In this regard reference is made to Appendix G.

2.8 SUPPLY CHAIN MANAGEMENT

Overview of Supply Chain Management

The MFMA s110-119, the SCM Regulations of 2005 and the relevant MFMA circulars set out the required processes and guidance manuals in order to facilitate that the application of SCM policy and procedures would ensure the acquisition and provision of required goods and services.

As per both the 2011/2012 and 2012/2013 periods it is noted that:

- All SCM reporting submissions as legislated were met. Quarterly reports to the Municipal Manager and Mayor were made within 10 working days of each quarter, and submission of annual SCM report within 30 days of end of each financial year on implementation of SCM Policy to Council; and
- In both periods (2012-2013) the SCM compliance reporting has been submitted to NT for Bids over R100 000
- Refer to **Appendix H** for detail regarding long-term contracts and Chapter 3 for statistical reporting regarding SCM.

Overall SCM is being managed effectively and according to legislative prescripts. SCM Policy reviewed as per legislative prescripts.

2.9 BY-LAWS

Comments on By-Laws

- During 2011/2012 the identified policies and by-laws were reviewed annually as required
- Within the 2012/2013 period it is noted that funding constraints impacted heavily on the ability to review required By-laws. On the 16 April 2013, the list of all promulgated by-laws was circulated to all Directors in order for them to identify bylaws that required amendments. Notwithstanding their responses, no By-laws could be addressed due to funding constraints and the fact that limited funding was utilized only for policy review.

Note: IPME is responsible for performing compliance audits and is therefore also responsible for issuing compliance orders in this regard.

2.10 MUNICIPAL WEBSITE

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's /Entity's Website	Yes /No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	01-07-2013
All current budget-related policies	Yes	01-07-2013
The previous annual report (Year -1)	Yes	
The annual report (Year 0) published/to be published	Yes	05-04-2013
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	08-08-2013
All service delivery agreements (Year 0)	Yes	
All long-term borrowing contracts (Year 0)	No	
All supply chain management contracts above prescribed value (give value) for Year 0	No	
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of Section 14(2) or (4) during Year 1	No	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 made in Year 0	No	
All quarterly reports tabled in the council in terms of Section 52 (d) during Year 0	No	
<p><i>Note: MFMA s75 sets out the information that a municipality must include in its website as detailed above. Municipalities are, of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments</i></p>		

Comment Municipal Website Content and Access

During the past few years there have been conflicting stories regarding the state of readiness and functionality of the municipal website. The municipality's website is currently not fully operational and accessibility of documents still remains a challenge. This has been attributed to technological problems regarding the municipality's website and a decision has been taken by Director IPME to upgrade this site and make it fully compliant within the 2013/2014 financial year. The timeframe set for the commencement and completion of this project is from March 2013 to September 2014. Within this period it is anticipated that access to some of the municipal documents (which will be required in terms of legal prescripts) will be problematic as parts of the site would be under construction. In order to compensate for this inconvenience, notices will be publicised on the website to inform public as to how to access these documents.

While it is acknowledged that a significant amount of work is still required in order to ensure that the website reaches the required level of compliance, plans are underway to ensure that a service provider is duly appointed to this task which will be finalised during 2013/2014.

Note: as per the requirements for Municipal websites as set out in MFMA s75 the Municipality is required to monitor and report on the use of its website by the public (e.g. Detailing the number of hits per website).

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Public Satisfaction Levels

It must be noted that public satisfaction surveys were undertaken during the year under review. The results of this are detailed within the table below.

SATISFACTION SURVEYS UNDERTAKEN DURING THE YEAR UNDER REVIEW AND/OR THE PREVIOUS FY				
Subject matter of survey	survey method	Survey date	No of surveys and no people included in the survey	Survey results indicating satisfaction or better (%)
Overall satisfaction with				
Municipality	Sampling	August 2012	347 people throughout the municipality i.e. in 10 wards	
Municipal service delivery	Sampling	August 2012	347 people throughout the municipality i.e. in 10 wards	
Mayor	Sampling	August 2012	341 People throughout the municipality	57% knew their Councilors and 43% didn't.
Satisfaction with	Sampling	August 2012	320 people throughout the municipality i.e. in 10 wards	
Refuse	Sampling	August 2012	289 people throughout the municipality i.e. in 10 wards.	6% was highly satisfied, 6% satisfied, 7 % uncertain, Dissatisfied 8%, highly 74%
Roads maintenance	Sampling	August 2012	347 people throughout the municipality i.e. in 10 wards	On maintenance, of the 347, 15% agreed that roads were maintained and 85% said they were not maintained. On the conditions of access roads 17% is satisfied and 83% is not satisfied.

SATISFACTION SURVEYS UNDERTAKEN DURING THE YEAR UNDER REVIEW AND/OR THE PREVIOUS FY (Cont.)				
Subject matter of survey	survey method	Survey date	No of surveys and no people included in the survey	Survey results indicating satisfaction or better (%)
Electricity	Sampling	August 2012	299 people throughout the municipality i.e. in 10 wards	Of the 299 people sampled 10% does not have electricity, 0% for conventional, 3% is using alternative energy, 75% is supplied by Eskom and 11% is supplied by the Municipality.
Information supplied by the municipality to the public	Sampling	August	347 people throughout the municipality i.e. in 10 wards	The majority of the sample agreed information is provided to the via ward meetings
Opportunities for consultation in municipal affairs	Sampling	August	347 people throughout the municipality i.e. in 10 wards	1, Community Radios, Ward Meetings, and Mayoral Imbizos,
*The percentage indicates the proportion of those surveys that believed that relevant performance was at least satisfactory				

Comment on Satisfaction Levels

Efforts to improve customer care were facilitated by the appointment of a Customer Care Officer. In an effort to heighten awareness to customer care a Customer Care workshop was conducted in Lady Grey during February 2013 for the CDW's. The second session held was aimed at the councillors and ward committees.

During this financial year a formal Customer Care Survey was not completed as Customer Satisfaction Community Surveys had been conducted during August 2012 (as commissioned by province and performed by Senqu Local Municipality). Due to the fact that this was completed just within the current financial year, no additional survey was completed during 2012/2013. However, during the second week of April 2013 "door to door" information road shows were held in order to market and create awareness of the levels of customer satisfaction and the manner in which challenges would be managed.

In this regard it must be noted that these "door to door" road show campaigns were conducted within 4 towns, with the exception of Sterkspruit (as a direct result of the political instability that was being experienced).

Details regarding the Customer Care Survey (completed August 2012) are as follows:

- Sampling of 347 people throughout the municipality in 10 wards;
- Results:
 - Refuse
Of the 289 people who responded from 10 wards, 6% were highly satisfied, 6% satisfied, 7 % uncertain, 8% dissatisfied, and 74% highly dissatisfied;
 - Roads maintenance
Of the 347 people who responded, 15% agreed that roads were maintained and 85% said they were not maintained;
 - Condition of access roads
Of the 347 people who responded, 17% were satisfied and 83% not satisfied.
 - Electricity
Of the 299 people sampled, 10% do not have electricity, 0% have conventional, 3% are using alternative energy, 75% have electricity supplied by Eskom and 11% have electricity supplied by the Municipality.

Note: No funding was allocated to this target and the target milestones were customized accordingly (a variance of 1 formal survey is noted although under these circumstances this was not required).

CHAPTER 3

SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART 1)

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CHAPTER 3: SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART 1)

Introduction

Service Delivery within local municipalities is an area that has huge significance and remains a challenge nationally. In a municipal area characterized by high levels of unemployment and an extremely small rate base, the challenges brought about by old and ageing infrastructure and limited financial and human resources are exacerbated further.

Taking these challenges into account, Senqu Municipality must be commended for the manner in which service delivery is provided – rising well above expectation.

The IDP objectives continuously focus on service delivery improvement and ways to reduce service delivery backlogs. In this instance efforts to improve roads infrastructure come to the fore.

Reference is made to **Appendix D** (Function of all municipal entities); **Appendix I** (Service Providers Report); and **Appendix F** (Service Delivery performance at Ward level).

JGDM is recognized as the Water Services Authority and Senqu Municipality was appointed as a Water Services Provider until 31 July 2012 at which time this function would be accommodated back within the District Municipality. Taking this into account, service delivery functions are specified as follows:

- Electricity distribution – licensed areas only.
- Street Lighting
- Roads construction and maintenance – Municipal and access roads
- Storm water and pavement construction
- Water Provision – Bulk, treatment and reticulation
- Sanitation – Sewerage removal and treatment
- PMU / Infrastructure planning and Technical Administration
- Library Services
- Community Halls and facilities
- Cemeteries
- Sport and Recreational Facilities
- Parks and Public Open Spaces
- Public Safety
- Commonages
- Issuing of business licences

- Communications
- Town Planning (Land Use Management, Housing and Building Control)
- LED (Tourism, SMME and Poverty Alleviation)

Each of these areas will be examined in terms of reporting on their performance for the period under review.

COMPONENT A: BASIC SERVICES

3.1 ELECTRICITY

Introduction to Electricity

Note: Recent legislation includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 2006.

Senqu Municipality is licensed by the National Energy Regulator of South Africa (NERSA) to distribute electricity within the towns of Sterkspruit, Lady Grey and Barkly East. Eskom is licensed to supply the rural areas. For reporting purposes the 63 households receiving FBAE will be considered as a backlog within Senqu Municipality.

Currently, within the Senqu Municipal licensed area there are no electricity backlogs and all consumers are supplied with the minimum or higher levels of service. Connections are done on an application basis as development takes place. There is a current backlog of 7 180 households in the rural areas. This is being dealt with under the Integrated National Electrification Programme (INEP) with Eskom, utilising funds allocated to Senqu Municipality under the Division of Revenue Act. Statistics on the number of households in rural areas are difficult to obtain and for electrification purposes, the Eskom figures are being utilised as their planning has been done from the ground up.

The Senqu Municipality consumer base has very little fluctuation as there has been little development. It is also dependent on the disconnection and reconnection requests of the consumers as certain of these persons live in other provinces. There are currently an average of 1 492 municipal consumers and 30 866 Eskom consumers. Within this licensed area, the level of service supplied is very high and consumers all have a minimum of a 60A single phase supply. The standard of service is at present reasonable but is improving annually. The exception to this is Sterkspruit, which has experienced an unprecedented period of unrest during this financial year.

It must be noted that three (3) years ago the electricity losses were running at 43% due to factors such as poor network conditions, outdated metering systems and administration errors