



# Laingsburg Local Municipality

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**Annual Report ~~20082009~~/200910**

Submitted in terms of Section 46 of the Municipal Systems Act and Section 127 of the Municipal Finance Management Act

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**First Final Draft**

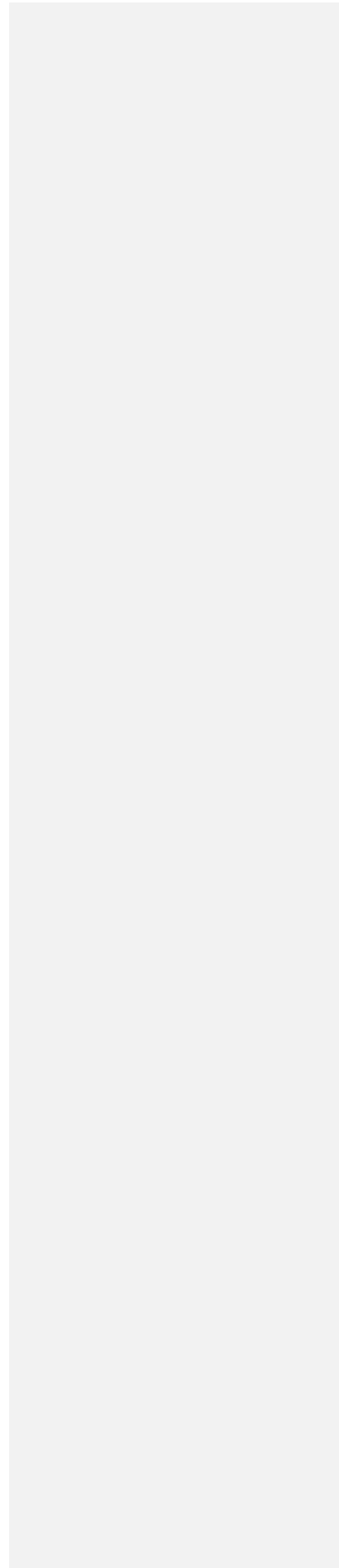
**Julyanuary 2010**

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## Executive summary

### **To be inserted**

This document represents the Annual Report for Laingsburg Local Municipality for the 2008/09 Municipal Financial Year.

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### **Socioeconomic and demographic profile**

Laingsburg Local Municipality (LLM) is located in the Central Karoo region of the Western Cape. It is the smallest municipality in the province with a total population estimate of 7330 and with slightly less than 2000 households. The municipality's main socioeconomic challenges include high unemployment and declining school enrolment. While agriculture is the dominant sector in the region, there is also a growing emphasis being placed on tourism and associated economic sectors.

### **Governance and Intergovernmental Relations**

In 2008/09 the municipality experienced sound political stability with no changes in Council. With respect to IGR, the municipality has continued to be active in the DCF meetings and regularly engaged with provincial government on key issues affecting the district as a whole and the municipality. The municipality enjoys a good working relationship with the other local municipalities as well as the Central Karoo District Municipality (CKDM) and places great value on the quality of intergovernmental relations.

### **Integrated Development Plan (IDP) and related activities**

The municipality prepared and approved its IDP within the specified timeframes. A range of public participation events and initiatives were held by LLM during the financial year in order to engage with communities on their needs and discuss ways in which the municipality can work alongside communities to improve the quality of life.

### **Service Delivery**

With respect to service delivery, all households in the municipality receive basic services and all indigent households receive Free Basic Services. The municipality's main spending priority in 2008/09 was water services, with the bulk of capital spending directed at water related infrastructure projects. There was no housing delivery in the financial year, resulting in slight under spending on the capital account. The municipality has sought to address its capacity gap in certain services such as electricity by utilising Beaufort West Local Municipality's electricity department on a shared service basis.

### **Institutional development and transformation**

The municipality only has one Section 57 employee, the Municipal Manager, whose performance was assessed by Council as per legislation. In terms of employment equity, more than 40% of the municipality's staff is female, occupying key positions in middle management and at the supervisory level. A number of new appointments were made during the financial year, most notably the Internal Auditor post which was filled. The municipality does not have a functional PMS, but has a framework in place and hopes to made headway in terms of implementation in the year ahead.

### ***Financial Management and Viability***

The municipality had no external loans during the year and has implemented a range of financial policies such as a tariff policy, credit control, supply chain management and asset management policy, amongst others. The municipality faces challenges in terms of financial management and continues to work towards addressing these. Constraints include the small revenue base of the municipality and thus a high dependency on grants, lack of funding for bulk infrastructure and the lack of own funding to implement capital projects.

### ***Local Economic Development (LED)***

The LED strategy of the municipality guides its efforts to improve economic growth in the region. A range of projects have continued to be implemented in an attempt to address poverty, create income-generating opportunities and build capacity within the community. These include computer training, crafts projects and a diverse youth development programme.

### ***Monitoring and evaluation***

LLM has worked closely with non-governmental organisations, area committees and its various public participation structures to gain feedback from its residents on its performance and in order to assess needs. The complaints management system was also an important tool for monitoring performance from the perspective of those receiving services from LLM.

While the PMS was not functional in 2008/09, the SDBIP was used internally to monitor progress towards achieving targets which were set at the start of the year. The municipality reported on progress quarterly and annually and while most targets were met, there remain areas of improvement.

### ***Special achievements and awards during 2008/09***

Laingsburg Local Municipality received two Vuna awards during the 2008/09 municipal financial year, although these were relevant to performance in the previous financial year:

- First prize in Category B – Provincial Vuna Awards for 2007/08 Financial Year (received from PGWC Department of Local Government and Housing)
- First prize in Category B – National Vuna Awards for 2007/08 Financial Year (received from National Department of Provincial and Local Government)

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## Vision and Mission

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### VISION

*That Laingsburg Municipality will be a desirable place to live, invest and visit, where all people may enjoy a sustainable quality of life by the year 2012*



### MISSION

*To create a people centered and economically viable municipality where all have equal access to i) basic social services, ii) educational and skills enhancement programmes, iii) entrepreneurial and job opportunities as well as, enjoy a: clean, sustainable environment embedded in safety and security, which is governed by a: participative, professional, transparent and accountable administration.*  
*Laingsburg*

## Mayor's Foreword

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Laingsburg is the smallest municipality in the Western Cape as well as in the whole of South Africa. In 2008 Laingsburg Municipality was crowned the best municipality in the Western Cape as well as is in the whole of South Africa.

We are proud to say that being the smallest is not an excuse not to do our best — and that with little resources at hand. The 2007/08 financial year, characterised as a year during which we realised the aforementioned significant achievements, urged us to work even harder to improve service delivery to our people. To reach this we constantly strive to adopt innovative approaches to work within our constraints and limitations to create the best opportunities that will improve the conditions of our people.

During the 2008/9 year key strategies were developed to address service delivery through improved infrastructure and standard of services to the community — especially to the poorest of the poor by delivering on our mandate of the provision of water, sanitation, refuse collection, electricity, etc. We understand the importance of delivering sustainable service delivery to attract investment and to grow our local economy. Therefore we committed to doing our outmost best.

We can report that 637 households in our municipality are indigent and receive 100% free services, which includes free basic electricity, free basic water, free basic sanitation, free basic refuse removal and subsidised property rates.

Through our vision and mission we are a municipality that wishes to do the best for all our people. Our integrated development plan (IDP) expresses the Council's vision for development and guides the Council's decision making. Our IDP is focused on making Laingsburg a developmental municipality. It focuses on Local Economic Development, access to infrastructure, environmental and spatial development, human rights, social development, disaster management, crime prevention, poverty alleviation, job creation and lobbying financial investment.

There is a local slogan that says: "Sometimes we have to work twice as hard for half the reward". This makes us working harder and being awarded the Vuna Award winners for the Western Cape and the whole of South Africa is an achievement all Laingsburg people can be extremely proud of.

Now that we have been rewarded, we have to work even harder to stay the best and achieve our municipal vision — **A municipality that works!**

**Ms. R Meyer**  
**Executive Mayor**

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**Executive Mayor of Laingsburg Local Municipality:**

\_\_\_\_\_  
**Councillor R. Meyer**



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## Statement by Municipal Manager

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~~The municipal financial year 2008-09 was a period of notice. It was during this period we experienced the start of the effects of a world-wide economic meltdown. For a municipality like Laingsburg this presented additional constraints to an already challenging environment in which we want to deal with the needs of our community.~~

~~It was also during this time that the enduring dedication and hard work of municipal officials and councillors, as well as the constructive involvement of our communities, culminated in an award to our municipality – that of the best local municipality in the Western Cape and the whole of South Africa.~~

~~As Municipal Manager I am extremely proud to say that our municipality is characterised by good governance practices. Through constructive public participation processes we enhance ownership by the community of their own development. The municipality administration of Laingsburg and its local structures has made the paradigm shift towards developmentally orientated local government, and has made this approach integral to our collective future perspectives.~~

~~In striving to realise our hope for a better future we have established a sound practice in our integrated development planning (IDP). For us this is not only a compliance process, but a process through which we collectively prepare our strategic plan (IDP) as the principal strategic instrument that guides all planning, management, investment, development and implementation decisions, taking into account inputs from all stakeholders. Our focus is constantly on improving the living conditions of our people by tapping into their own experiences and input in all our processes. The area based planning approach is effective and communities respect each other and support development on a priority basis.~~

~~As the Municipal Manager, I am proud to affirm that our administration is geared towards participative, professional, transparent and accountable administration to improve service delivery.~~

~~The success of Laingsburg municipality is attributed to the contributions and harmonisation between our matured politicians and professional administration which is committed to service delivery and our municipal vision.~~

~~Laingsburg is a municipality that work for its people!~~

~~P.A Williams  
Municipal Manager~~

~~\_\_\_\_\_  
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**Municipal Manager of Laingsburg Local Municipality:  
Mr. PA Williams**~~



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## 1 Introduction

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This document represents the First Draft of the Annual Report for Laingsburg Local Municipality, for the 200~~98~~/~~1009~~ Municipal Financial Year. It is submitted in terms of Section 46 of the Municipal Systems Act and Section 127 of the Municipal Financial Management Act.

The report provides an overview of the municipality's performance across the areas of:

- Governance and intergovernmental relations
- Integrated development planning
- Service delivery
- Institutional development and transformation
- Financial viability
- Economic development
- Monitoring and evaluation

The municipal financial statements for the 200~~98~~/~~1009~~ financial year ~~will are~~ also be included in this report as per legislative requirement. The Auditor-General's report was not available at the time of drafting this report but will be added as an annexure upon receipt hereof.

## 2 Overview of the Municipality

Laingsburg Municipality is a Category B Municipality in the Central Karoo District. It is the smallest local municipality in the Western Cape Province and in South Africa. The municipality covers an area of more than 8781,44 square kilometres (Population density about 1 person per square km) and is straddled by the N1 National Road. It is accessible from all the major cities of the Western Cape as well as Northern Cape, Eastern Cape, Free State and Gauteng Provinces, and is also situated on the main railway line.

Laingsburg is divided into five areas. There is an area which is known as the town, two areas known as Göldnerville and Bergsig in Laingsburg. In addition, there is Matjiesfontein a small historical town 27 kilometres from Laingsburg in the Cape Town direction and there is also Vleiland in the Swartberg area. The town is surrounded by farms, which form part of the municipal area as per the Municipal Demarcation Board.

### 2.1 Administrative overview

#### 2.1.1 Organisational structure

The main structure of Laingsburg Local Municipality consists of the Municipal Manager, and two departments, namely *Corporate Services* and *Community and Technical Services*. The posts for the heads of both departments are currently performed by the Chief Financial Officer and Works Superintendent respectively. The Municipal Manager of Laingsburg Municipality is Mr. PA Williams.

The organisational structure for the municipality is shown below:

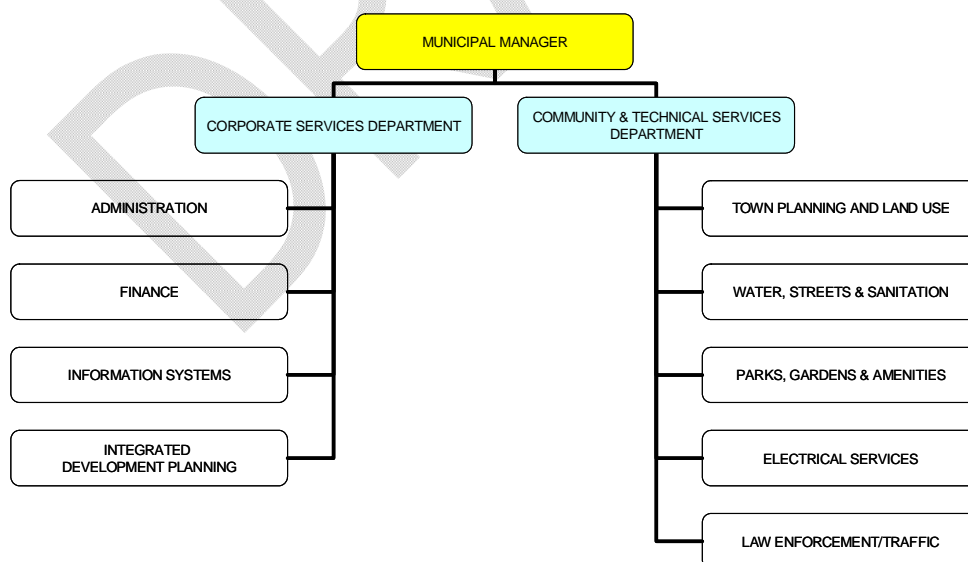


Figure 1 Organisational structure

### 2.1.2 Corporate Services Department

Ms Alida Groenewald, the Chief Financial Officer, is heading this Department. The Corporate Service Department consists of the following sections:

- Administration, including the HR function and Library
- Finance
- Information Systems
- Integrated Development Planning
- Law Enforcement and Traffic

*Ms. A Groenewald*  
**Accountant/ Head of Corporate Services**



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### 2.1.3 Community and Technical Services Department

Mr N. Klink, the Works Superintendent, is responsible for the functions of this Department. The Department consists of the following sections:

- Town Planning and Land Use
- Water, Streets and Sanitation
- Parks, Gardens and Amenities
- Electricity

## 2.2 Geographic profile

The Laingsburg Municipality (WC051) is situated along the N1 route in the Western Cape province of South Africa, halfway between Cape Town and Beaufort West on the N1 National road. The municipality consists of the towns of Laingsburg, Matjiesfontein and a large rural area. Passing transport is one of the most important markets for Laingsburg. Laingsburg is considered a geological wonderland. The town's total rainfall is about 50mm per year. The main water supply is the Buffels River. Summers are extremely hot and dry, with temperatures usually exceeding 30°C. Winters are crisp to sometimes very cold, with snow occasionally occurring in the surrounding region.

Laingsburg is the entry point to the Central Karoo District if driving from Cape Town along the N1 to Johannesburg. In terms of proximity to major urban centres, Laingsburg lies:

- 280 km from Cape Town
- 1300 km from Johannesburg
- 199 km from Beaufort West

Laingsburg is characterised by rural agriculture, consisting mainly of sheep farming, but also known for the production of soft fruits, especially in the southern part of the municipal area. The potential for the latter is however adversely affected by poor roads and long distances to major central areas. Good economic growth is prevalent and a growth rate of 4,59% was achieved between 1995 and 2004. This is spread over a variety of sectors, providing many job opportunities. Laingsburg characteristically plays a significant role in the Central Karoo economy, accounting for 10.6% of the District Gross Domestic Product per Region (GDPR).<sup>1</sup>

## 2.3 Demographic profile

According to the Demarcation Board Laingsburg Local Municipality covers the areas Laingsburg, Matjiesfontein, Vleiland, and 250 Farms (e.g. Baviaans, Hillandale, Koringplaas, Koup, Pieter Meintjies, Rouxpos and Seweweekspoort).

The population is mostly urbanised and the area around Laingsburg is depopulated. The population density is approximately 1 person per km<sup>2</sup> and is also the smallest population in the country. The population of the municipal area is 7330 and has a total of 1959 households located in the municipal area. The biggest part of the population falls within the age group of 15-35 years, many of whom are unemployed.<sup>2</sup>

The population distribution by race is as per the table below, showing little change between 2001 and 2007.

**Table 1: Distribution of population by race**

<b>Racial categorisation</b>	<b>African</b>	<b>Coloured</b>	<b>Indian</b>	<b>White</b>
% population (2007)*	1%	84%	.31%	15%
% population (2001)**	2%	83%	0.13%	15%

\* Source: Community Survey 2007

\*\*Source: Census 2001

### 2.3.1 Population projections and growth rates

The population estimates and growth figures for Laingsburg are as per the tables below.

**Table 2: Population figures and projections**

<sup>1</sup> Laingsburg Local Municipality Integrated Development Plan (IDP), 2007.

<sup>2</sup> Laingsburg Local Municipality IDP, 2007.

<b>Year</b>	<b>Total population</b>
2001	6808
2006	7330
2010	7720 (projected)

Source: Laingsburg Local Municipality IDP, 2007.

The findings indicate that the population is increasing at a rate of less than 1.5% over a five year period. It is ~~estimated~~~~projected~~ that by 2010 the total population ~~will~~ increased to 7720.

**Table 3: Population growth rates**

<b>Year</b>	<b>Population growth rate</b>
2001-06	1.49%
2006-10	1.30%

Source: Laingsburg Local Municipality IDP, 2007

### 2.3.2 Demographic trends

The table below provides an indication of demographic trends for the Laingsburg Local Municipality.

The findings indicate that LLM makes up only a small proportion of the total population in the Central Karoo District Municipality (CKDM). In addition, the municipality's population is made up of nearly 60% children and youth and the region has a median age of 27. This clearly has a significant impact on the developmental agenda of the region. Only 7% of LLM's population are aged. In terms of gender the percentages are almost evenly split between male (49%) and female (51%) and are in line with the national figures for gender distribution.

**Table 4: Demographic trends in Laingsburg**

<b>Demographic Trends in the Laingsburg Region</b>	
<i>Overall Population Percentage trends</i>	
Population size in 2006 as a proportion of district population size	11.72%
Population size in 2007 as a proportion of district population size	11.87%
Population proportion of Central Karoo District	11.90%
Proportion of population who are children or youths in 2007	59.20%
Proportion of population who are aged (65-85 years) in 2007	7.00%
Proportion Male	49%
Proportion Female	51%

Source: Provincial Government of the Western Cape: Treasury, 2007.

### 2.4 Socio-economic profile

Laingsburg is characterised by low household incomes, high unemployment levels and high levels of illiteracy. Approximately 42% of the population have less than seven years of formal education. Laingsburg holds the 27<sup>th</sup> place on the Provincial Index of

Multiple Deprivation, indicating a poor population that suffers from poverty and unemployment. This is also manifested in a rapid increase in drug related crimes.<sup>3</sup>

#### **2.4.1 Dwelling type**

In terms of the main dwelling type, the Census 2001 figures show that 95% of households in Laingsburg Local Municipality were brick structures on a separate stand or yard, with many of the remaining households residing in traditional dwellings or flats. The 2001 figures further show that less than 1% of households in the municipality were living in informal dwellings or shacks. The 2007 Community Survey which was undertaken by Statistics South Africa (StatsSA), indicates that the percentage of households living in a house or brick structure on a separate stand or yard has declined to 85,4%. This shift (down from 95% in 2001) is likely to be due to there being 10% of households that are now residing in townhouses/clusters or semi-detached houses, according to the 2007 data. There has been a slight increase in informal dwelling from 0,9% in 2001 to 1,4% in 2007.<sup>4</sup>

In terms of tenure status 61.5% of households own their home, 55.5% of which are fully paid, while 21% are renting their current residence and 17% occupy their residence rent free, according to the Community Survey 2007 data.<sup>5</sup>

#### **2.4.2 Energy sources**

Electricity is a type of energy or fuel that is dominantly used in Laingsburg and its use has increased since the 2001 Census. The 2007 Community Survey recorded 85% electricity usage for lighting, 81% for cooking and 61% for heating. Statistics show a decline in the use of wood and candles as sources of energy within the households. This indicates an improved quality of life of citizens of Laingsburg as they move from more traditional energy sources to modern and safe forms of energy. However, more still needs to be done as 36% and 12% of households use wood for heating and cooking respectively. Solar system, as an alternative to other sources of energy, has not yet been fully utilised by the households within the municipality as 2007 Community Survey shows that only 2% of households make use of solar for lighting. This percentage came down by half from the 2001 Census figure. For cooking and heating, solar usage is much low, with 0% of household using the system in 2001 and 0.5% of households in 2007.

#### **2.4.3 Water provision**

Laingsburg municipality has significantly improved its provision of piped water inside dwellings. The 2001 data indicates that 60% of households have piped water inside their houses. The 2007 data shows an increase of 14% from the 2001 figure. This increase could be attributed to the 2007 decline in a number of houses with piped water inside their yard and those who accessed water from outside their yards. Interestingly to note is the increased usage of rainwater tank from 0% in 2001 to 3% in 2007.

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<sup>3</sup> Provincial Government of the Western Cape: Treasury, 2007.

<sup>4</sup> Statistics South Africa, 2007.

<sup>5</sup> Statistics South Africa, 2007.

#### 2.4.4 Sanitation

The municipality is doing its best in providing its community members with good and reliable sewerage system and clean community, of which both aspects affect the wellbeing of the citizens. In 2001, Laingsburg LM had 75% of households who used flush toilets. In 2007, there was a significant improvement in the provision of good quality sewerage systems within the municipality, with 91% of households having flush toilets in their homes. Pit latrine with ventilation, which is one other form of toilet facilities that was used by approximately 10% of the Laingsburg population in 2001, its use was reduced to 2% in 2007. Even though the municipality has taken positive strides in ensuring that almost all households have flush toilets, there is still 3% of Laingsburg LM population that does not have toilet facilities of any kind. It should however be noted that this percentage was at 8% in 2001 and the aim of the municipality is to bring it to 0%.

#### 2.4.5 Solid waste

When it comes to refuse disposal, as stated in the SDBIP ~~2008/1009~~, the LLM is targeting 100% of households for refuse collection, at least once a week. This is an ongoing target. The 2007 Community Survey indicates that 76% of households receive refuse disposal service once a week. The Community Survey also indicates that there are households who use their own means to dispose of their waste. The municipality has managed to reduce this number of households who dispose their own waste from 35% in 2001 to 19% in 2007.

#### 2.4.6 Socio-economic indicators

Section 152 (1) (c) of the Constitution, prescribes to local government *to promote social and economic development*. Section 153 (a) states that *the developmental duty of a municipality is to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community*. The 1998 White Paper on Local Government states that *it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities*. Laingsburg local municipality embraces this responsibility amidst the difficulties facing the Central Karoo District as a whole.

Laingsburg LM has about 26% of its population which is unemployed. The increase in unemployment was caused by the decline in labour force participation from 67% to 63%, between 2001 and 2007. Among those who have income in LLM, as shown by the 2001 Census, approximately 55% earn less than R2, 400, which is regarded as the minimum income level of a household with a minimum of six people. The causes for the high poverty levels are multifaceted. Two main concerns stand out and these are: (i) lack of employment opportunities; and (ii) insufficient level of self-employment within the region. The main employment sector in the region, agriculture, underwent changes, with a shift in focus from sheep farming to game farming. This led to a 2% reduction in the number of people employed in the sector, most likely due to shift in farming approaches. The LLM has illiterate rate of 42%, which is a great concern.<sup>6</sup>

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<sup>6</sup> Laingsburg Municipal Integrated Development Plan: 2007 – 2012.

### 2.4.7 Indigent Households

Poverty is one the most significant social challenges facing the LLM. The number of indigent households in LLM increased from 647~~65~~ in 200~~5~~ to 657~~77~~ in 2010~~08~~. By the end of the 2009/10~~08/09~~ financial year, there were a total of 657 households which were classified as indigent (i.e. earning less than R15~~400~~ per month). One hundred percent of indigent households in Laingsburg Municipality had access to free basic services such as water, electricity and sanitation in the 2009/10~~08/09~~ financial year. The municipality spent 43% of its equitable share allocation on the provision of free basic services.

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### 2.4.8 Education

The Laingsburg Municipality has one secondary and three primary schools, representing 14,3 per cent of schools in the District. There is one library located in the municipality plus two satellite libraries in Matjiefontein and Vleiland. The school enrolment trend has been declining since 2005 and the decline was more pronounced in 2006, however the enrolment trend increased from 1 053 pupils in 2006 to 1 121 in 2008.<sup>7</sup> Tertiary education levels are very low within the municipal area, with only 0.5% of Laingsburg population having tertiary education. The high drop out rates at school level contributes greatly to this poor educational level. Another contributor is absence of a technical school or business incubators in the entire district.<sup>8</sup>

### 2.4.9 Trade and industry

With respect to local industry, Laingsburg LM's main economic activity is split across a number of sectors. The most significant sectors contributing to Gross Domestic Product (GDP) are agriculture/ forestry/fishing sector (24%), wholesale/retail trade/catering and accommodation sector (22%) and transport and communication (21%). These figures, as shown below, are for 2005 and continue to generally reflect the current situation.<sup>9</sup>

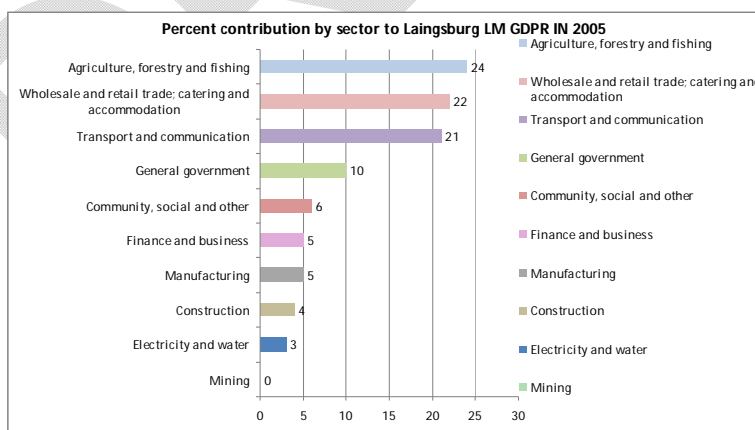


Figure 224: Contribution of sectors to GDP in 2005

<sup>7</sup> Provincial Government of the Western Cape: Treasury, 2007.

<sup>8</sup> Laingsburg Municipal Integrated Development Plan: 2007 – 2012.

<sup>9</sup> Provincial Government of the Western Cape: Treasury, 2007.

### 2.4.10 Land capacity

Land capacity refers to the extent to which the land in an area is arable and can be used to make an economic agricultural contribution to the region. As shown in the map below, the Central Karoo district has only low potential while some areas have been identified as not suitable for agriculture, illustrating the limitations.

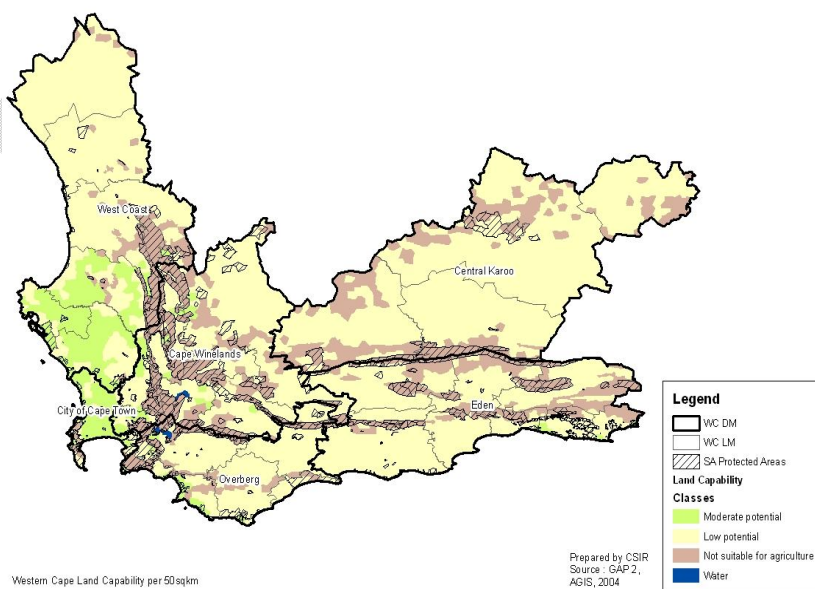


Figure 3-22 Land capacity (Source: CSIR)

## 2.5 Performance against national indicators

### 2.5.1 National Statistics

National Indicators, as set out in the Performance Management Regulations are shown in the table below, which illustrates LLM's performance across the four most recent financial years.

*Table 5: Laingsburg's performance against national indicators*

INDICATOR	ACHIEVED 2006 / 07	ACHIEVED 2007 / 08	ACHIEVED 2008 / 09	ACHIEVED 2009/10
Percentage of households with access to all basic household services.	100%	100%	99%	▲
Percentage of households earning less than R1300 per month with imputed expenditure with access to all free basic services.	100%	100%	100%	▲
Percentage of capital budget spent on projects identified in terms of the Integrated Development Plans (IDPS)	83%	95%	96%	▲
Number of jobs created through local economic development initiatives supported by the municipality.	No permanent jobs	No permanent jobs	No permanent jobs	▲
Percentage achievement of approved employment equity plan within the first three layers of management.	100%	100%	100%	▲
Percentage of skills levy received in rebate as a measure of the municipality's investment in human resource development.	N/A	100%	100%	▲
Financial viability defined as: Debt coverage = (total revenue-conditional grants) / debt service payments	Revenue : R16,144,858 Conditional Grant: R2,015,092	0,98:1	0.84:1	▲
Outstanding debtors to revenue = total outstanding debtors / annual	Debtors: R1,483,166 Revenue:	14.9:1	0.2:1	▲

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<b>INDICATOR</b>	<b>ACHIEVED 2006 / 07</b>	<b>ACHIEVED 2007 / 08</b>	<b>ACHIEVED 2008 / 09</b>	<b>ACHIEVED 2009/10</b>
revenue.	R16,144,858			
(cash inclusive of transfers + investments) / (monthly fixed operating expenditure)	Cash: R10,392,784 Expenses: R20,259,380	<i>Current system not able to generate ratio</i>	<i>Current system not able to generate ratio</i>	

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As the table above shows, LLM has been able to maintain its service levels and make improvements where possible.

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### 3 Governance and Intergovernmental Relations

This section of the report provides a political and governance overview of the municipality during ~~2009/108/09~~.

#### 3.1 Political overview

The political leadership of Laingsburg is currently made up of three political parties, the African National Congress (ANC), the National Peoples Party (NPP) and the Democratic Alliance (DA). ~~20098/1009~~ was a year of political stability with no changes taking place in Council. The make-up of Council in ~~20098/1009~~, was and remains as follows:

*Table 6: Council make-up in ~~2009/108/09~~*

<i>Position in Council</i>	<i>Party</i>	<i>Incumbent Name</i>
Mayor	ANC	Ms. R. Meyer
Speaker	NPP	Mr. B. Kleinbooi
Deputy Mayor	NPP	Mr. R. McKeet
Councillor	ANC	Mr. M. Gouws
Councillor	DA	Mr. W Du P Theron
Councillor	DA	Mr J De Bruyn

#### 3.2 Performance Management

The framework of the Performance Management System (PMS) of Laingsburg Local Municipality is steered by the priorities and strategic objective of the Integrated Development Plan (IDP). There is a draft Performance Management Framework, but full implementation has yet to take place.

In 2009/10 the municipality began the implementation of an online Performance Management system which generates reports on performance across departments and Key Performance Areas. The system is in its early stages of implementation, the plan being to roll-out the system throughout the municipality during the course of 2010/11.

The link which has been established between the IDP and the PMF ensures that performance will be measured against the Five Key Performance Areas (KPA's) of local government, namely:

1. Municipal Transformation and Institutional (Capacity) Development
2. Improving Basic Service Delivery and Infrastructure Investment
3. Improve Local Economic Development (LED)
4. Improvement of Financial Viability and Financial Management
5. Strengthening Good Governance and Community Participation

### 3.2.1 Performance assessment of Section 57 Manager

Laingsburg LM only has one Section 57 Manager, the Municipal Manager. His performance is assessed on an annual basis, against performance indicators aligned to the five KPAs. On the basis of this evaluation (which is undertaken by Council), his annual performance bonus was determined.

#### Audit Functions

<u>SURNAME AND NAMES</u>	<u>MEMBERSHIP STATUS</u>
<u>Mr J Hatting</u>	<u>Resigned (Previous Chairperson)</u>
<u>Mrs E van der Westhuizen</u>	<u>Chairperson (Acting)</u>
<u>Ms H Groenewald</u>	<u>Member</u>
<u>Mrs M Bobbejee</u>	<u>Member</u>

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### 3.2.2 Audit Committee Meetings 2009-2010

The Committee underwent the following meetings:

	<u>Meeting</u>	<u>Present</u>
<u>Mr J Hatting</u>	<u>4</u>	<u>2</u>
<u>Mrs E van der Westhuizen</u>	<u>5</u>	<u>4</u>
<u>Ms H Groenewald</u>	<u>4</u>	<u>2</u>
<u>Mrs M Groenewald</u>	<u>5</u>	<u>4</u>

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The performance and financial audit functions are performed by a single audit committee. The Audit Committee was previously not functioning and 2008/09 was a year in which the municipality focused on reactivating the committee, mainly prioritising training of the audit committee.

With respect to Internal Audit, LLM appointed its own Internal Audit in June 2009 within the 2008/09 financial year. Prior to this, no Internal Audit functions were performed internally no investigations were conducted using external auditing firms. However, an investigation took place within the Cashiers Division, Finance Department during May 2009 and managed to be resolved internally but is still pending externally.

The Committee covered a number of aspects for the financial year 2009/2010, which includes amongst others: -

- The approval of the Audit Committee and Audit Charters and Audit Department Policies during;
- During the year 2010, the mentioned Charters was reviewed and aligned with the KING III Report and re-approved;

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- The Institute of Internal Auditors' Code of Ethics and the International Standards for the Professional Practice of Internal Auditing was introduced and handled with the Audit Committee;
- The Auditor-General Management Letter was properly covered;
- The Strategic Risk Assessment workshop conducted by the external service provider, PriceWaterhouseCoopers;
- Performance Management that was briefed to the Committee; and
- The Committees involvement in an Anti-corruption Programme Session.

The resignation of the Chairperson, Mr. J Hatting, in the second quarter of the 2009/2010 financial year, was a major setback for Committee – taking into consideration the scarcity of properly skilled people within the area. We managed recruit, as a replacement, an individual within the Banking Sector – Ms H Groenewald. The Audit Committee Members had an opportunity to sign their Council approved Terms of Reference.

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### **Oversight Report of Council**

The Oversight Report of Council included only one comment on the Annual Report 2008/09. The comment related to the language in which the report is published and made accessible – this should be in Afrikaans since more than 90% of the community in LLM are Afrikaans speaking. Other than this, Council was satisfied with the report.

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The Audit and Performance Committees was only in position to advise Council and management in terms of the Municipal Finance Management Act, Section 166 through an Audit Committee Report to Council on a quarterly basis and managed to comment on the legal requirements for an annual report for the financial year 2008/09.

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### **3.3 Audit Functions**

The performance and financial audit functions are performed by a single audit committee. The Audit Committee was previously not functioning and 2008/09 was a year in which the municipality focused on reactivating the committee, mainly prioritising training of the audit committee. No audit committee meetings took place in 2008/09, only training. The municipality focused on training the committee members dealing with the Annual report, Financial Statements, Audit Report and other significant topics which were not dealt with by the committee in 2007/08. The 2008/09 Financial Year saw the municipality make progress in consolidating the functioning of the Audit Committee with the hope that it will be strengthen in the years ahead. Following on from extensive training in 2008/09 the audit committee met in early July 2009 (new financial year):

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With respect to Internal Audit, LLM appointed its own Internal Audit in 2008/09. Prior to this, no Internal Audit functions were performed internally and any investigations were conducted using external auditing firms. In 2008/09 financial year no internal audits took place because the new appointee was employed late in the financial year (1 June 2009).

### ~~3.4 Oversight Report of Council~~

~~The Oversight Report of Council included only one comment on the Annual Report 2007/08. The comment related to the language in which the report is published and made accessible – this should be in Afrikaans since more than 90% of the community in LLM are Afrikaans speaking. Other than this, Council was satisfied with the report.~~

~~The Audit and Performance Committees did not face any problems in 2008/09.~~

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### ~~3.53.3 Intergovernmental Relations~~

The municipality forms part of the District Communication Forum (DCF) which meets every quarter to report on the five Key Performance Areas. The DCF consist of a co-ordination and a communication side. All DCFs were attended in the 200~~98/1009~~ financial year.

Laingsburg Municipality is part of the Municipal Managers forum, the Speakers forum and the Mayors forum. LLM works closely with the district with regards to strategic planning such as the IDP, Disaster management, etc.

Identified as a Presidential Node, the district has a Nodal team which includes the local municipalities as well as a Nodal Steering committee which include state departments. They met on a quarterly basis in 200~~98/1009~~, largely ensuring that there were effective synergies and integration of plans between the municipalities and with province. One of the key discussion points this year was the establishment of an Economic Development Agency. ~~Progress to date includes that they have visited other similar agencies to learn from their experience.~~ Funding has been secured to take the idea further and the public participation process was initiated and the agency is in its establishment phase.

In addition to the DCFs discussed above, the Ministerial Technical Meetings (MTECs) are held with province and quarterly IYM meetings are held.

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#### ~~3.3.1 Finance~~

~~The Chief Financial Officers' forum of the Central Karoo District met quarterly in 2009/10 as did the Supply Chain Management Forum. Laingsburg Municipality attended all four meetings.~~

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#### ~~3.3.2 Infrastructure~~

~~With respect to infrastructure, the MIG forums twelve times during the financial year and the municipality attended all four Waste Forums, managed by the Provincial Government of the Western Cape.~~

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#### ~~3.3.3 Integrated Development Planning~~

~~The District IDP Managers Forum meeting took place quarterly and the relevant officials used this as an opportunity to plan and work together as a collective, assisting each other where needed.~~

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~~Provincial IDP Managers Forums were held quarterly. Representative share best practices and work on ways to eliminate challenges which are faced with as a province.~~

~~District LED Managers Forum meetings also took place quarterly during 2009/10. At these meeting officials work and plan together, to address LED related challenges.~~

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### **3.3.4 Good working relationship**

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~~The municipalities of the CKDM have worked together to support the development of the region as a whole. While each municipality faces its own challenges, there is a general sense that the welfare of the district is important to all three locals and the district municipality. This is reflected in the establishment of such initiatives as Shared Services and the participation of politicians and officials in the DCFs.~~

~~It is worth noting that political changes in certain municipalities have not adversely affected the administrations and their ability to continue with service delivery. This is indicative of stable management structures and committed institutions within the municipalities.~~

~~The provincial department of economic development also held LED road-shows in the district which was useful to engaging communities on issues of economic development. The provincial department responsible for local government in the Western Cape also facilitated two meetings during 2008/09, to develop a plan for attracting investment and marketing the region of the Central Karoo.~~

#### ***How effective have these meetings been?***

~~From LLM's experience, the various meetings and forums have proven to be valuable for a number of reasons. The intergovernmental forums which Laingsburg form part of had lead to much better communication and co-operation between both the political and administrative spheres. If ever a municipality requires assistance, the various forum members are always willing to meet discuss the matter and developed solutions to address the specific needs of the municipalities.~~

~~In terms of capacity, the municipalities in the district are willing to assist in addressing shortages by sharing skills and capacity to support under-staffed municipalities. LLM has benefited support from Beaufort West municipality with respect to electricity provision resources. The municipality has also established a good working relationship with CKDM in terms of roads. A number of shared services arrangements are currently taking place through Service Level Agreements. The Municipal Manager of LLM was responsible for managing the election process of 2009 in Prince Albert municipality and ensured that the IEC processes were appropriately run. These examples demonstrate the commitment which municipalities have to assisting and supporting each other.~~

~~The provincial forums are valuable because they allow municipalities the chance to engage with province on key issues, ask questions, and solve problems. These forums have proven to be important mechanisms for supporting municipalities in addressing the needs and constraints of the developmental agenda and ensuring alignment between the spheres.~~

## 4 Integrated Development Planning

Integrated Development Planning (IDP) is one of the key tools used by the South African Government to tackle its developmental role. The IDP process is meant to arrive at decisions on key issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. It therefore not only informs municipal management on key issues, but also guides the activities of other spheres of government, corporate service providers, NGO's and the private sector.<sup>10</sup> The IDP therefore sets the agenda for the municipality and it's imperative that all stakeholders and communities in particular are part of this process. Laingsburg local municipality has made the inclusion of communities in the IDP process a priority.

**Table 7: IDP Processes Checklist ~~2009/1008/09~~**

<i>Was the IDP approved by Council and implemented?</i>	<i>Is the approved IDP seen as the single, inclusive and strategic plan for the municipality</i>	<i>Was the IDP prepared within set timeframes. Please specify time frames</i>	<i>Does the IDP include all core components as per MSA</i>	<i>Were community needs prioritised at ward level?</i>	<i>Was the SDF approved (date) prior to IDP approval by Council</i>	<i>Were sectoral plans prepared and included in the IDP ?</i>
<u>Yes</u> Yes	<u>Yes</u> Yes	<u>Yes</u> (completed by May 2010)Yes	<u>Yes</u> Yes	<u>Yes</u> Yes	<u>Yes</u> (Approved in 2006. New SDF to be developed in 2010/11)Yes	<u>Yes</u> Yes

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The municipality has followed all the prescribed measures of having an effective and efficient integrated development plan. The municipal IDP includes all the core elements of the Municipal Systems Act. In developing the IDP, the needs of the community were prioritised and sectoral plans were developed and included into the IDP.

<sup>10</sup> The dplg, 2007.

## 4.1 What has Laingsburg done to improve integrated development planning?

### 4.1.1 Public participation

The municipality sees public participation as a basic need and a democratic right. It is a vital element of good governance. Laingsburg actively seeks to include communities in its decision making. Apart from hosting IDP road-shows and Imbizos, the IDP Representative Forums were active during the financial and met twice to engage specifically on planning in response to the needs of LLM's community. Some of LLMs most significant ventures to improve public participation further are discussed below.

#### **Area Committees**

The municipality is one of only two municipalities in South Africa (the smallest two) which does not have any wards, due to its size. However, the municipality has three Area Committees (ACs) which fulfil the role of typical ward committees and are used for planning and consulting purposes. The ACs represent the most significant public participation vehicle of the municipality as they represent all social groups and are held accountable by the communities which they represent.

The municipality supports ACs by offering an introductory course on how they are supposed to function. Each AC also has an assigned Councillor (who plays the role of Chairperson) and a Community Development Worker (CDW) to assist in ensuring that the AC functions effectively. Two of the ACs (Laingsburg and Vleiland) holds a meeting once a month, while Laingsburg Area Committee holds meetings at least once a quarter and more if necessary for consulting on priority issues. The AC meetings are held before council meetings to make sure that their issues are tabled. The area committees are also being used by all departments in the municipality as the main consulting structures.

The area committees have functioned well during ~~2008/2009~~/~~1009~~, meeting once a month, with their issues and concerns being raised on Council agendas. This is an important indicator of effectiveness and suggests that these committees are succeeding in having an influence on the decision-making of the municipality.

#### **Community Based Planning Approach**

The municipality implemented the Community Based Planning approach in 2007/08 and has continued to successfully implement this as a planning tool in ~~2008/2009~~/~~1009~~. The approach allows the community (all social groups) to identify their needs, specifying not only what they need but proving a motivation for how certain projects will assist in improving their welfare. The municipality responds to this by developing plans which talk directly to the needs of the community and this feeds into the IDP.

#### **IDP survey**

The Western Cape Department of Local Government and Housing carried out an IDP survey in the municipality in ~~2008/2009~~/~~1009~~. The aim of the survey was to assess the public's knowledge and awareness of IDP processes in the municipality. Community Development Workers were responsible for conducting the survey. The survey results are yet to be released.

## Media

A number of media events took place during the year, including the following:

- o 2010 World Cup month programme of activities
- o Karoo Marathon
- o Mayoral Golf Day
- o Miss Laingsburg competition
- o A monthly newsletter that is sent to all households and it freely available in public areas.
- o Writing workshop for students and community members
  - o Writing dramas
- o LLM featured on SA Talks – focusing on service delivery in Laingsburg and Matjiefontein
- o IDP Conference

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- ~~Crime Prevention Concert~~
- ~~Karoo Marathon~~
- ~~Mayoral Golf Day~~
- ~~Miss Laingsburg competition~~
- ~~Municipal Newsletter was launched. This is a monthly newsletter that is sent to all households and it freely available in public areas.~~
- ~~Writing competition was held for learners.~~

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## Imbizo's

Seven Imbizos were held during the year, as vehicles for engaging with communities and promoting public participation:

- 3 IDP
- 3 Mayoral
- Thusong Imbizo

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~~Two Imbizos were held during the year, as vehicles for engaging with communities and promoting public participation.~~

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## Complaints Management System

A well managed complaints system was developed to assist residents in communicating their concerns to the municipality. A complaint desk is in place and comment/complaints boxes have been placed at the municipal offices and other public areas in the municipal area.

A new computer-based system was introduced during the financial year, which records complaints and manages responses.

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An 8 hour complaint reaction system is in place to act on all complaints in good time.

The municipality strives to implement Batho Pele principles in its day-to-day delivery of services.

### **Functional Committees**

The LLM has a number of committees which are in place and work towards improving the functioning of the municipality. The functional committees which are currently in place are:

The LLM has a number of committees which are in place and work towards improving the functioning of the municipality. The functional committees which are currently in place are:

- Area Committees
- Performance Management Committee
- Social Transformation Structure
- IDP Representation Forum
- Youth Council
- Thusong Management Committee
- Tourism Committee
- Audit Committee
- Disaster Management Committee
- Crime Prevention Structure
- Tourism Forum
- Health Committee
- MSAC Committee (HIV/Aids)
- LADAAG (Laingsburg Anti-drug and Alcoholism Action Group)
- Advice Office
- Child welfare management committee
- Arts and culture committee

- Area Committees
- Performance Management Committee
- Social Transformation Structure
- IDP Representation Forum
- Youth Council
- Thusong Management Committee
- Tourism Committee

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- Audit Committee
- Disaster Management Committee
- Crime Prevention Structure
- Tourism Forum
- Health Committee
- MSAC Committee
- Anti-drug group

#### **Other community up-liftment initiatives**

LLM faces a number of social challenges, which are linked to poor access to education, concerns around health care, unemployment and crime. In addressing some of these challenges the municipality has undertaken to invest in a number of programmes, such as Youth Programmes in Laingsburg, Matjiesfontein and Vleiland. The municipality revived the Computer School to develop the community's skill: this was expanded to Matjiesfontein and Vleiland in 2009/10.

The municipality continues to provide Drivers Learners Testing and established a Drivers License Testing to empower the community. The municipality is starting an Emergency Medical Training in the Farming Area and Matjiesfontein to provide emergency assistance until help arrives. The municipality began a Fire fighting Training for the youth to empower them and at the same time address the problem of fire fighting in the town. Traffic training for people in the community was undertaken as an empowerment project.

Other initiatives established in 2009/10 include:

- Drug counselling through (LADAAG)
- Peer counselling at schools
- School project to assist matriculants at Laingsburg High School: each matriculant was allocated a mentor to assist them in applying for further education etc.

These initiatives seek to respond to a number of social, economic and environmental needs and the municipality hopes to expand its support to communities in future.

#### **4.1.2 IDP Conference**

The IDP conference was initiated to improve integrated development planning and intergovernmental relations. The conference happens every second year and took place on 12-13 November 2009.

The Aim of the Conference was to adopt an integrated planning approach when we can throw direct all resources appropriately and use it effectively. Discussion sessions included:

- Review of IDP
- Access Funding

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- Value Adding
- Integrated Planning
- Alignment Of The IDP To PGDS
- Strengthening IGR
- IDP to be used for planning tool for budgeting in government
- Attract Investment
- Grow Our Economy

The conference was well attended by all provincial sector department, NGOs, CBOs, Area committee members, neighbouring municipality representatives within CKDM, the SA Police Service and the SALGA national office. A total of 75 participants were present.

The following recommendations were made to eliminate challenges as well as to add value to the Municipal IDP and the integration of all spheres of government:

- ❖ Local IGR structure must be established
- ❖ Sector Departments must work with municipalities to ensure that their plans and strategies are aligned.
- ❖ Liaison officer must be elected to improve communication
- ❖ The municipality must be the IGR Driver
- ❖ A designated person from all departments must be appoint to promote integration.
- ❖ An integrated approach will assist with different Financial cycles
- ❖ Departments needs to be more involved in IDP processes
- ❖ All stakeholders must be involved in the Re-prioritizing of Projects
- ❖ Identification and studies must be done to make sure that projects are viable / Sustainable.
- ❖ IDP must be used for planning and financial mechanism for sector departments

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## 5 Service delivery

~~LLM faces a number of social challenges, which are linked to poor access to education, concerns around health care, unemployment and crime. In addressing some of these challenges the municipality has undertaken to invest in a number of programmes, such as Youth Programmes in Laingsburg, Matjiesfontein and Vleiland. The municipality revived the Computer School to develop the community's skills.~~

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~~These initiatives seek to respond to a number of social, economic and environmental needs and the municipality hopes to expand its support to communities in future.~~

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## **5 ~~Service delivery~~**

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Service delivery is a priority for the municipality, as it seeks to provide communities with a range of services which are affordable and address basic needs. The municipality has had to rely on service sharing in some areas due to internal capacity shortages. This section of the report provides a more detailed picture of service delivery in LLM during ~~2009/108/09~~.

### **5.1 Service provided in ~~20098/1009~~**

Laingsburg Local Municipality is responsible for providing the following services:

- Electricity delivery
- Water for household use
- Sewerage and sanitation
- Storm water systems
- Refuse removal
- Fire fighting services
- Municipal health services
- Decisions around land use
- Local roads
- Local public transport
- Traffic services
- Street trading
- Abattoirs and fresh food markets
- Parks and recreational areas
- Libraries and other community facilities
- Local tourism

Due its location, limited budget and size the municipality has not been able to afford or attract a full set of skills required across these services. Where capacity shortages have been experienced, the municipality has sub-contracted to local service providers where possible or utilised a shared service approach with municipalities in the region. These mechanisms have ensured to some degree that capacity constraints within the municipality have not hampered service delivery.

### **5.2 Backlogs**

With respect to service delivery, all households in the municipality receive basic services and the only backlog which Laingsburg faces is with respect to housing.

### 5.3 Capital expenditure for each service

In the 2009~~8~~/1009 the municipality spent 86.72% of its capital budget. The under-expenditure is due to the lack of spending on housing during this financial year.

Table 8: % split of capital expenditure per service

Financial Year	Housing	Water	Sanitation	Refuse Removal	Electricity	Streets & Storm Water	Community facilities
2006/07	61.8	4.4	0	0.8	0.4	10.7	6.7
2007/08	42.3	15.3	5.2	0	7	11	1.5
<u>2008/09</u>	<u>0</u>	<u>25</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>25</u>	<u>26</u>
<u>2009/10</u>	<u>0</u>	<u>16.71</u>	<u>10.8</u>	<u>3</u>	<u>0</u>	<u>31.86</u>	<u>9.61</u>
<del>2008/09</del>	<del>0</del>	<del>25</del>	<del>2</del>	<del>2</del>	<del>0</del>	<del>25</del>	<del>26</del>

### 5.4 MIG expenditure

The Municipal Infrastructure Grant (MIG) is the main source of income for the municipality in terms of capital income. LLM's total MIG allocations for 2006/07 and 2007/08, 2008/09 were spent. The table below provides an indication of the figures for 2009/10:

Table 9: MIG expenditure

Financial year	Available funding	Amount spent	% spent
<u>2009/10</u>	<u>4 971 000.00</u>	<u>6 971 000.00</u>	<u>140%</u>
<del>2008/09</del>	<del>2 665 669</del>	<del>2 665 669</del>	<del>100%</del>

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### 5.5 Housing

There was no expenditure on housing due to infrastructure projects which had not commenced during the year.

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## 5.6 Provision of Free Basic Services

LLM provided a combination of free basic services to both indigent and non-indigent households during the financial year. The table below provides and indication of the number of households served and the unit and rand value of the service provided.

Table 10: Free Basic Service provision

Service	Indigent households			Non- Indigent households			Households in Eskom areas		
	Number of hhs	Unit per hh	Rand Value/hh	Number of hhs	Unit per hh	Rand Value/hh	Number of hhs	Unit per hh	Rand Value
Electricity	347	50 kWh	30	1325	0	0	300	50	30
Water	636	6 klt	47	1325	6kl	10	-	-	-
Sanitation	636	N/A	7061.5	1325	N/A	0	-	-	-
Refuse removal	363	N/A	42	1325	N/A	0	-	-	-

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Service	Indigent households			Non- Indigent households			Households in Eskom areas		
	Number of hhs	Unit per hh	Rand Value/hh	Number of hhs	Unit per hh	Rand Value/hh	Number of hhs	Unit per hh	Rand Value
Electricity	636	50 kWh	20	1325	0	0	300	50	20
Water	636	6-l	53	1325	6kl	53	-	-	-
Sanitation	636	N/A	70	1325	N/A	70	-	-	-
Refuse removal	363	N/A	49	1325	N/A	49	-	-	-

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### 5.7 Spending priorities

The municipality's spending priority in the financial year was water, with 100% of MIG resources being spent on water services projects.

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### 5.8.1.5.7 Performance across each service during ~~2009/10~~

#### 5.8.1.5.7.1 Water Services

The following key water projects are highlights for 2009/10:

- Rehabilitation of water sources was completed,
- in addition, LLM completed phase one of the Matjiesfontein water reticulation ph2,
- and the rehabilitation of the Soutkloof pipeline was also completed during.

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The municipality was awarded with a Best Performance award in terms of the Blue Drop system implemented by the Department of Water Affairs.

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The following key water projects are highlights for 2008/09:

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- ~~•and the rehabilitation of the Soutkloof pipeline was also completed during.~~

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## ~~5.8.25.7.2~~ Electricity

### **Energy Saving Plan**

Laingsburg municipality has an energy saving plan in place in order to promote the efficient and wise use of electricity. To this end, the municipality has undertaken the following activities in order to reduce energy consumption:

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- All high mass lights have been switched off
- 50% of street lights have been switched off
- LLM has implemented an energy saving campaign within the community to save at least 10% of energy during South Africa's Energy Crisis.

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As a result of these initiatives, the municipality continues to see energy saving and LLM hopes to continue its energy saving activities and make an even bigger contribution of energy saving in future.

## ~~5.8.35.7.3~~ Refuse removal/Solid waste

The municipality started with the review of the Integrated Waste Management Plan in 2008. Even though the municipality has limited capacity, a decision was taken that it will be done internally, rather than through a Consultant to ensure that it is implementable.

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### **Recycling Project**

The recycling of solid waste is a priority for the municipality and LLM is proud to have initiated a recycling project in 2007/08 and continued in 200~~98/1009~~ to make good progress with respect to education of communities, schools and households around waste management and in terms of recycling rates. ~~Unlike previous years where the recycling project was outsourced, the municipality has in 2008/09 begun to operate this initiative internally.~~ The

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methodology used was to provide households with two types of waste collection bags, a white one for recyclables and a black one for non-recyclables. The recycling site was open to the public for sorting and the municipality initiated a buy-back scheme in order to support income generating opportunities from the landfill with the recycling project on the premises. The municipality then sells the recyclables to firms that recycle these products.



The project has been very successful and as a result the achievements include:

- More than 40% Recycling of Household Waste;
- Re-use of building rubble;
- All households are recycling and most of them see it as an opportunity to generate income.
- Composting site established, using green waste that was collected in the community garden in Matjiesfontein and for other greening projects in the town.

#### **Cleaning project**

~~The municipality has a Cleaning Project and it provides over 200 temporary job opportunities to keep the town clean especially public areas, parks, cemeteries, rivers and municipal storm water drainage as a mitigation method for flooding because Laingsburg is High Flooding Zone.~~

~~The programmes and projects were a success because the community was directly involved in making Laingsburg a safe and clean town.~~

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~~The programmes and projects were a success because the community was directly involved in making Laingsburg a safe and clean town.~~

#### **5.8.45.7.4 Environmental Management**

Environmental Management is very important for the municipality and the community. The municipality considered environmental management in all Sector Plans of the municipality. These include:

- Spatial Development Plan
- Water Services Plan
- Disaster Management Plan
- Integrated Waste Management Plan
- Housing Plans

The municipality, in co-operation with Central Karoo District Municipality drafted a Region-wide Environmental Management Strategy to speak to environmental issues.

The municipality is situated in the Central Karoo Region and is very unique and the Laingsburg municipal area is rich in Heritage Sites which has to be managed. The municipality in co-operation with the Tourism Centre is looking after the natural resources and heritage sites.

The municipality fulfills its mandate in delivering basic services but rehabilitation of water networks and dams are of great importance to ensure the sustainability of resources and equipments.

#### **Greening Projects**

The municipality implemented the following Greening Projects:

- Striking Garden Competition
- Tree Planting Days
- Greening Projects

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- Karoo Garden
- Community Gardens
- Cleaning Projects

### **Environmental Education**

The municipality in co-operation with the Tourism Centre Management continued with its school environmental awareness programmes to educate school learners about the environment and why conservation thereof is important, the unique environmental context of Laingsburg and its historic and cultural heritage.



### **5-8-55.7.5 Roads**

R4 338 000 was spent on Road Infrastructure in 2009/10:

- Matjiesfontein Busroute - R1 482 000.00
- Streets/Stormwater - R2 753 100.00
- Streetlight - R110 000.00

~~R752 000 was spent on Bergsig Streets and a storm water project was funded through MIG in this year. The municipality is currently developing its Storm water master plan.~~

### **5-8-65.7.6 Housing**

~~The municipality's housing plan was developed as part of its strategy to increase the quality and quantity of housing delivery. No new housing was provided during 2009/1009.~~

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## 6 Institutional development and transformation

Laingsburg municipality has a relatively small staff base and has sought to utilise existing capacity as efficiently as possible, while drawing skills from other sources such as local contractors, when needed.

### 6.1 Organogram

The Organogram of Laingsburg Municipality is depicted below. The Municipal Manager is the only Section 57 appointee currently in place.

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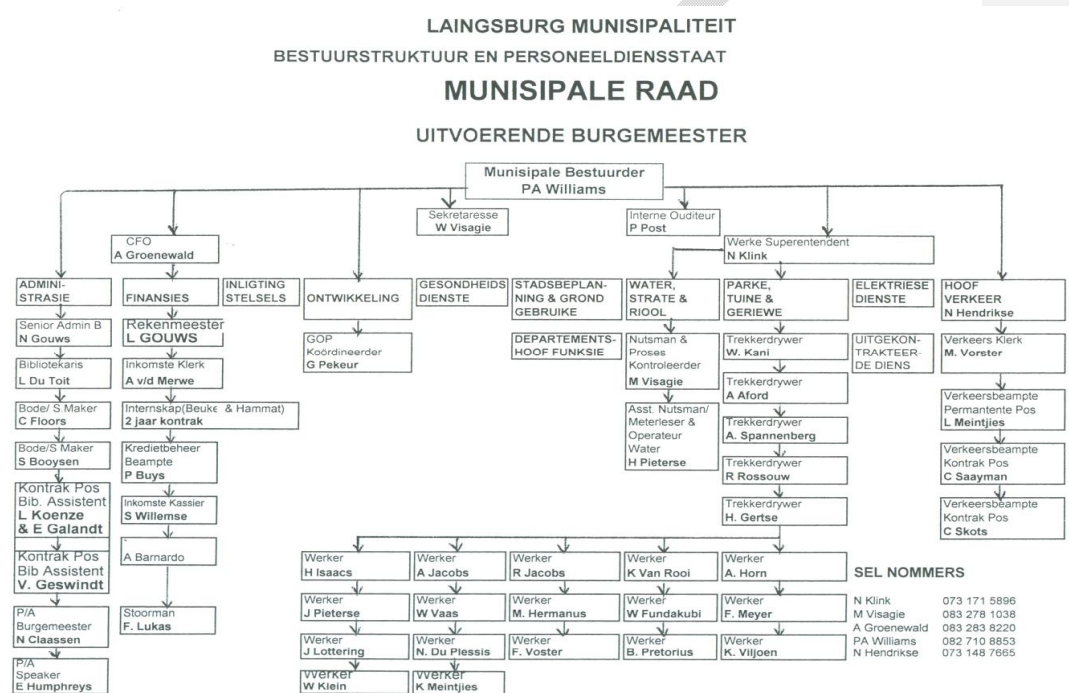


Figure 443: Laingsburg Municipality organogram

### 6.2 Approved posts

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Table 11: Approved posts – all levels

MM & MSA section 57	Approved posts			TOTAL
	Middle management	Admin Officers	General Workers	
1	6	13	29	49
2%	12%	27%	59%	100%

As was noted in the introduction of this section, the Municipal Manager is the only S57 manager in the municipality. There are no senior managers in the municipality, meaning that the thrust of the work is done by middle managers. The administration officers and general workers make up 86% of municipal's workforce.

### 6.2.1 New appointments

~~During 2008/09 the municipality appointed two Finance Interns and filled the Internal Auditor post. Other posts filled include one library assistant and the addition of four general workers in the technical services department to be completed.~~

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### 6.3 Employment Equity

The rate and the level at which the municipality has transformed differ significantly between race and gender variables, with transformation from a gender perspective being on track.

**Comment [t13]:** Please check this table and update where necessary for 2009/10

**Table 12 Transformation statistics Senior and Middle Management**

Municipal Manager and MSA section 57 level								Middle Management / Supervisory level								TOTAL
AF	AM	CF	CM	IF	IM	WF	WM	AF	AM	CF	CM	IF	IM	WF	WM	
			1							3	2			1		7
0%	0%	0%	14%	0%	0%	0%	0%	0%	0%	43%	29%	0%	0%	14%	0%	100%

The one senior manager employed by the municipality is the Municipal Manager. There are six staff members that are at middle management or supervisory level. It is encouraging to see that out of the seven management staff, four are women.

**Table 13: Transformation statistics: All staff**

**Comment [t14]:** Please check this table and update where necessary for 2009/10

All levels										Total	Male	Female
AF	AM	CF	CM	IF	IM	WF	WM					
1	0	12	32	0	0	3	1		49	67%		33%
2%	0%	24%	65%	0%	0%	6%	2%					100%

Gender and race transformation is taking place at different levels and pace in the municipality. The municipality has a 33% of its workforce as women. This is not a bad average, given the size of the municipality. It is however understood that the municipal workforce will be dominated by the Coloured race as coloureds make up 83% of the population in Laingsburg.

**Table 14: Transformation statistics at administration & general worker level**

**Comment [t15]:** Please check this table and update where necessary for 2009/10

<b>Administrative level</b>								
AF	AM	CF	CM	IF	IM	WF	WM	Total
		6	4	0	0	3	0	13
0%	0%	46%	31%	0%	0%	23%	0%	100%
<b>General Worker level</b>								
AF	AM	CF	CM	IF	IM	WF	WM	
1	0	3	24	0	0	0	1	29
3%	0%	10%	83%	0%	0%	0%	3%	100%

When comparing work categories according to gender profile of the municipality, women occupy more jobs in the administrative officer level. Men on the other hand are more in the general worker level, which an average of 87% compared to that of women which is 13%.

### 6.3.1 Demographic comparison

Table 15: Demographic information of LLM compared to municipality workforce

	Total Population	African	Coloured	Indian	White
Total population (%)	7330	2%	83%	0.13%	15%
Total municipal posts (employed)	49	1	44	0	4
%	1%	2%	90%	0%	8%

The total population of the municipality is 7330, of which the municipality employs 49 people. As mentioned above, the Coloured race is dominating the population, followed by White, then African and Indian, which are both very small in percentage terms with 2% and 0.13% respectively.

### 6.3.2 Section 57 managers and selected positions

Table 16: Section 57 management

Position	# Filled	Employment contracts in place	Performance agreements in place
Municipal Manager	1	Yes	Yes

The Municipal Manager is the only S57 manager employed by the municipality. He has signed employment contract and performance agreement.

### 6.4 Status of human resource plans

While all the appropriate plans and policies were in place, the municipality had varied progress in terms of implementation.

*Table 17: Status of human resources plans*

<i>Policy/ Plan</i>	<i>Developed and implemented</i>	<i>Percentage of budget spend on skills development plan</i>
Recruitment and selection	Yes	1%
Performance management	Developed Plan but still to be implemented	
Skills development plan	Yes	
Employment equity plan	In progress	
HRD and HRM policies	Yes	

### 6.5 Skills development

In terms of skills development, LLM implemented its approved Workplace Skills Development Plan for 200~~98~~/1009 and received a rebate from Service Sector Education and Training Authority (SETA).


**Comment [t16]:** How much did the municipality receive as a rebate from SETA in 2009/10? Please complete table

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## 7 Financial Viability

This section of the Annual Report covers aspects related to financial viability and management for the ~~2009/1009~~ municipal financial year.

### 7.1 Introduction

Laingsburg local municipality has a solid record of financial management.

~~In 2008/09 it sought to improve its financial viability by embarking on a campaign to increase its revenue/rates collection record, continue to implement a credit control and debt collection policy and uphold a 30 day return on debt. The municipality also had no external loans or debts in the financial year.~~

Despite ~~its~~these achievements, LLM does face significant challenges in terms of financial viability, including the following:

- It has a small revenue base
- Households are heavily reliant on grants
- More than 70% of households earn less than the minimum income levels
- Drought and financial constraints facing farmers impacts the municipality
- LLM lacks own funding to implement the IDP and some capital projects
- Capacity shortages and lack of resources to attract certain skills

### 7.2 Performance against budget: Revenue and Operating Expenditure

Comment [t17]: To be updated for 09/10

<i>Financial year</i>	<i>Revenue</i>				<i>Operating expenditure</i>			
	<i>Budget R'000</i>	<i>Actual R'000</i>	<i>Diff. R'000</i>	<i>% deviation</i>	<i>Budget R'000</i>	<i>Actual R'000</i>	<i>Diff. R'000</i>	<i>% deviation</i>
<del>06/07</del>	<del>17 054 428</del>	<del>18 183 170</del>	<del>1 128 742</del>	<del>6.62</del>	<del>17 156 964</del>	<del>18 019 237</del>	<del>862 273</del>	<del>5.03</del>
<del>07/08</del>	<del>19 359 014</del>	<del>20 763 816</del>	<del>1 404 802</del>	<del>7.26</del>	<del>19 348 852</del>	<del>20 758 963</del>	<del>1 410 111</del>	<del>7.29</del>

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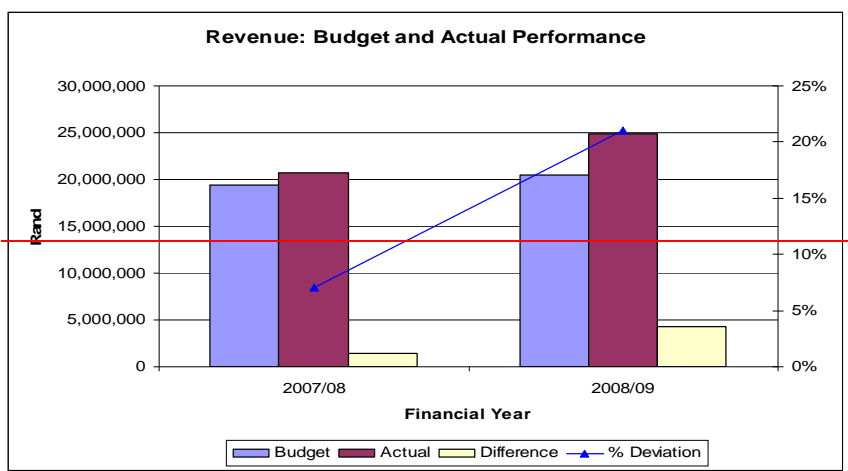
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~~LLM's performance against budget is shown in the graph below.~~



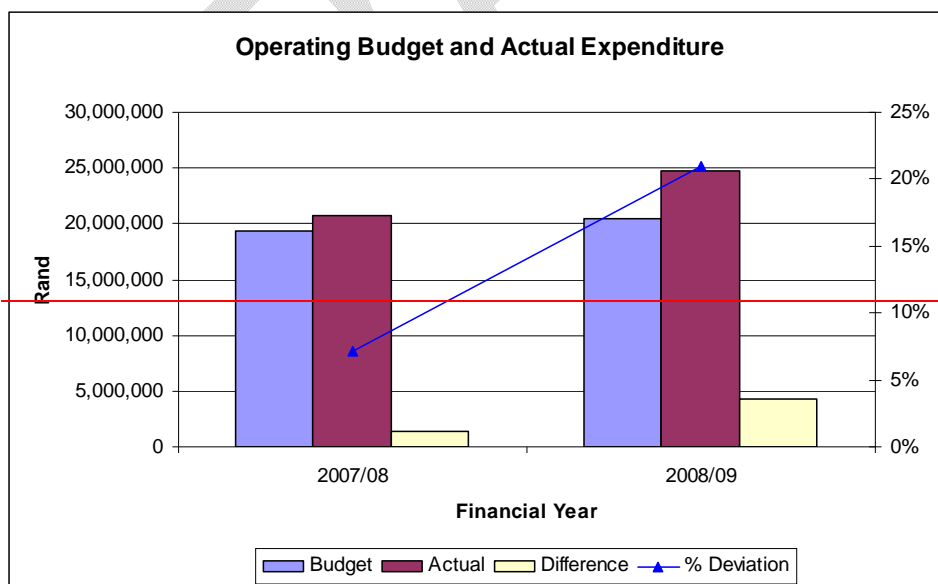
**Figure 4 Budget versus actual performance**

The figures indicate that the municipality generated more revenue than it budgeted for in 2008/09. Actual revenue is significantly higher compared to the previous financial year, as shown in the graph.

### 7.3 Operating expenditure

LLMs operating budget and expenditure trends for the last two financial years are shown below.

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**Figure 5 Operating budget and actual expenditure**

The municipality's operating budget increased slightly between 2007/08 and 2008/09, however spending was significantly higher in the latter financial year. In terms of the

~~2008/09 performance, the municipality's operating expenditure was 21% above budget.~~

### **7.47.3 Gross outstanding consumer debtors per service**

The municipality experienced an increase in outstanding consumer debt between 2007/08 and 2008/09 across all sectors.

*Table 18: Gross outstanding consumer debtors per service*

<i>Financial Year</i>	<i>Rates</i>	<i>Trading and Economic services</i>	<i>Housing rentals</i>	<i>Other</i>	<i>Total</i>
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>
2008/09	1 124 169 402	510 586.78 for both trading and economic services	67 772 214	00	1 702 527 990
2009/10	Tbc	510 586.78 for both trading and economic services	Tbc	0Tbc	1 702 527Tbc
Difference	Tbc	Tbc both trading and economic services	Tbc	Tbc	Tbc-
% growth year on year	Tbc	Tbc	Tbc	Tbc	Tbc

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### **7.57.4 Total cost of staff as percentage of operating expenditure**

<i>Financial year</i>	<i>Total Expenditure salary and allowances (R'000)</i>	<i>Total Expenditure (R'000)</i>	<i>Percentage (%)</i>
2006/2007	5 389 824	16 865 148	27
2007/2008	6 658 493	18 999 325	28

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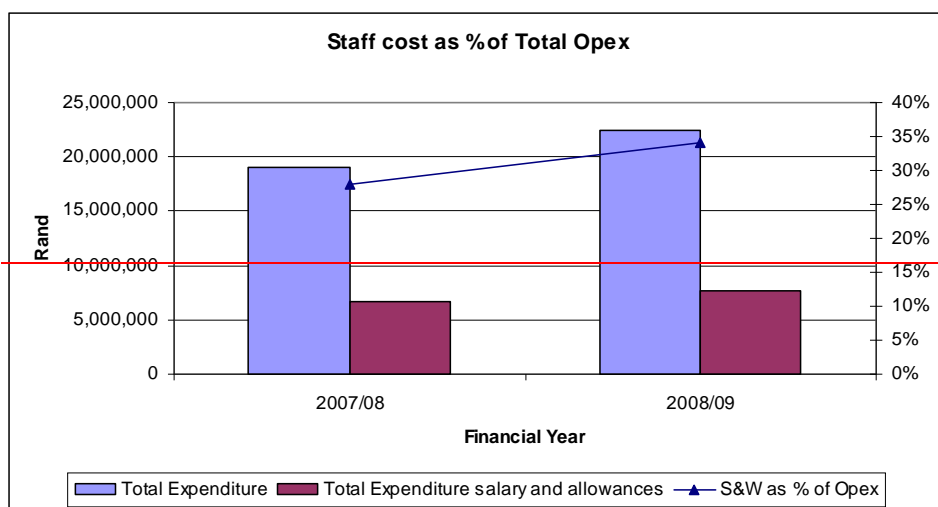
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Staff costs in relation to the operating expenditure are shown in the graph below:



**Figure 6 Staff costs as % of opex**

As illustrated the municipality's spending on staff as a proportion of the operating expenditure increased from 28% in 2007/08 to 34% in 2008/09. This is shaped by the new placements made in the 2008/09 financial year. Ideally the municipality should be aiming to keep the percentage of salaries and wages at around 25%, suggesting that there is room for improving its expenditure patterns in the year ahead.

**7.67.5 Level of reliance on grants and subsidies**

<u>Financial year</u>	<u>Total grants and subsidies received</u> (R'000)	<u>Total Operating Revenue</u> (R'000)	<u>Percentage</u> (%)
2006/2007	6 068 210	18 885 878	32
2007/2008	7 805 909	22 846 387	34

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The municipality's low revenue base makes it somewhat dependent on grants and subsidies. A total of 44% of LLM's operating revenue in 2008/09 came from grants and subsidy transfers received, increasing considerably from 34% in the previous year. These figures are reasonable in light of the contextual factors facing the municipality and its status as a Category B3 local municipality.<sup>11</sup>

<sup>11</sup> A set of municipal sub-categories were developed for the Municipal Infrastructure Investment Framework and the Municipal Fiscal Framework (MFF) projects, and are intended to reflect the variations in settlement type and institutional form between municipalities. A B3 municipality is typically a small town with a rural population.

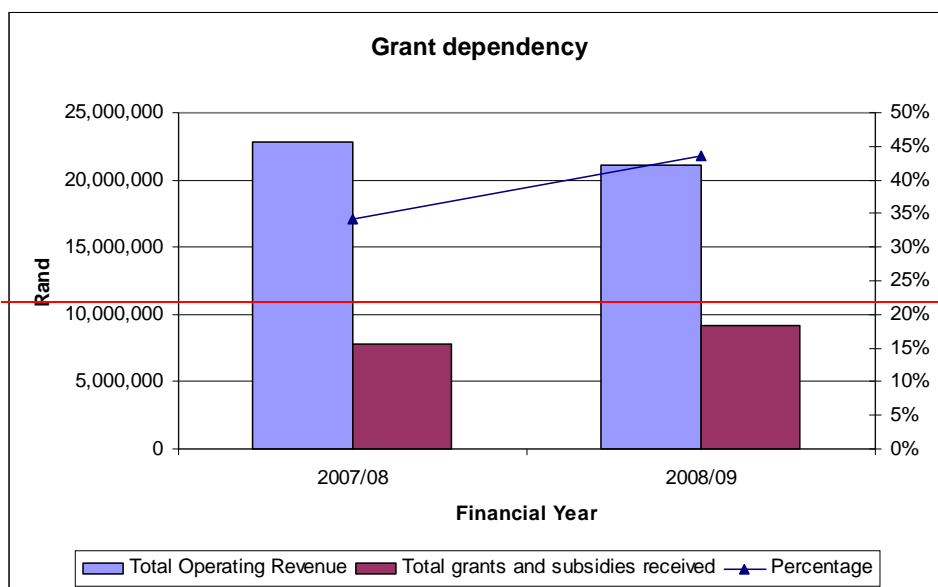


Figure 7 Grant dependency

**7.7.7.6 Level of reliance on external funding**

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Laingsburg had no external loans or debt in the 2008/09 financial year.

**7.8.7.7 Liquidity ratio**

LLM's performance in terms of liquidity ratio is shown in the table below.

Table 19: Liquidity ratio

Financial year	Net current assets (R'000)	Net current liabilities (R'000)	Ratio
2005/2006	13 478 180	3 401 507	3.96:1
2006/2007	15 045 860	3 482 744	4.32:1
2007/2008	16 161 766	3 221 482	5.01:1
2008/2009	15 694 116	5 033 378	3.12:1

In terms of medium term historical performance, the municipality's liquidity ratio increased between 2005/06 and 2007/08, putting in it a good position with respect to its ability to meet short term financial commitments. This performance is attributed to an increase in assets and a reduction in liabilities over the period. However, the results for the most recent financial year, 2008/09 are less positive. The results show that

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municipality's ratio of assets to liabilities is decreasing, suggesting that this is an area of financial performance which needs to be closely monitored.

### **7.97.8 Financial policies**

The table below provides an indication of the financial policies in place during ~~2008/2009~~/~~1009~~ as well as the progress which the municipality has made in implementing these.

*Table 20: Financial policies*

<i>Policy</i>	<i>Approved by Council</i>	<i>Implemented</i>	<i>Promulgated in By-Law</i>
Tariff policy	Yes	Yes	No
Credit control policy	Yes	Yes	No
Indigent policy	Yes	Yes	No
SCM policy	Yes	Partially	No
Valuation policy	Yes	Yes	No
Investment policy	Yes	Yes	No
Asset management policy	Yes	Yes	No
Financial management policy	Yes	Yes	No

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### **7.107.9 Financial Statement 20098/1009**

The Financial Statements for the 20098/1009 Municipal Financial Year are to attached as Annexure A.

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### **7.117.10 Auditor General's Report**

Laingsburg Local Municipality's Audit Opinion in ~~2008/2009~~/~~1009~~ has not yet been made available by the Auditor General at the time of drafting this report.

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The Auditor General's Report for the 20098/1009 Municipal Financial Year is attached to this document as Annexure B \*\* to be attached once provided by OAG\*\*

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### **7.127.11 Functional Service Delivery Reporting**

The Functional Service Delivery Reporting figures for the ~~2008/2009~~/~~1009~~ Municipal Financial Year are to be attached to this document as Annexure C.

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## 8 Economic Development

Laingsburg Local Municipality's economic development approach was guided by its Local Economic Development (LED) Strategy. The municipality aims to promote LED through a host of locally driven initiatives as well as through infrastructure development.

### 8.1 Economic development initiatives in ~~20098~~/~~1009~~

The municipal mandate as per legislation is to promote an environment which enables local economic development. LLM has undertaken to fulfill this mandate by carrying out the following economic initiatives in ~~20098~~/~~1009~~:

#### ***Preferential Procurement***

The Municipality is committed to procurement, and implemented its IDP Approach to Preferential procurement through supply chain management and awarded all contracts to BEE Local Contractors & SMME's to empower local and emerging business.

The municipality ensures that service providers are registered on database and that they comply with preferential procurement criteria.

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**The Municipality contributed ~~R250 000~~~~180 000~~ to the Tourism Centre in ~~2009~~/~~10~~ for:**

- Tourism Promotion and marketing
- Tourism Awareness Programmes
- Operational Costs

**The following skills development projects were undertaken:**

- Reviving the Computer School
- Youth Development Programmes
- Leadership & Life Skills Programmes
- ABET Classes
- Level 3 Medical Training
- HIV /AIDS Training
- How to Start A Business Training
- Bath Salt Manufacturing Training
- Tile Decorating Training
- Tourism Training
- International Computer Training
- Kannidood project: skills project with youngsters doing glass and other craft work



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#### ***Early Childhood Development***

In order to promote early childhood development, LLM contributed towards setting up the following initiatives:

- Care Bears in Matjiesfontein
- Moemfies for Infants
- Donald Duck preprimary school

### Other Projects

- Municipal Learners Examinations: LLM has responded to community needs by enabling the community to write their Learners Exam in the town.
- The municipality is part of Partnership in Development with the RED Door
- The feasibility of an Economic Development Agency was assessed and visits to similar agencies in other provinces was undertaken in order to learn and share ideas.
- The Karoo Marathon is a major event on the tourism calendar of LLM and once again it was successfully held in 2009/10.

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### Other Projects

- Municipal Learners Examinations: LLM has responded to community needs by enabling the community to write their Learners Exam in the town.
- The municipality is part of Partnership in Development with the RED Door
- The feasibility of a Economic Development Agency was assessed and visits to similar agencies in other provinces was undertaken in order to learn and share ideas.
- The Karoo Marathon is a major event on the tourism calendar of LLM and once again it was successfully held in 2008/09.

## 8.2 Poverty alleviation

Poverty is one of the most significant social challenges facing Laingsburg. In addition to providing Free Basic Services to poor households, the municipality actively seeks to address poverty through various poverty alleviation initiatives.

Some of the most important projects which LLM was involved in initiating and supporting in ~~2008/2009~~/~~1009~~ include the following:

### Arts & Craft Projects

- Beading Project
- Mini Leather Project
- Wool Project
- Clothing Project
- Woodwork project

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Training was also provided in all of the above mentioned as well as to develop a unique project for Laingsburg. Of those involved, 80% are women and 90% are youth and the projects accommodated 60% of HIV/AIDS affected and infected people.

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~~-Beading Project~~

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~~-Mini Leather Project~~

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~~-Wool Project~~

~~-Clothing Project~~

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~~Training was also provided in all of the above mentioned as well as to develop a unique project for Laingsburg. 80% of women and 90% youth are involved and the projects accommodated 60% of HIV/AIDS effected and infected people.~~

### **Greening Project**

The municipality has a clean-up project in Laingsburg and Matjiesfontein to provide temporary employment on a rotation basis to provide food on the table for the poorest of the poor. The project provided over 200 employment opportunities to the communities.

### **Soup Kitchens**

3 Soup kitchens were and are still are operating in Matjiesfontein, Bergsig and Gøldnerville to provide food to the poorest of the poor as well as for children during school holidays.

### **Food Garden**

The community garden was extended with 1 ha and was managed by 10 Women and 2 men from the community. The garden was a great success and provided vegetables to the poor. The rest was sold at the municipal offices to ensure the garden is sustainable.



### **Mayoral garden**

The Mayoral Garden was established at the Tourism Centre to support and uplift the community. In 200~~98~~/2009, 30 people were involved in planting and growing fruit and vegetables to be sold to generate income.

The garden was expanded in 2009/10 to include flowers.

### **Matjiesfontein vegetable garden**

This project employs around 10 people. The municipality provides seed, water, training and the vegetables are farmed for subsistence, with some sold to the public, at the municipal offices, with the funds used to sustain the project.

### **Mayoral Golf Day in support of Bursary Scheme**

The municipality held a Mayoral Golf Day, the Cape Karoo Classic as a fundraising project to raise funds for the bursary scheme, the main aim of which is to provide bursaries for matriculates and students from disadvantaged communities. The bursary aims to motivate scholars to specialize in scarce skills so that they can be brought into the Laingsburg Economy. This would then reduce the need for skills to be sourced from outside of the LLM.

### **Raising awareness about poverty alleviation benefits to communities:**

- Laingsburg Municipality conducts door to door visits to inform the community on how they benefit from it and can apply for it.

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- ~~On a number of occasions the municipality implemented a system of Mobile Applications in Matjiesfontein, in order to assist residents who were unable to access the municipality directly.~~
- ~~Laingsburg Municipality conducts door to door visits to inform the community on how they benefit from it and can apply for it.~~
- ~~On a number of occasions the municipality implemented a system of Mobile Applications in Matjiesfontein, in order to assist residents who were unable to access the municipality directly.~~

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### 8.3 Job facilitation

LLM sees job creation as an opportunity to lift the community out of poverty. The Expanded Public Works Programme is one the chief vehicles which LLM uses for creating jobs.

The Municipality's objectives were targeted at SMME's & Entrepreneurial Development and the following Projects & Programmes were implemented:

- Monthly Street Carnivals & Street Markets
- Out Contracting of Recycling Project
- Needle Work Projects in Laingsburg & Matjiesfontein
- Coffin Making Project
- Brick Making Project

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The following table shows the number of jobs created through each initiative:

Table 21: Jobs created

Project	Number of jobs
Working for water	
Cleaning Project	
Brick Making Project	
Coffin Making Project	
Needlework Project	
Casual Labours, to assist Municipal Workers	
Matjiesfontein Lighting Project	
Matjiesfontein Pipeline	
Southkloof Pipeline	
Expansion of Municipal Building	
Vehicle testing court	
<b>Total</b>	<b>613</b>

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~~Overall 613 Job Opportunities were provided. The municipality relies on a database with all unemployed individuals' data, for job creation purposes. The municipality works strictly from the database to accommodate everyone fairly.~~

## 9 Monitoring and evaluation

While there is no single M&E system, LLM makes use of a host of mechanisms to assess towards achieving targets, for example through the use of the SDBIP.

Additional mechanisms for monitoring are the use of public surveys to assess needs and monitoring satisfaction with service delivery. Internal reporting such as reports to Council and Management reports are other ways that the municipality monitors performance on an on-going basis. In addition, LLM hosts a number of public participation events throughout the financial year.

Council meetings are also open to the public and in ~~2008/1009~~, all the 10 Council meetings were open. The municipality also engages with stakeholder organisations, regularly communicating on issues relevant to communities.

The table below provides an indication of the municipality's performance in terms of public participation and engagement with stakeholders, showing that 100% of recognised stakeholder organisations were involved in public participation processes.

**Table 22: Performance indicators – public participation**

<b>Indicator</b>	<b>Unit</b>	<b>Result for 2009/10</b>
<u>Was there a community communication strategy in place in FY 2009/10?</u>	<u>Y/N</u>	<u>Yes</u>
<u>Did your municipality conduct a citizen satisfaction survey in FY 2009/10?</u>	<u>Y/N</u>	<u>Only through the CDWs to conduct door-to-door assessment</u>
<u>Did your municipality have a functional complaint management system in FY 2009/10?</u>	<u>Y/N</u>	<u>Yes</u>
<u>Number of individual participants in public participation forums for FY 2009/10?</u>	<u>Number</u>	<u>100</u>
<u>Were citizens communicated with in their first language?</u>	<u>Y/N/Only when practical</u>	<u>Yes</u>
<u>Number of recognised stakeholder organisations in FY 2009/10?</u>	<u>Number</u>	<u>37</u>
<u>Number of recognised stakeholder organisations that were involved in participation structures in FY 2009/10?</u>	<u>Number</u>	<u>37</u>
<b>public participation</b>		
<b>Indicator</b>	<b>Unit</b>	<b>Result for 2008/09</b>

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<del>Was there a community communication strategy in place in FY 2008/09?</del>	<del>Y/N</del>	<del>Yes</del>
<del>Did your municipality conduct a citizen satisfaction survey in FY 2008/09?</del>	<del>Y/N</del>	<del>Only through the Mayoral Week</del>
<del>Did your municipality have a functional complaint management system in FY 2008/09?</del>	<del>Y/N</del>	<del>Yes</del>
<del>Number of individual participants in public participation forums for FY 2008/09?</del>	<del>Number</del>	<del>1350</del>
<del>Were citizens communicated with in their first language?</del>	<del>Y/N/Only when practical</del>	<del>Yes</del>
<del>Number of recognised stakeholder organisations in FY 2008/09?</del>	<del>Number</del>	<del>37</del>
<del>Number of recognised stakeholder organisations that were involved in participation structures in FY 2008/09?</del>	<del>Number</del>	<del>37</del>

### 9.1 Annual Performance Report – the SDBIP

Laingsburg Municipality implemented its Service Delivery and Budget Implementation Plan (SDBIP), which was used as a system for monitoring progress towards achieving targets set at the start of the financial year. The SDBIP for ~~2008/09~~/~~1009~~ represents a reflection of performance of the municipality and is aligned to the IDP and budget.

~~The SDBIP is to be attached in Annexure D: Annual Performance Report.~~

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## 10 Conclusion

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~~The 2008/09 Municipal Financial Year represented an opportunity for Laingsburg Municipality to consolidate its performance in certain areas, as well as make improvements where necessary. The municipality is proud of its achievements with respect to public participation and has demonstrated that it is possible to implement planning approaches which are inclusive and respond to the needs of the community. These communities have benefited from the stable and effective political leadership and the commitment shown by the management and administrative branches of the municipality. LLM has not let the fact that it is a small municipality deter it from achieving positive results. The year saw the municipality delivering basic services to all households, filling key posts and implementing service sharing strategies to ensure that it fulfils its objectives of providing quality services to all. In addition the municipality has continued to work well with communities and stakeholders to address the challenges around poverty, unemployment and education.~~

~~For LLM, 2008/09 was another year of making progress and learning as an organisation and as a community. It is only through the continued efforts of all in LLM that the achievements highlighted in this report were possible. Looking into the next financial year, the municipality remains committed to building a better life for all its residents, practicing the principles of good governance and turning its plans into actions. To be completed~~

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## References

Laingsburg Local Municipality, 2007. "Integrated Development Plan 2007 – 2012".

Provincial Government of the Western Cape, Treasury, 2007. "Socio Economic Profile of the Central Karoo District 2007", *Chapter 2: Laingsburg Local Municipality*.

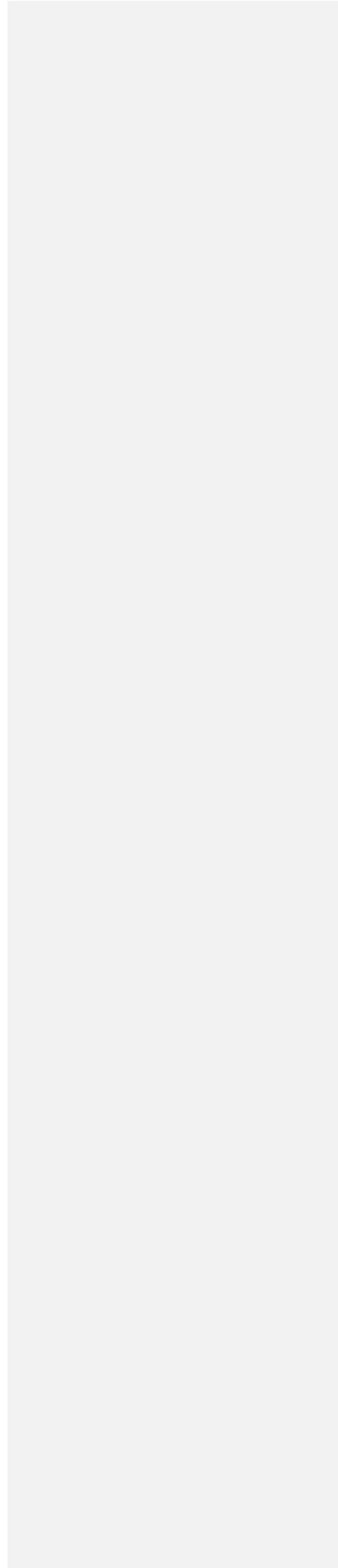
Statistics South Africa, 2007. "Community Survey 2007: Municipal data on household services", *Report No. 03-01-21 (2007)*. Pretoria, Statistics South Africa.

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**Annexure A: Financial Statements for 200~~98~~/~~1009~~**

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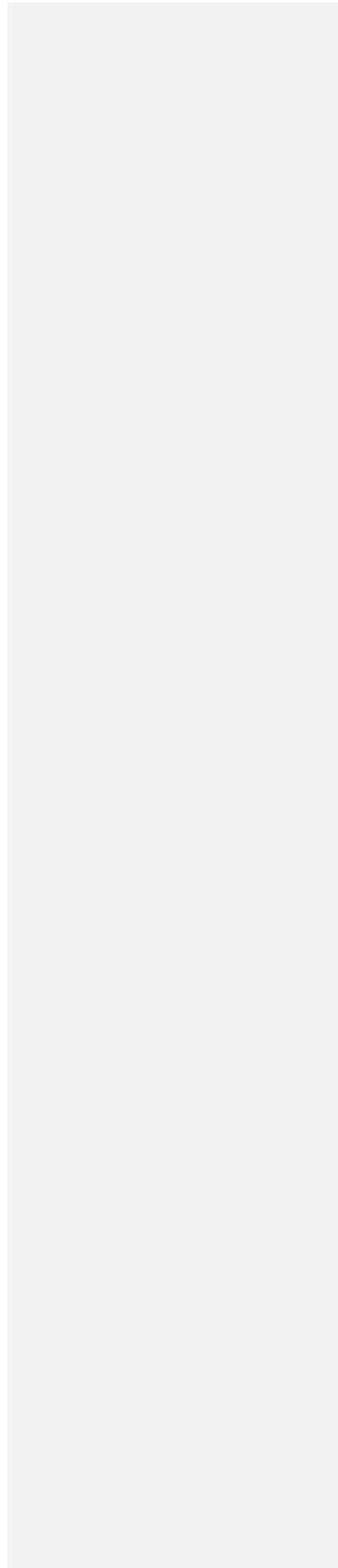
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**Annexure B: Auditor General's Report**

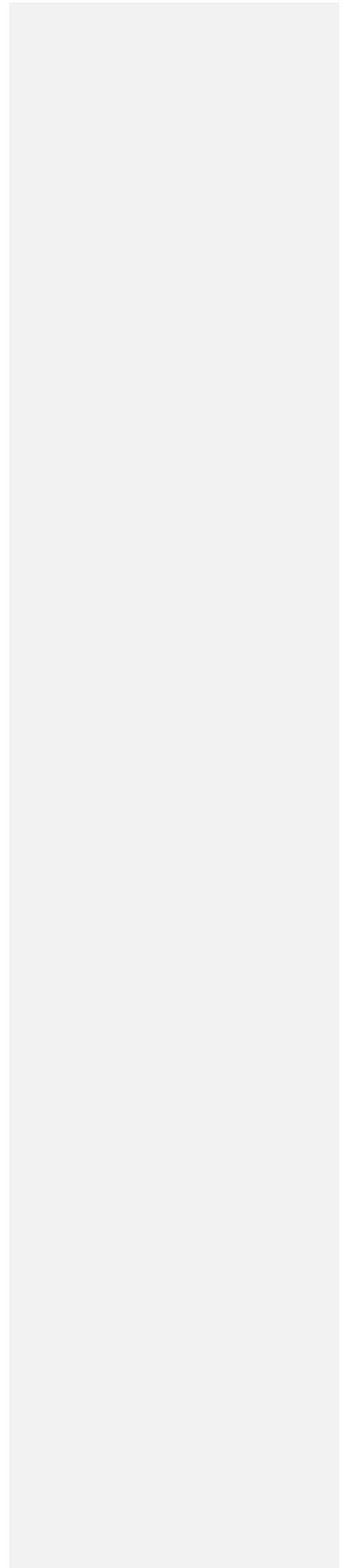
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**Annexure C: Functional Service Delivery Reporting**

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**Annexure D: Annual Performance Report - SDBIP**

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