

# Cederberg Municipality

## Annual Report



2018/19



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## MAYOR'S MESSAGE

It is a great pleasure to present to you the Annual Report of Cederberg Municipality for 2018/19.

Cederberg Municipality has for a 3<sup>rd</sup> consecutive year, achieved an unqualified with no findings (clean audit) opinion from the Auditor-General. To elaborate; this means the financial statements are free from material misstatements; there are no material findings on reporting on performance objectives or non-compliances with legislation.

I acknowledge the work done by my predecessor. It is with this that I will work tirelessly to maintain clean and good corporate governance as a cardinal pillar for serving the people of Cederberg Municipality.

We need to improve the delivery of core municipal services through the application of efficient and effective service delivery mechanisms, and the application of sound financial management principles. It is essential and critical to ensure that the Municipality remains financially viable and that sustainable municipal services are provided economically and equitably to all communities. In achieving this, greater collaboration is required with National and Provincial government to ensure that adequate resources are allocated to enable the municipality genuinely meet its constitutional mandate.

A turn-around strategy was implemented at the Municipality which specifically focused on cost containment measures and revenue enhancement.

As Executive Mayor, I vigorously promote local economic development as part of our financial recovery plan.

We are of the opinion that the implementation of the turn-around strategy is effective, and Management will be able to reap the rewards of the said implementation within the next financial year. We have also embarked on a more vigorous approach to revenue collections to optimize the collection of debt owed by consumers.

My sincerest appreciation to the administration and fellow councillors for managing in extreme difficult financial conditions and for keeping their focus on our mandate.

*N. S. Qunta*

*Executive Mayor: Cederberg Municipality*



## MUNICIPAL MANAGER OVERVIEW

Cederberg Municipality again succeeded in achieving an unqualified without findings' (clean audit) audit report from the Auditor -General for the 2018/19 financial year. This third consecutive clean audit underlines our efforts to improve our internal control mechanisms and the promotion of clean governance and sound financial controls.

The 2018/19 Annual Report is hereby submitted to Council and the broader Cederberg community, knowing there is room for service delivery improvement as well as infrastructure backlogs that must be addressed.

The main challenges of poverty, unemployment and inequality still remains and impact negatively on our revenue streams and together with infrastructure backlogs and financial sustainability remains a serious threat to the rendering of sustainable value- for- money services.

Cederberg is under severe financial constraints and an Integrated Financial Recovery Plan was implemented to ensure the financial viability and economic sustainability of the Municipality. This is evident in the service receivable bad debt book that is increasing, which are further compounded by tough economic conditions. Council is engaging with various stakeholders to bolster economic development as well as the enhancing of the tourism potential of our region in local efforts to create employment and stimulating the local economy.

As Accounting Officer, I would like to convey a word of thanks to the Speaker, Executive Mayor, Deputy-Mayor, Mayoral Committee members and councillors for their support under very difficult conditions.

A special word of thanks to my senior management, staff and our communities in their support and understanding of the challenges we face as a service-rendering organization.

In conclusion, the interest of our citizens should reign supreme above all other interest, in pursuit of fulfilling our constitutional mandate.

*Louis Volschenk*  
*Municipal Manager*



## CHAPTER 1

### EXECUTIVE SUMMARY

#### 1.1 MUNICIPAL OVERVIEW

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

The 2018/19 Annual Report reflects on the performance of the Cederberg Municipality for the period 1 July 2018 to 30 June 2019. The Annual Report is prepared in terms of Section 121(1) of the MFMA, in terms of which the Municipality must prepare an Annual Report for each financial year.

##### 1.1.1 Vision and Mission

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

#### Vision:

*“Cederberg Municipality, your future of good governance, service excellence, opportunities and a better life”*

#### Mission:

We will achieve our vision by:

- Developing and executing policies and projects, which are responsive and providing meaningful redress
  - Unlocking opportunities with for economic growth and development for community prosperity
    - Ensure good governance, financial viability and sustainability
  - Ensure sustainable, efficient and effective service delivery in an environmental sustainable manner
- Promote quality services in a cost-effective manner through partnerships, information, knowledge management and connectivity.
  - Making communities safer
  - Advancing capacity building programs for both our staff and the community



**1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW**

**1.2.1 Population**

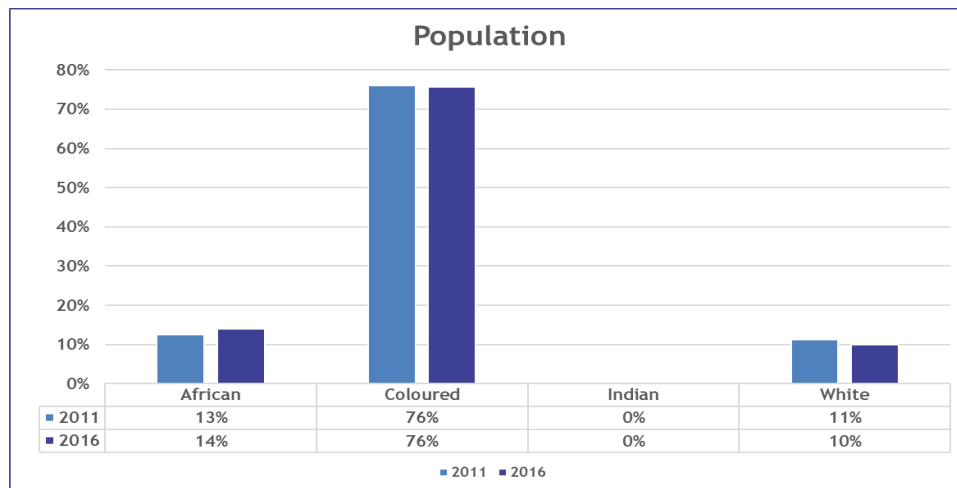
*a) Total Population*

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

Indicators	African		Coloured		White		Asian	
	2011	2017	2011	2017	2011	2017	2011	2017
Population size	5 970	7 830	36 087	42 214	5 326	5 534	116	161
Proportional share of total population	12.6%	14.0%	76.0%	75.7%	11.2%	9.9%	0.2%	0.3%
Number of households by population group	2 158	2 781	8 669	10 002	2 203	2 348	21	27
Year	African	Coloured	Indian	White	Total			
2011	5 970	36 087	116	5 326	47 499			
2017	7 830	42 214	161	5 534	55 739			

*Source: Quantec*

Table 1: Population



Graph 1: Population by Race

## 1.2.2 Demographic Information

### *Municipal Geographical Information*

The jurisdiction of the Cederberg Municipality covers an area of 8 007 km<sup>2</sup>, which constitutes 26% of the total area (31 119 km<sup>2</sup>) of the West Coast District municipality within which it lies. The Cederberg Municipality is in the northern segment of the district and wedged between the Matzikama municipality (to the north) and the Bergrivier Municipality (to the south). It is bordered to the east by the Hantam municipality in the Northern Cape province. Clanwilliam is the main town and is located more or less in the middle of the municipal area. The other settlements are Citrusdal, Graafwater, Leipoldtville, Wupperthal, Algeria, and the coastal towns of Elands Bay and Lamberts Bay.

The Cederberg municipal area is bisected by the N7 national road into a mountainous eastern part with the

land levelling out westwards towards the Atlantic Ocean as the western municipal boundary. Clanwilliam is situated about 230km north of Cape Town alongside the N7. This road has a north-south orientation and is the most prominent road link between towns (and rural areas) inside and outside the municipal area. Apart from the N7, the other prominent road is the R364. This road, with an east-west orientation, links Clanwilliam with Lamberts Bay past Graafwater to the west, and Calvinia in the Hantam municipal area to the east.

The table below lists some key points as summary of the geographic context within which integrated development planning for the municipality is performed:

Geographic summary	
Province name	Western Cape
District name	West Coast
Local municipal name	Cederberg Municipality
Main town	Clanwilliam
Location of main town	Central to the rest of the municipal area
Population size of main town (as a % of total population; 2011)	Slightly more than 15%
Major transport route	N7
Extent of the municipal area (km <sup>2</sup> )	8 007 km <sup>2</sup>
Nearest major city and distance between major town/city in the municipality	Cape Town (about 200 km)
Closest harbour and main airport outside the municipal area	Saldanha; Cape Town
Region specific agglomeration advantages	Agriculture; It is strategically located on the Cape-Namibia Corridor, and the N7 links the area with Cape Town (to the south) and the Northern Cape.
Municipal boundary: Most northerly point:	31° 50'37.82"S; 18° 27'5.76"E
Municipal boundary: Most easterly point:	32° 29'9.13"S; 19° 30'58.90"E
Municipal boundary: Most southerly point:	32° 52'40.60"S; 19° 7'14.37"E
Municipal boundary: Most westerly point:	32° 26'34.65"S; 18° 20'4.21"E

Table 2: Geographical Context



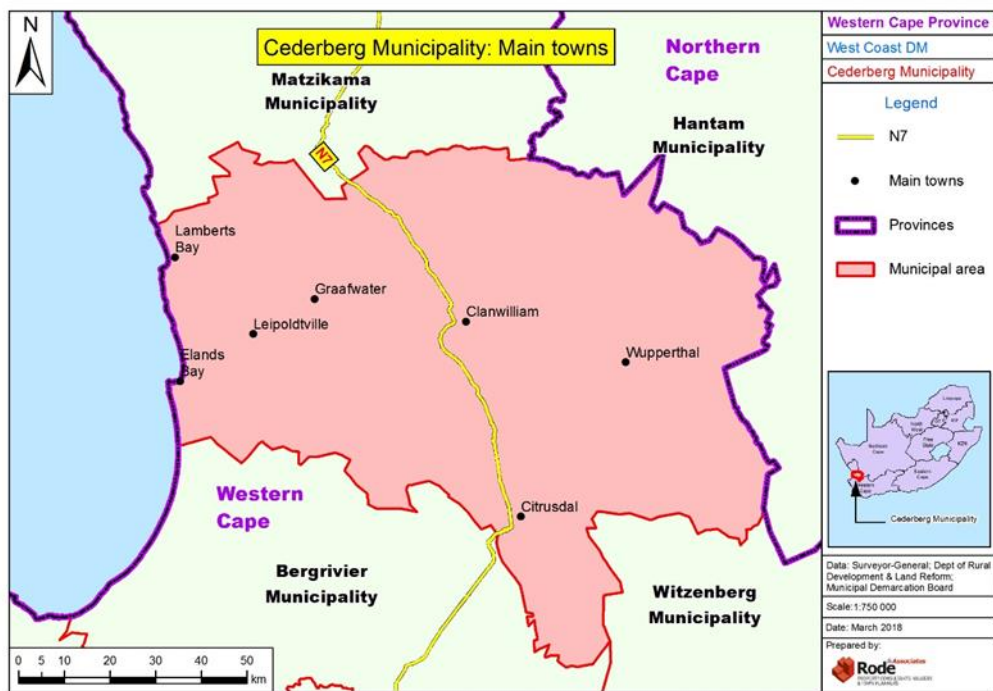
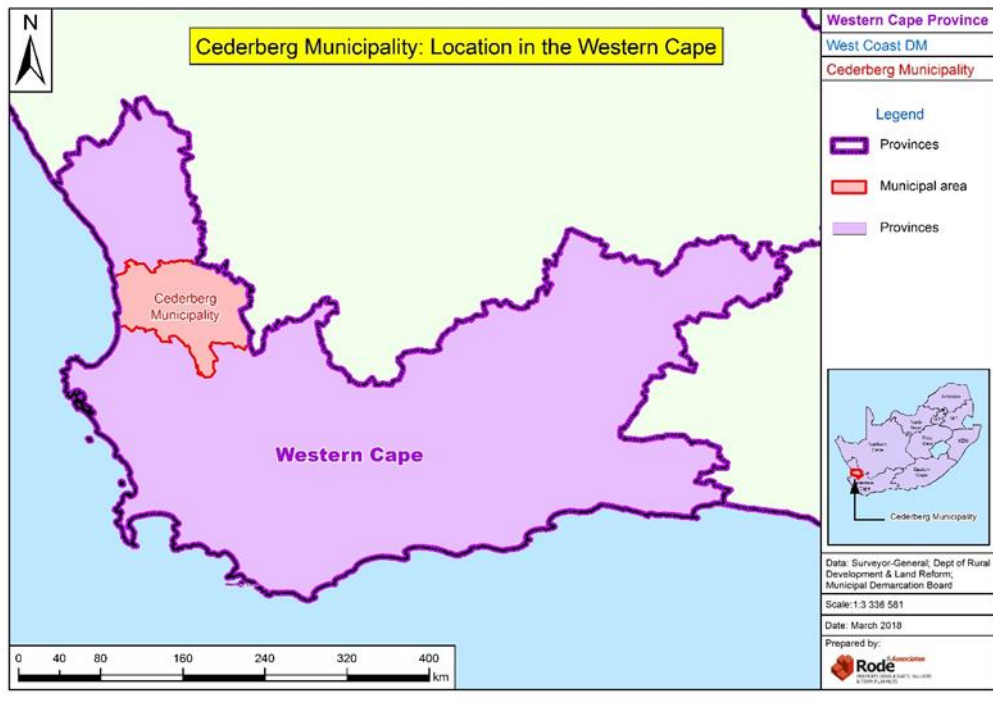
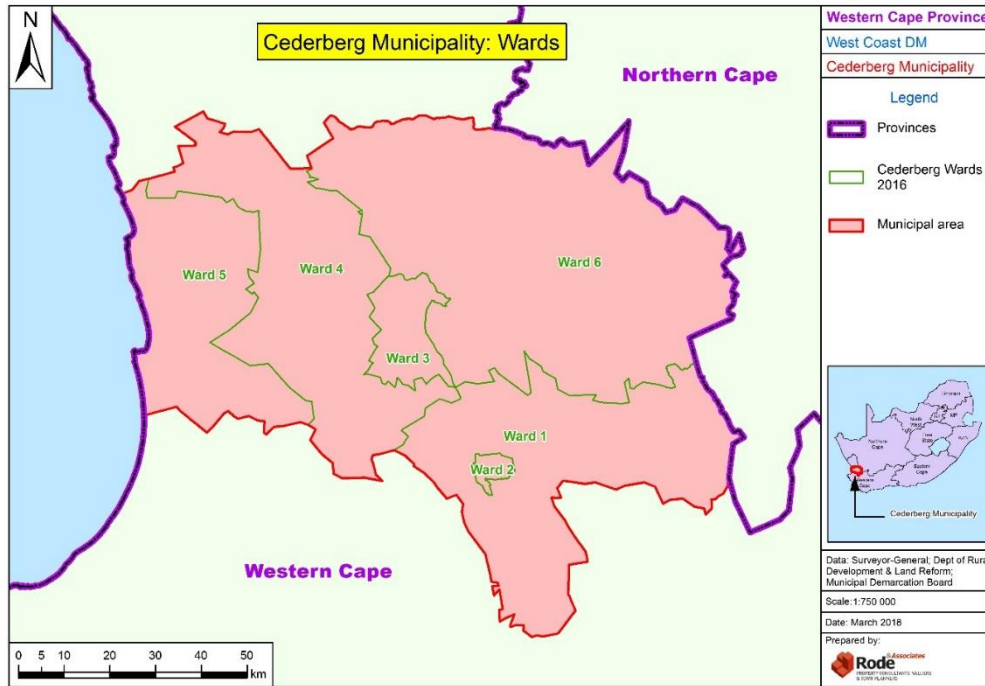


Figure 1: Cederberg Area Map



**Wards**

The Cederberg Municipality consists of 6 electoral wards, with wards 1, 4 and 6 being the largest in terms of size. In the table below, the 6 wards are listed with the approximate number of persons in each ward, size of the ward and population density.



Ward	Description	Population	Size	Population density
1	Citrusdal (rural area)	9 849	1 769.7 km <sup>2</sup>	5.6 people per km <sup>2</sup>
2	Citrusdal (town)	7 178	41.2 km <sup>2</sup>	174.1 people per km <sup>2</sup>
3	Clanwilliam	7 674	264.7 km <sup>2</sup>	29.0 people per km <sup>2</sup>
4	Graafwater	8 515	1 650.4 km <sup>2</sup>	5.2 people per km <sup>2</sup>
5	Elands Bay, Lamberts Bay and Leipoldtville	9 141	1 113.0 km <sup>2</sup>	8.2 people per km <sup>2</sup>
6	Wupperthal and Algeria	7 411	3 169.8 km <sup>2</sup>	2.3 people per km <sup>2</sup>

Table 3: Municipal Wards

## Towns

### Citrusdal



Citrusdal originated as a service centre for the agricultural sector in the Upper Oliphant's River Valley. The citrus industry is the main source of income in the town's hinterland. Because of the labour-intensive nature of the activity, the town experienced an influx of seasonal workers. Unemployment has increased along with a rise in population numbers. The local export economy is vulnerable to the fluctuating exchange rate of the Rand, and the concomitant decline in export value has negative implications for the economic base of the town. The nearby hot spring presents some tourism and recreation potential. However, only limited growth is expected here.

### Clanwilliam



Originated as a "central place" town in an agriculturally orientated environment on fertile land and surrounded with abundant water resources. This town currently fulfills the function of main administrative town for the

municipal district, as well as being a service and commercial centre for the surrounding population. The environment presents a diversified resource potential, i.e. the natural beauty of the Cederberg Wilderness area, the Clanwilliam dam, wildflowers, the rock art at Boesmanskloof and various heritage resources (e.g. near Wupperthal). Although the economic base of the town is embedded in the agricultural sector, tourism also became a growing component. Other sectors of the economy include light industries, especially with respect to the town's two most important export products, namely shoe making and Rooibos tea cultivation. Clanwilliam has good accessibility on the N7 route between Cape Town, Northern Cape and Namibia.

### Elands Bay



Elands Bay is to a certain extent an isolated settlement, which can partly be ascribed to the fact that the access routes to the town are mainly gravel roads. The town thus functions as a low order service center and holiday town that supplies mainly basic goods and services to its local inhabitants. The fishing industry forms the main economic base, but it is showing a declining trend as a consequence of the quota limitations on fishing for the local community. Agriculture, especially potato farming, makes a steady contribution to the economy. The town has also become known as one of the surfing venues in the world. In 2009, Baboon Point was declared a Provincial Heritage Site due to its unique

value and significance as the history of the Khoisan. The prominence of this point on the West Coast of South Africa, and the strong link to early evidence of Khoi and San interaction makes this area of national and international importance. To protect and use the site in a sustainable manner which can benefit Elands Bay and Cederberg community a conservation management plan is currently being developed. Heritage Western Cape, the provincial heritage resources authority and governing body responsible for the site is overseeing this process and has appointed Eco Africa Environmental Consultants.

### Graafwater



Graafwater is located halfway between Clanwilliam and Lamberts Bay. The town originated as a railway station, but this function is no longer a driving force. Most of the people living here are seasonal workers on the surrounding farms as agriculture provides the economic base. This Sandveld town serves only as a service point for the most basic needs of the immediately surrounding farms. Rooibos tea and potatoes are the most important agricultural products.

### Lamberts Bay

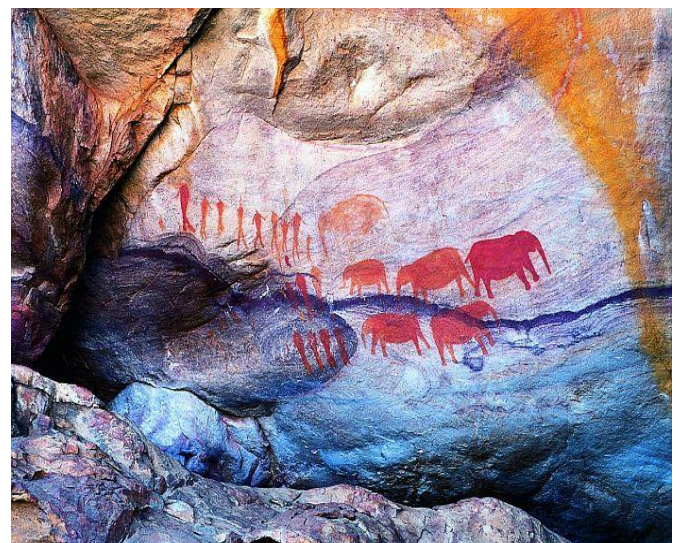
Lamberts Bay is a coastal town with its reason for existence linked to the fishing industry and the Harbour. The building of a processing factory for fishmeal, lobster packaging and potato chips led to sound growth that makes a substantial contribution to the town's economic base. The greatest asset of the



town is its impressive coastline and unique Bird Island, which is a favorite tourist destination.

### Wupperthal

This picturesque place has been a Moravian mission station since 1865. The village today consists of an old thatched Church, a store, and terraces of neat thatched-roofed little cottages. Excellent velskoen (known throughout the country) are made and tobacco is dried and worked into rolls (roltabak). The other main products of the area are dried fruit, dried beans and rooibos tea. Since 1995 development aid to Wupperthal has come in the form of grants, interest free loans and donations from various sources. Among projects that benefited from these was a 4X4 route around the district, a caravan park, two guesthouses, the revamping of a tea production facility and a needlework centre.



### Key Economic Activities

The Municipality is dependent on the following economic activities:

Key Economic Activities	Description
Agriculture and fishing	The biggest sector in the Cederberg Municipality is the agricultural and fishing sectors. It is well known that both these sectors are in decline due to fish stocks and the agricultural sector employing less people on a permanent basis and more people on a seasonal basis. The economy in Cederberg is highly seasonal with a huge influx of seasonal workers to harvest the citrus and grapes from January to July
Institutional, community, social and personal services	The second biggest employer in the Municipality is the institutional, community, social and personal services sectors with just over 20% of people employed
Tourism and agri-processing	The tourism (4%) and agricultural processing sectors are possibly the two sectors with the greatest chance to create sustainable jobs

Table 4: Key Economic Activities

## 1.3 SERVICE DELIVERY OVERVIEW

### 1.3.1 Basic Service Delivery Highlights

The table below specifies the basic service delivery highlights for the year:

Highlights	Description
Drinking water storage capacity enhancement in Graafwater	The construction of a 1.5ML reservoir was completed to upgrade the storage capacity
Underground water study completed	Underground water studies to augment drinking water for Citrusdal and Clanwilliam were completed
Completion of the civil construction of the Citrusdal Waste Water Treatment Works (WWTW)	Construction of all civil components of the new WWTW for Citrusdal was completed which included pipeline works from the old plant to the new plant
Electrification of 162 plots in Citrusdal	Building of overhead network to supply 162 low cost houses with electricity
Upgrade of bulk electrical supply in Lamberts Bay	Building of an 11 KV switching station and upgrade of the MV network to insure a better supply
Walkway lighting Elands Bay	Installation of new LED streetlight on the walkway in Elands Bay
Auditing of waste disposal facilities	Service provider appointed to conduct an external audit of Clanwilliam, Citrusdal, Elands Bay and Lamberts Bay waste disposal facilities
Assistance to recyclers	Council support the recycling initiatives and development of a recycling implementation plan
Citrusdal Integrated Rural Development Project (IRDP)	162 housing opportunities were created
Lamberts Bay Housing IRDP	184 housing opportunities were created
Emergency housing	In Wuppertal 53 emergency houses were made available as result of the fire disaster
Clanwilliam informal settlement	Access to Basic Service (ABS) were created for the informal settlement
Housing consumer education	Education on housing programs were provided to 1 980 consumers

Highlights	Description
Title deeds restoration	22 Title deeds were handed over to first time homeowners

Table 5: Basic Services Delivery Highlights

### 1.3.2 Basic Services Delivery Challenges

The table below specifies the basic service delivery challenges for the year:

Challenges	Actions to address
Water quality failures from the Clanwilliam Dam during low water levels of the dam. No infrastructure to purify drinking water to acceptable standards as per SANS 241	The project is registered under the Regional Bulk Infrastructure Grant (RBIG), but the Municipality is not in a position to contribute the required co-funding. The proposal will be re-submitted to the Department of Water and Sanitation (DWS) to waver the co-funding
Provision sustainable drinking water to rural areas during peak season	The Municipality must appoint a consultant to conduct research and compile a feasibility report
Upgrade and completion of water treatment facilities are delayed because of funding restrictions	Re-submission for funding will be provided to DWS and the Department of Local Government
Funding constraints	Re-submission for funding will be submitted to DWS and Department of Local Government to support the Municipality to alleviate the risks. Additional funding will enable the Municipality to complete the capital infrastructure in order to adhere to the general and/or special authorization compliance limits
Insufficient bulk capacity in Clanwilliam	Seek funds to build a new line from Graafwater and to build a new substation in Clanwilliam
Illegal dumping	Launch awareness campaigns in the community and informal settlements
Insufficient refuge equipment	Budgetary provision must be made to replace old equipment and trucks
Influx of illegal residents	The Municipality is in the process of developing an Informal Settlement Policy in order to address the issue
Insufficient bulk infrastructure	The Municipality must follow a strategic approach to accelerate the upgrade of bulk infrastructure
Backlog of title deeds	The Title Deeds Restoration Program should be accelerated

Table 6: Basic Services Delivery Challenges

### 1.3.3 Proportion of Households with Access to Basic Services

The table below indicates the proportion of households with access to basic services:

KPI	Municipal Achievement	
	2017/18	2018/19
Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2019	5 603	5 614
Number of formal residential properties connected to the municipal electrical infrastructure network (credit and	7 525	7 690

KPI	Municipal Achievement	
	2017/18	2018/19
prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2019		
Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2019	4 624	4 586
Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2019	5 479	5 512

Table 7: Households with Minimum Level of Basic Services

## 1.4 FINANCIAL HEALTH OVERVIEW

### 1.4.1 Financial Viability Highlights

The table below specifies the financial viability highlights for the year:

Highlights	Description
Clean Audit achieved in 2017/18 (2 consecutive years)	The Municipality maintained its clean audit status and is striving to maintain this status
Long Term Financial Strategy (LTFS)	The LTFS was successfully implemented during the 2017/2018 financial year to improve the various financial ratios
Data cleansing	With the assistance of DataWorld all municipal accounts were reviewed and verified for accuracy and has been successfully completed.
Replacement project: Water meters	The Finance Department, with assistance of the Technical Department, replaced 271 faulty water meters with funding from Provincial Treasury

Table 8: Financial Viability Highlights

### 1.4.2 Financial Viability Challenges

The table below specifies the financial viability challenges for the year:

Challenges	Action to address
Implementation of Municipal Standard Chart of Accounts (MSCOA)	Continuous challenges for the Municipality and service providers to integrate programmes and work streams. An action and project plan were compiled and closely adhered to
Increase in indigent population	Council approved a new Indigent Policy and also provided for an increase in subsidising the indigent client base
Increase in bad debt	Council approved a new Credit Control Policy with incentives to clients with arrear accounts

Challenges	Action to address
Financial constraints and cash flow	No counter funding available as a low capacity Municipality. Municipality to sell non-core assets to build capital replacement reserves

Table 9: Financial Viability Challenges

### 1.4.3 National Key Performance Indicators - Municipal Financial Viability and Management (Ratios)

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

KPA & Indicator	2017/18	2018/19
Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2019 ((Total operating revenue-operating grants received)/debt service payments due within the year))	9.41%	7.99%
Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2019 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	25.22%	25%
Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2019 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	0	0.14

Table 10: National KPI's for Financial Viability and Management

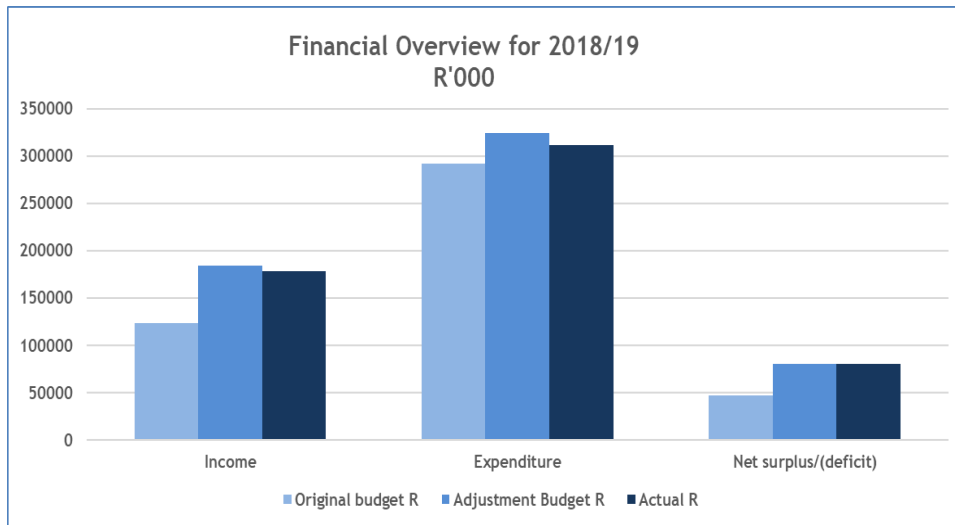
### 1.4.4 Financial Overview

The table below indicates the financial overview for the year:

Details	Original budget	Adjustment Budget	Actual
	R'000		
<b>Income</b>			
Grants	123 773	184 503	178 732
Taxes, Levies and tariffs	178 010	182 695	171 034
Other	37 074	37 273	42 124
<b>Sub Total</b>	<b>338 857</b>	<b>404 471</b>	<b>391 890</b>
Less Expenditure	291 744	324 135	311 812
<b>Net surplus/(deficit)</b>	<b>47 113</b>	<b>80 336</b>	<b>80 078</b>

Table 11: Financial Overview





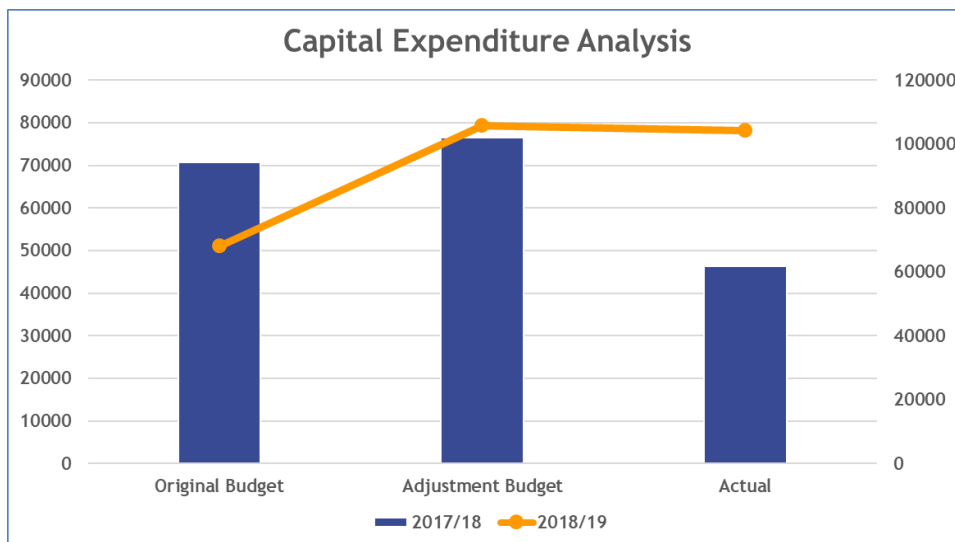
Graph 2: Financial Overview

### 1.4.5 Total Capital Expenditure

The table below indicates the total capital expenditure for the year:

Detail	2017/18	2018/19
	R'000	
Original Budget	70 634	68 091
Adjustment Budget	76 517	105 620
Actual	46 352	104 238
<b>% Spent</b>	<b>60.57%</b>	<b>98.69%</b>

Table 12: Total Capital Expenditure



Graph 3: Capital Expenditure Analysis

## 1.5 AUDITOR-GENERAL REPORT

### 1.5.1 Audited Outcomes

The Auditor-General of South Africa has a constitutional mandate and, as the Supreme Audit Institution (SAI) of South Africa, exists to strengthen our country's democracy by enabling oversight, accountability and governance in the public sector through auditing, thereby building public confidence. In short, the auditor-general checks the spending of public money by looking at whether it has been used ideally and for the purposes intended. This is done by annually checking all government spending. In turn, this can be described as an audit.

The Auditor-General's annual audit examines 3 areas:

- Fair presentation and absence of significant misstatements in financial statements
- Reliable and credible performance information for predetermined objectives
- Compliance with all laws and regulations governing financial matters

There can be 5 different outcomes to an audit, once the Municipality has submitted their financial statements to the Auditor-General, which can be simply defined as follow:

- **A clean audit:** The financial statements are free from material misstatements and there are no material findings on reporting on predetermined objectives or non-compliance with legislation.
- **Unqualified audit with findings:** The financial statements contain material misstatements. Unless we express a clean audit come, findings have been raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects.
- **Qualified audit opinion:** The financial statements contain material misstatements in specific amounts, or these insufficient evidences for us to conclude that specific amounts included in the financial statements are not materially misstated.
- **Adverse Audit Opinion:** The financial statements contain material misstatements that are not confined to specific amounts, or the misstatements represent a substantial portion of the financial statements
- **Disclaimer of Audit opinion:** The auditee provided insufficient evidence in the form of documentation on which to base an audit opinion. The lack of sufficient evidence is not confined to specific amounts, or represents a substantial portion of the information contained in the financial statements

The table below indicates the audit opinion received in 2017/18 and 2018/19 financial years:

Year	2017/18	2018/19
Opinion received	Unqualified with no findings/ Clean Audit	Unqualified with no findings/ Clean Audit

Table 13: Opinion Received

## 1.6 2018/19 IDP/BUDGET PROCESS

The table below provides details of the 2018/19 IDP/Budget process:

No	Activity	Responsible person	Date
<b>Pre-Budgeting Processes/Tasks</b>			
1	Make public the targets and indicators as set out in the SDBIP (no later than 14 days after the approval of the SDBIP) and submit to National & Provincial Treasury (no later than 10 days after the approval of the SDBIP)	IDP/PMS	10 July 2017
2	Submit monthly report on the budget for period ending 30 June 2017 within 10 working days to the Executive Mayor	Manager Budget	14 July 2017
3	Submit the Draft IDP/PMS/BUDGET Process Plan to Council	IDP/PMS	30 June 2017
4	Advertise Draft IDP/PMS/BUDGET Process Plan for public comments	IDP/PMS	05 August 2017
5	2016/2017 4 <sup>th</sup> Quarter Performance Report tabled to Council	IDP/PMS	30 August 2017
6	Submit monthly report on the budget for period ending 31 July 2017 within 10 working days to the Executive Mayor	Manager Budget	15 August 2017
7	Submit IDP/PMS/BUDGET Process Plan to Council for adoption	IDP/PMS	30 August 2017
8	Table Annual Performance Report and Annual Financial Statements to Council	IDP/PMS	30 August 2017
9	Submit the Annual Performance Report and Annual Financial Statements to Council	IDP/PMS	31 August 2017
10	Advertisement of IDP/PMS/BUDGET Process Plan on website/local newspaper/notice boards	IDP/PMS	07 September 2017
11	Provincial IDP Managers Forum	IDP/PMS	07 & 08 September 2017
12	Submit monthly report on the budget for period ending 31 August 2017 within 10 working days to Executive Mayor	Manager Budget	14 September 2017
13	Submit 1 <sup>st</sup> Quarter Performance Report to Council	IDP/PMS	24 October 2017
14	IDP Meetings with Ward Committees	IDP/PMS & Public Participation	31 October 2017
15	IDP Indaba 1 (Joint Planning Initiative)	Municipal Manager	14 October 2017
16	Submit monthly report on the budget for period ending 30 September 2017 within 10 working days to the Executive Mayor	Manager Budget	14 October 2017
17	Submit monthly report on the budget for period ending 31 October 2017 within 10 working days to the Executive Mayor	Manager Budget	14 November 2017
18	Provincial IDP Managers Forum	IDP/PMS	07-08 December 2017
19	Submit Monthly Report on the Budget for period ending 30 November 2017 within 10 working days to Executive Mayor	Manager Budget	14 December 2017
20	Submit Monthly Report on the budget for period ending 31 December 2017 within 10 working days to the Executive Mayor	Manager Budget	15 January 2018
21	Submit Mid-Year Performance Assessment Report to Executive mayor	IDP/PMS & CFO	25 January 2018
22	Submit Mid-Year Budget to Executive mayor		22 January 2018
23	Submit 2 <sup>nd</sup> Quarter Performance Report to Council	IDP/PMS	31 January 2018
24	Table Draft Annual Report 2016/2017 to Council	Municipal Manager	31 January 2018
25	Submit Mid-Year Budget & Performance Report to Council	IDP/PMS & CFO	31 January 2018



No	Activity	Responsible person	Date
26	Submit Mid-Year Budget and Performance Report to Provincial Treasury, National Treasury and Department of Local Government	Municipal Manager	31 January 2018
27	Make Public the Annual Report for public comments	IDP/PMS	07 February 2018
28	Make Public the Mid-Year Budget and Performance Report	Municipal Manager	07 February 2018
29	Submit monthly report on the budget for period ending 31 January 2018 within 10 working days to the Executive Mayor	Manager Budget	10 February 2018
30	IDP Indaba 2	IDP/PMS	28 February 2018
31	Council considers and adopts 2017/2018 -Adjustment Budget and potential revised 2017/2018 SDBIP	Municipal Manager	27 February 2018
32	Advertise the approved 2017/2018 Adjustment Budget and submit budget and B Schedule to National Treasury as required per legislation (within 10 working days)	Municipal Manager	27 February 2018
33	Provincial IDP Managers Forum Meeting	IDP/PMS	01 & 02 March 2018
34	Submit monthly report on the budget for period ending 29 February 2018 within 10 working days to Executive Mayor	Manager Budget	14 March 2018
35	Budget Steering Committee Meeting	CFO	22 March 2018
36	Table Draft IDP/Budget/SDBIP to Council	Municipal Manager	29 March 2018
37	Table Oversight Report to Council	Municipal Manager	29 March 2018
38	Submit the draft IDP/SDBIP and budget to Department of Local Government, National and Provincial Treasury	IDP/PMS CFO	05 April 2018
39	Advertise the Draft IDP/SDBIP/Budget and other required documents and provide at least 21 days for public comments and submissions	IDP/PMS CFO	06 April 2018
40	Make public the Oversight Report within 7 days of adoption (MFMA Sec 129)	IDP/PMS	06 April 2018
41	Submit the Annual Report and Oversight Report to the Provincial Legislature as per circular	IDP/PMS	06 April 2018
42	Submit monthly report on the budget for period ending 31 March 2018 within 10 working days to the Executive Mayor	Manager Budget	13 April 2018
43	IDP/BUDGET Community Roadshow to consult the Draft IDP, SDBIP and Budget	IDP/PMS	16-30 April 2018
44	Submit 3 <sup>rd</sup> Quarter Performance Report to Treasury	IDP/PMS	19 April 2018
45	LG MTEC 3 IDP and Budget Assessments by Provincial Treasury Department of LC	Municipal Manager	31 April 2018
46	Submit monthly report on the budget for period ending 30 April 2018 within 10 working days to the Executive Mayor	Manager Budget	14 May 2018
47	Budget Steering Committee Meeting	CFO	24 May 2018
48	Mayco to adopt Revised IDP and the budget (at least 30 days before the start of the budget year)	Municipal Manager	17 May 2018
49	Submit 3 <sup>rd</sup> Quarter Performance Report to Council	IDP/PMS	31 May 2018
50	Council to adopt Revised IDP and the budget (at least 30 days before the start of the budget year)	Municipal Manager	31 May 2018
51	Provincial IDP Managers Forum Meeting	IDP/PMS	07&08 June 2018
52	Place the IDP, multi-year budget, all budget-related documents and all budget-related policies on the website	IDP/PMS CFO	08 June 2018



No	Activity	Responsible person	Date
53	Submit a copy of the revised IDP to MEC for LG (within 10 days of the adoption of the plan)	IDP/PMS	08 June 2018
54	Submit approved budget to National and Provincial Treasuries (both printed and electronic formats)	CFO	08 June 2018
55	Give notice to the public of the adoption of the IDP (within 14 days of the adoption of the plan) and budget (within 10 working days)	IDP/PMS CFO	08 June 2018
56	Submit to the Executive Mayor the SDBIP for the budget year (no later than 14 days after the approval of the annual budget)	Municipal Manager	14 June 2018
57	Submit monthly report on the budget for period ending 31 May 2018 within 10 working days to the Executive Mayor	Manager Budget	14 June 2018
58	Executive Mayor takes all reasonable steps to ensure that SDBIP is approved (within 28 days after approval of budget)	Municipal Manager	28 June 2018
59	Make Public the projections, targets and indicators as set out in the SDBIP (no later than 14 day after the approval of the SDBIP) and submit to National and Provincial Treasuries ( No later than 10 working days after the approval of the SDBIP)	IDP/PMS	12 June 2018
<b>Community Participation Process</b>			
60	Ward 1 - Citrusdal farms public meeting	Ward Councillor	12 April 2018
61	Ward 2 - Citrusdal Town		16 April 2018
62	Ward 3 - Clanwilliam		17 April 2018
63	Ward 4 - Graafwater		18 April 2018
64	Ward 5 - Elands Bay		02 May 2018
65	Ward 5 - Lamberts Bay		03 May 2018
66	Ward 6 - Algeria		11 April 2018
<b>Budget Preparatory Process</b>			
67	Budget process plan approved by Council 2017/18	Executive Mayor	30 August 2017
68	Budget steering committee meeting took place	Executive Mayor	27 & 28 March 2018
69	Budget steering committee meeting took place	Executive Mayor	15 May 2018
<b>Budgetary Policies</b>			
70	Customer Care Improvement Policy EPWP Policy Funding and Reserves Policy Grants-In-Aid-Policy Indigent Support Policy Infrastructure Investment and Capital Policy Investment Policy Long-Term Financial Plan Policy Performance Management Framework Policy Petty Cash Policy Property Rates Policy Relocation Policy Supply Chain Management Policy Special Rating Arrears Policy Study Aid Policy Study Bursary Policy Tariff Rules Building Development Management Tariff Structure for 2015-2016	Executive Mayor	31 May 2018



No	Activity	Responsible person	Date
	Tariff Rules Town Planning Tariff Structure for 2015-2016 Tariff Structure Policy Travel and Subsistence Allowances Policy Virement Policy Accounting Policy to AFS Asset Management Policy Borrowing Policy Budget Policy Capital Contribution for Bulk Services Policy Creditors- Councillors and Staff Payment Policy Customer Care Credit Control and Debt Collection Policy Revenue Enhancement Policy Policy on the Writing-off of Irrecoverable Debt Property Rates By-law 2015 (To give effect to Property Rates Policy) Cash Management and Investment Policy The Municipal Finance Management Internship Policy Insurance Management Policy		
<b>Tabling of Budget</b>			
71	Annual report 2017/18 approved	Executive Mayor	10 December 2018
72	Draft budget approved by Council & Draft IDP 18/19 approved	Executive Mayor	29 March 2018
73	Final Budget approved by Council	Executive Mayor	31 May 2018
<b>Finalising</b>			
74	Oversight Report with Annual report 2017/18 approved by Council	Executive Mayor	30 January 2019

Table 14: 2018/19 IDP/Budget Process

## CHAPTER 2

### COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

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

#### 2.1 NATIONAL KEY PERFORMANCE INDICATORS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

Indicator	Unit of measurement	Municipal Achievement
		2018/19
The percentage of the municipal capital budget actually spent on capital projects by 30 June 2019[(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]	% of capital budget spent on capital projects by 30 June 2019	98.69%

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

#### 2.2 PERFORMANCE HIGHLIGHTS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The table below specifies the highlights for the year:

Highlights	Description
2017/18 Auditor-General audit outcome	The Municipality achieved a 2 <sup>nd</sup> successive clean audit
Good Governance Index of South Africa Rating	Placed 12 <sup>th</sup> in South Africa and 7 <sup>th</sup> in the Western Cape regarding overall good governance by the Good Governance Index of South Africa
Strengthening of council's finances with the alienation of council commonage land	Identification of immovable council assets and approval of the alienation thereof for industrial- and residential development

Table 16: Good Governance and Public Participation Performance Highlights

## 2.3 CHALLENGES - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The table below specifies the challenges for the year:

Challenges	Actions to address
Financial sustainability	The review of immovable assets and alienation thereof, as well as the implementation of credit control measures and the development of a long-term financial plan
Obtain funding to secure much needed bulk electrification upgrade in Clanwilliam to stimulate further development	Formal applications have been submitted to the relevant government institutions to secure funding parallel to the raising of the Clanwilliam Dam
Ageing bulk infrastructure	Applications have been submitted to the relevant government institutions to secure funding
Control of the influx of illegal persons and improvement of informal settlement Khayelitsha, Clanwilliam	Application for funding, to ensure monitoring and restructuring of the informal settlement and securing of basic services, has been submitted to the Department of Human Settlements

Table 17: Good Governance and Public Participation Challenges

## 2.4 GOVERNANCE STRUCTURE

### 2.4.1 Political Governance Structure

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

#### a) Council

The Municipal Council comprises of 11 elected councillors, made up from 6 ward councillors and 5 proportional representation councillors. The portfolio committees are made up of councillors drawn from all political parties. Below is a table that categorised the councillors within their specific political parties and wards for the 2018/19 financial year:

Name of Councillor	Capacity	Political Party	Ward representing or proportional
William Farmer	Speaker 1 July 2018 - 19 September 2018 Elected as Executive Mayor on 20 September 2018	DA	Ward 5
Jimmy Barnard	Executive Mayor Resigned as Executive Mayor and Ward Councillor on 19 September 2018	DA	Ward 4
Benjamin Zass	Deputy Executive Mayor Resigned as Deputy Executive Mayor on 30 January 2019	DA	Ward 3





Name of Councillor	Capacity	Political Party	Ward representing or proportional
	Elected as Speaker on 30 January 2019 Resigned as Speaker and Ward Councillor on 26 June 2019		
Raymond Pretorius	Member: Mayoral Committee Appointed by Council as MPAC Chairperson on 30 January 2019	DA	Ward 2
Rhoda Witbooi	Member: Mayoral Committee	DA	Ward 6
Jan Meyer	Chairperson of Municipal Public Accounts Committee Elected as Speaker on 20 September 2018 Resigned as Speaker on 30 January 2019 Appointed as Member of Mayoral Committee on 30 January 2019	DA	Ward 1
Marianne Nel	Councillor	ANC	PR
Lorna Scheepers	Councillor	ANC	PR
Evelyn Majikejela	Councillor	ANC	PR
Nosiphiwo Qunta	Councillor	ANC	PR
Paulus Strauss	Councillor Elected as Ward Councillor on 12 December 2018	ANC	Ward 4
Francina Sokuyeka	Councillor MPAC Chairperson until 30 January 2019 Elected as Deputy Executive Mayor on 30 January 2019	ADC	PR

Table 18: Council 2018/19

## b) Executive Committee

The Executive Mayor of the Municipality, assisted by the Executive Committee, heads the executive arm of the Municipality. The Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Mayor operates in concert with the Executive Committee.

The name and portfolio of each Member of the Executive Committee is listed in the table below:

Name of member	Capacity
Jimmy Barnard	Executive Mayor: 1 July 2018 - 19 September 2018
William Farmer	Executive Mayor from 20 September 2018
Benjamin Zass	Deputy Executive Mayor: 1 July 2018 - 30 January 2019

Name of member	Capacity
Francina Sokuyeka	Elected as Deputy Executive Mayor on 30 January 2019
Jan Meyer	Member of Mayoral Committee from 30 January 2019
Rhoda Witbooi	Member of Mayoral Committee

Table 19: Executive Committee 2018/19

### c) Portfolio Committees

Section 80 committees are permanent committees that specialise in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council. Section 79 committees are temporary and appointed by the executive committee as needed. They are usually set up to investigate a particular issue and do not have any decision-making powers. Just like Section 80 committees they can also make recommendations to Council. Once their *ad hoc* task had been completed, Section 79 committees are usually disbanded. External experts, as well as Councillors can be included on Section 79 committees. Council approved a new organisational structure on 20 September 2018 and the portfolio committees for the period 20 September 2018 until 30 June 2019 were as follow:

Financial and Administrative Services Committee	
Chairperson	Other members
William Farmer	Rhoda Witbooi
	Francina Sokuyeka
	Marianne Nel
	Nosiphiwo Qunta
Integrated Development Services Committee	
Chairperson	Other members
Jan Meyer	Benjamin Zass Elected as Speaker of Council on 30 January 2019. Not serving on Portfolios anymore
	Raymond Pretorius
	Rhoda Witbooi
	Evelyn Majikijela
	Paulus Strauss
	Lorna Scheepers
Municipal Public Accounts Committee	
Chairperson	Other members
Francina Sokyeka MPAC Chair from 20 September 2018 until 30 January 2019 Elected as Deputy Executive Mayor on 30 January 2019	n/a
Raymond Pretorius Appointed as MPAC Chairperson on 30 January 2019	Marianne Nel Appointed from 30 January 2019

Table 20: Portfolio Committees



#### d) *Political decision-taking*

Section 53 of the MSA stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the Municipal Manager must be defined. The section below is based on the Section 53 role clarification.

##### *Municipal Council*

- governs by making and administering laws, raising taxes and taking decisions that affect people's rights
- is a tax authority that may raise property taxes and service levies
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual Councillors or officials
- can delegate responsibilities and duties for the purposes of fast and effective decision making
- must strive towards the constitutional objects of local government
- must consult the community with respect to local government matters
- is the only decision maker on non-delegated matters such as the approval of the IDP and budget

##### *Executive Mayor*

- is the executive and political leader of the Municipality and is in this capacity supported by the Executive Committee
- is the social and ceremonial head of the Municipality
- must identify the needs of the Municipality and must evaluate progress against key performance indicators
- is the defender of the public's right to be heard
- has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters
- performs the duties and exercise the responsibilities that were delegated to him by the Council

##### *Executive Committee*

- its members are elected by the Mayor from the ranks of Councillors
- its functional responsibility area is linked to that of the Mayor to the extent that he must operate together with the members of the Executive Committee
- its primary task is to assist the Mayor in the execution of his powers - it is in fact an "extension of the office of Mayor"
- the committee has no powers of its own - decision making remains that of the Mayor



## 2.4.2 Administrative Governance Structure

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

The table below indicate the Management Team for 1 July 2018 until 19 September 2018.

Name of Official	Position
Louis Volschenk	Municipal Manager
Elrico Alfred	Director: Financial Services
Vacant	Director: Corporate Services
Reginald Bent	Director: Community Services
Vacant	Director: Technical Services

Table 21: Administrative Governance Structure until 19 September 2018

Council approved an organisational structure on 20 September 2018 and the Management Team and directorates were as follow:

Name of Official	Position
Louis Volschenk	Municipal Manager
Elrico Alfred	Director: Financial and Administrative Services
Reginald Bent	Director: Integrated Development Services

Table 22: Administrative Governance Structure from 20 September 2018

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

In terms of the Constitution of South Africa, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith fostering friendly relations. They must assist and support one another; inform and consult one another on matters of common interest; coordinate their actions, adhering to agreed procedures and avoid legal proceedings against one another.

### 2.5 INTERGOVERNMENTAL RELATIONS

#### 2.5.1 Intergovernmental Structures

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

Name of Structure	Members	Outcomes of Engagements/Topics Discussed
Cederberg Local Drug Action Committee (LDAC)	Cederberg Municipality, Department of Health (DoH), Department of Social Development (DSD), Cederberg NGO's, West Coast District Municipality (WCDM), Police	Collective effort to address substance abuse in Cederberg. Quarterly meetings to report on programs and projects
Cederberg Early Childhood Development (ECD) Forum launch	Cederberg Municipality; DSD; Grassroots; WCDM; ECD centres across Cederberg	Monitoring and evaluation of ECD activities. Partnership with Grassroots and DSD to ensure optimum involvement and assistance to Cederberg ECD centres
Cederberg Social Development Forum	Cederberg Municipality, DSD, Initiative for Community Advancement (ICA), Rural Impact, Stop Crime Against Children (SCAC), DoH, Cederberg Matzikama AIDS Network (CMAN)	Integrated approach to tackle social ills in Cederberg as the umbrella structure. Draft a framework to guide Cederberg on how to respond to the social challenges in the respective communities. Implement the MOU between DSD and Cederberg Municipality
Codebridge Youth	Cederberg Municipality, Open-Up, ICA	Make youth more involved in municipal affairs through technology and social platforms

Table 23: Intergovernmental Structures

## 2.5.2 Joint projects and functions with Sector Departments

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

Name of Project/ Function	Expected Outcome/s of the Project	Sector Department/s involved
Archaeological and Palaeontological Heritage Route in Elands Bay linked to Diepkloof Rock Shelter	Establishment of museum and interpretation centre in Elands Bay	Department of Cultural Affairs and Sport (DCAS), Department of Economic Development and Tourism (DEDAT), WESGRO
Red tape reduction interventions	Creation of online portal to process building control applications, supply chain transactions and event applications	DEDAT
Integrated waste management initiatives	Capacity building programmes, technical support to recyclers, awareness campaigns and education	DEADP
Economic development support and entrepreneur support	Support to local SMME's and entrepreneurs by means of training and other capacity building initiatives to promote local economic development	Department of Water & Sanitation (DWS), Department of Agriculture
National Rural Youth Service Corps (Narysec)	Recruit young people from Cederberg to take part in two-year program	Department Rural Development & Land Reform & Cederberg IDS
Comprehensive Rural Development Programme (CRDP) youth intervention	Intensify youth development with a core group in rural node, ward 5 in Cederberg	Department of Agriculture
National Youth Development Agency (NYDA) info sessions	NYDA to establish a footprint in Cederberg. Make the youth aware of the services NYDA can provide for young people in Cederberg	National Youth Development Agency, Cederberg Municipality and Cederberg NGO's.

Table 24: Joint Projects and Functions with Sector Departments

## COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

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

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

## 2.6 PUBLIC MEETINGS

### 2.6.1 Ward Committees

The ward committees support the ward councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the Municipality constantly strives to ensure that all ward committees' function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.

#### a) Ward 1: Citrusdal (Farms)

Name of representative	Capacity representing
Louween Bok	ALG
Susanna Douries	Health and Welfare
Karools Farao	Churches
Kido Owies	Crime
Jeanetta Titus	Women, Elderly and Disabled
Royleen Frans	Farm Workers
Gertro Douries	Sport and Culture
Frederik Lenee	Geographic and Housing
Barend Titus	Rural Development

Table 25: Ward 1: Committee Members

#### b) Ward 2: Citrusdal (Town Area)

Name of representative	Capacity representing
Abraham Lategan	Geographic
Willem Andrew	Crime
Petrus Smith	Education and Youth
Jolanda Basson	Tourism
Anitha Kotze	Women, Elderly and Disabled
Charles Ningi	Geographic
Roelf Hugo	Chamber of Commerce
Nicolaas Waterboer	Churches
Jawano Zimri	Sport and Culture
Shireez Hector	Health

Table 26: Ward 2: Committee Members



c) *Ward 3: Clanwilliam*

Name of representative	Capacity representing
Lionel Jantjies	Education and Youth
Wellington Nkebetwane	Community - Khayelitsa
Elizabeth Witbooi	Women, Elderly and Disabled
Gerda De Wet	Economic Development and Tourism
Daniel Ludick	Crime
Jan Oosthuizen	Community - Clanwilliam
Nickey Crosney	Sport
Ilse Lochner	Chamber of Commerce
Johannes Beukes	Health
Louisa Swartz	Churches

Table 27: Ward 3: Committee Members

d) *Ward 4: Graafwater*

Name of representative	Capacity representing
Will Mouton	Geographic - Graafwater North
Maria Strauss	Geographic - Graafwater South
Ilze Phipson	Hwalth and Welfare
Maria Zass	Small Farmers
Margaritha Strauss	Churches
Christo Hammers	Sport
Andre Coetzee	Chamber of Commerce
BJ Burger	Crime
Jonathan van der Westerhuizen	Rural and Economic
Elvino Sass	Education and Youth

Table 28: Ward 4: Committee Members

e) *Ward 5: Lamberts Bay, Elands Bay and Leipoldtville*

Name of representative	Capacity representing
Sarah Foentjies	Education
Annalize Friesley	Youth
Arend de Waal	Chamber of Commerce
Neels Mostert	Geographic
Willem Auret	Health
Jeff Schalk	Geographic
Winston Abrahams	Sport
Gerrit Alfred	Geographic
Henry Arangie	Crime



Name of representative	Capacity representing
Getrude Angle	Geographic

Table 29: Ward 5: Committee Members

#### f) Ward 6: Wupperthaland Algeria

Name of representative	Capacity representing
Ricardo Hoorn	Geographic
Brenda Farmer	Geographic
Magrieta Afrika	Geographic
Amelia Koopman	Geographic
Malvern Fabrik	Geographic
Megan Salomo	Geographic
Renee Veloen	Geographic
Gregory Koopman	Geographic
Richolene Coetzee	Geographic
Barnett Cornellison	Geographic

Table 30: Ward 6: Committee Members

## 2.6.2 Representative Forums

### a) Labour Forum

The table below specifies the members of the Labour Forum for the 2018/19 financial year:

Name of representative	Capacity
Councillor Rhoda Witbooi	Chairperson
Councillor Raymond Pretorius	Member
Louis Volschenk	Municipal Manager
Elrico Alfred	Director: Financial and Administrative Services
Reginald Bent	Director: Integrated Development Services
Zukile Xhoma	SAMWU Shopsteward
Dinah Saiset	SAMWU Shopsteward
Aletta Meyer	SAMWU Shopsteward
Kallie Watt	IMATU Shopsteward
Shirley-Ann Mouton	IMATU Shopsteward
Niklaas Fryer	IMATU Shopsteward
Hilda Klaassen	IMATU Shopsteward
Jacobus Van Maro	IMATU Shopsteward
Henry Witbooi	Manager: Human Resources
Enrico Sampson	HR Practitioner: Labour Relations



Name of representative	Capacity
Jessica Cloete	Committee Services Officer
Collin Julies	Health and Safety officer
Izak Van Der Westhuizen	HR Practitioner: Skills Development

Table 31: Labour Forum

## COMPONENT D: CORPORATE GOVERNANCE

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

### 2.7 RISK MANAGEMENT

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

The management of risk is the process by which the Accounting Officer, the CFO and the other senior management of a Municipality will pro-actively, purposefully and regularly, but at least annually, identify and define current as well as emerging business, financial and operational risks and identify appropriate, business and cost effective methods of managing these risks within the Municipality, as well as the risk to the stakeholders.

#### Purpose and Scope

This policy addresses key elements of the risk management framework to be implemented and maintained by the Municipality, which will allow for the management of risks within defined risk/return parameters, risk appetite and tolerances as well as risk management standards. As such, it provides a framework for the effective identification, evaluation, management measurement and reporting of the Municipality's risks.

#### Objectives

The objective of the risk policy is to ensure that a strategic plan is developed that should address the following:

- an effective risk management architecture
- a reporting system to facilitate risk reporting
- an effective culture of risk assessment

The role of the service departments is to identify, review and manage their risks on an ongoing basis, making risk management an integral or natural part of the organisational processes and procedures. Risk management should be embedded in the organisation, it becomes an intrinsic part of business planning and decision making - there is no direction taken without looking at potential risks.

The table below include the top strategic and operational risks of the Municipality:

Risk	Current Controls	Risk Type	Residual Risk Exposure	Risk Owner
Lack of financial viability and economic sustainability	3-year strategic plan	Strategic Risk	Within risk appetite	All Directorates - All Directors
Inability to provide timely and effective services to the community	Master plans and asset register	Operational Risk	Within risk appetite	Technical Service Manager PMU
Events not complying with Safety regulations which could lead to litigation against the Municipality	Events Management Policy	Operational Risk	Within risk appetite	Office of the Municipal Manager
Inability to deliver projects due to lack of financial resources and current government funding model	Received MIG funds to implement the water and storm water pipes	Operational Risk	Within risk appetite	Technical Service Manager PMU
Uncontrolled growth of informal settlements	<ul style="list-style-type: none"> <li>Relocation of informal settlements</li> <li>Funds received from Department of Human Settlements</li> </ul>	Strategic Risk	Below risk appetite	Integrated Development Service
Loss of income and/or legal fines for the non-compliance of landfill sites in the region	<ul style="list-style-type: none"> <li>Establish Intern Municipal Cooperation Forum</li> <li>Memorandum of agreement between municipalities and the district</li> </ul>	Strategic Risk	Below risk appetite	Technical Service Manager PMU
WWTW are overloaded and generates poor risky sewer final effluent	<ul style="list-style-type: none"> <li>Desludging of oxidation pounds</li> </ul>	Strategic Risk	Below risk appetite	Technical Service Manager PMU
Cost of compliance, under-funded mandates and insufficient equitable share	Legal instruments as MOA, MOU etc.	Operational Risk	Within risk appetite	Office of the Municipal Manager
The unwillingness of farmers to extend contracts to extract underground water from their land (Lamberts bay)	<ul style="list-style-type: none"> <li>Water restrictions</li> <li>Water awareness campaigns</li> <li>Implementation of the draft tariff structure</li> </ul>	Strategic Risk	Exceeds risk tolerance level	Technical Service Manager PMU
Inability to provide the community with water services	Water and electricity meters-audit conducted	Strategic Risk	Exceeds risk tolerance	Technical Service Manager PMU
Risk of power failures and possible safety concerns due to overloading of network	Audit conducted on the electricity supply	Operational Risk	Exceeds risk tolerance level	Technical Service Manager PMU

Table 32: Top Risks

The role of the Risk Committee is to provide timely and useful enterprise risk management report to the Audit Committee of the Municipality. The report contains the current top risks of the Municipality, which includes:

- the key strategic and financial risks facing the Municipality (all extreme and high-risk exposures)
- the key operational risks per strategic goal (top 5 risks per objective as per risk exposure from high to low)

Further detail of the roles of the Risk Committee is included in the approved Risk Committee Charter.

Name of Committee Member	Capacity
Louis Volschenk	Municipal Manager
Craig Sheldon	Risk/Legal/Compliance Section Head
Joylyon Goeieman	Internal Auditor
Clarissa Somers	Technical Services Manager PMU
Elrico Alfred	Chief Financial Officer (CFO)
Nigel Mercurur	Manager: Strategic Services
Ben Schippers	Manager: Water and Sanitation
Henry Witbooi	Manager: Human Resources
Henry Slimmert	Manager: Administration Services
Jacob Klaase	Manager: Waste
Reginald Bent	Director: Integrated Development Services
Collin Julies	Officer: OHS and Risk Management

Table 33: Risk Committee

## 2.8 ANTI-CORRUPTION AND ANTI-FRAUD

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

### a) Developed Strategies

Name of strategy	Developed (Yes/No)	Date adopted
Fraud and Corruption Prevention Policy	Yes	30 May 2018
Fraud and Corruption Prevention Strategy	Yes	30 May 2018

Table 34: Strategies

### b) Implementation of Strategies

Strategies to implement	Key Risk Areas	Key measures to curb corruption and fraud
Code of Ethics	Use of consultants where not necessary	The new organogram makes provision for a Risk Officer. Position will be filled before November 2018
Whistle Blowing Policy	Inadequate risk management capacity	The Internal Audit Department is in charge of the whistle blowing hotline. Incidence reporting register/database is in place. Awareness workshops will take place before December 2018

Table 35: Implementation of the Strategies



## 2.9 AUDIT COMMITTEE

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

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

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

### a) *Functions of the Audit Committee*

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

### b) *Members of the Audit Committee*

The following table indicates the members of the audit committee:

Name of representative	Capacity
Pieter Strauss	Chairperson
Leone Arendse	Member
Marjory Linnert	Member

Table 36: *Members of the Audit Committee*



## 2.10 PERFORMANCE AUDIT COMMITTEE

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

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

Section 166(5) of the MFMA, requires that the members of an Audit Committee must be appointed by the Council of the Municipality. One of the members, not in the employ of the Municipality, must be appointed as the chairperson of the committee. No Councillor may be a member of an Audit Committee.

Both the Municipal Planning and Performance Management Regulations and the MFMA, indicate that three is the minimum number of members needed to comprise a Performance Audit Committee. While the regulations preclude the appointment of a councillor as chairperson of the Performance Audit Committee, the MFMA excludes the involvement of a councillor in the composition of a Performance Audit Committee entirely.

Section 14(3)(a) of the Municipal Planning and Performance Management Regulations requires that the Performance Audit Committee of a Municipality must meet at least twice during each financial year. However, additional special meetings of the Performance Audit Committee may be called for by any member of the committee, where sufficient justification exists in terms of Section 14(3)(b) of the Municipal Planning and Performance Management Regulation.

### *a) Functions of the Performance Audit Committee*

In terms of Section 14(4)(a) of the Municipal Planning and Performance Management Regulations the performance audit committee has amongst others the responsibility to -

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

### *b) Members of the Performance Audit Committee*

The following table indicates the members of the Performance Audit Committee:

Name of representative	Capacity
Pieter Strauss	Chairperson
Leone Arendse	Member



Name of representative	Capacity
Majory Linnert	Member

Table 37: Members of the Performance Audit Committee

## 2.11 COMMUNICATION

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

Good customer care is clearly of fundamental importance to any organisation. A successful communication strategy therefore links the people to the Municipality's programme for the year.

Below is a communication checklist of the compliance to the communication requirements:

### Newsletters

Type of Newsletter	Distributed
Internal	Quarterly
External	Quarterly

Table 38: Newsletter

### Awareness Campaigns

Topic	Dates	Target Groups
Road Safety	28 August 2018	Early Childhood Development Centres in Citrusdal (ward 2)
	28 February 2019	Primary Schools - Clanwilliam (ward 3) - Sederberg Primary
Disaster & Fire Safety	27 January 2019	Spaza shops - Lamberts Bay (Ward 5)
	12 - 13 June 2019	Informal Settlements (wards 2 & 3)
	12 June 2019	Vulnerable groups - Graafwater (ward 4)
	19 June 2019	Farmworkers and scholars - Citrusdal (Ward 1)
	20 June 2019	Informal Settlement & Vulnerable Groups - Lamberts Bay (Ward 5)
	26 June 2019	Vulnerable groups - Wupperthal (ward 6)
Water safety (in collaboration with NSRI)	August 2018 - June 2019	Scholars (10138 reached)

Table 39: Awareness Campaigns

### Additional Communication Channels Utilised

Channel	Yes/No
SMS system	Yes
Call system and whatsapp	Yes

Table 40: Additional Communication Channels Utilised

## 2.12 WEBSITE

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

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

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

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

Description of information and/or document	Yes/No
<b>Municipal contact details (Section 14 of the Promotion of Access to Information Act)</b>	
Full Council details	Yes
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Physical address of the Municipality	Yes
Postal address of the Municipality	Yes
<b>Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA)</b>	
Draft Budget 2018/19	Yes
Adjusted Budget 2018/19	Yes
Asset Management Policy	Yes
Customer Care, Credit control & Debt collection Policy	Yes
Indigent Policy	Yes
Investment & Cash Management Policy	Yes
Rates Policy	Yes
Supply Chain Management Policy	Yes
Tariff Policy	Yes
Virement Policy	Yes
Travel and Subsistence Policy	Yes
SDBIP 2018/19	Yes
Budget and Treasury Office Structure	No
<b>IDP and Public Participation (Section 25(4)(b) of the MSA and Section 21(1)(b) of the MFMA)</b>	





Description of information and/or document	Yes/No
Reviewed IDP for 2018/19	Yes
IDP Process Plan for 2018/19	Yes
<b>Supply Chain Management (Sections 14(2), 33, 37 &amp; 75(1)(e) &amp; (f) and 120(6)(b) of the MFMA and Section 18(a) of the National SCM Regulation)</b>	
List of capital assets that have been disposed	Yes
Long term borrowing contracts	Yes
SCM contracts above R30 000	Yes
Section 37 of the MFMA; No 56 of 2003 (Unsolicited Bids/Contracts)	Yes
Public invitations for formal price quotations	Yes
<b>Reports (Sections 52(d), 71, 72 &amp; 75(1)(c) and 129(3) of the MFMA)</b>	
Annual Report of 2017/18	Yes
Oversight reports	Yes
Mid-year budget and performance assessment	Yes
Quarterly Reports	Yes
Monthly Budget Statement	Yes
<b>Local Economic Development (Section 26(c) of the MSA)</b>	
LED Strategy	Yes
LED Policy Framework	No
Economic Profile	No
LED projects	Yes
<b>Performance Management (Section 75(1)(d) of the MFMA)</b>	
Performance Agreements for employees appointed as per S57 of MSA	Yes

Table 41: Website Checklist



## CHAPTER 3

This chapter provides an overview of the key service achievements of the Municipality that came to fruition during 2018/19 in terms of the deliverables achieved compared to the key performance objectives and indicators in the IDP.

### 3.1 OVERVIEW OF PERFORMANCE WITHIN ORGANISATION

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

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

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

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

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

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



### 3.1.1 LEGISLATIVE REQUIREMENTS

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

### 3.1.2 ORGANISATIONAL PERFORMANCE

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

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

### 3.1.3 PERFORMANCE MANAGEMENT SYSTEM USED IN THE FINANCIAL YEAR 2018/19

#### a) Adoption of a Performance Management Framework

The Municipality drafted a performance framework in the 2013/14 financial year and it was approved by Council on 29 May 2014.

#### b) The IDP and the Budget

The reviewed IDP for 2018/19 and the budget for 2018/19 were approved by Council on 30 May 2018. The IDP process and the performance management processes are integrated. The IDP fulfils the planning stage of performance management. Performance Management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

#### c) The Service Delivery Budget Implementation Plan

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the SDBIP at directorate and departmental levels. The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and Budget.



The MFMA Circular No. 13 prescribes that:

- The IDP and budget must be aligned
- The budget must address the strategic priorities
- The SDBIP should indicate what the municipality is going to do during next 12 months
- The SDBIP should form the basis for measuring the performance against goals set during the budget/IDP processes

The SDBIP were prepared as per legislation and the Top Layer SDBIP was approved by the Executive Mayor on 18 June 2018. The Top Layer SDBIP was revised with the Adjustment Budget in terms of Section 26(2)(c) of the Municipal Budget and Reporting Regulations and an adjusted Top Layer SDBIP was approved by the Council on 28 February 2019.

#### **d) The Municipal Scorecard (Top Layer SDBIP)**

The municipal scorecard (Top Layer SDBIP) consolidate service delivery targets set by Council/senior management and provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities. Components of the Top Layer SDBIP include:

- One-year detailed plan, but should include a three-year capital plan
- The 5 necessary components include:
  - Monthly projections of revenue to be collected for each source
  - Expected revenue to be collected not billed
  - Monthly projections of expenditure (operating and capital) and revenue for each vote
  - Section 71 format (monthly budget statements)
  - Quarterly projections of service delivery targets and performance indicators for each vote
  - Non-financial measurable performance objectives in the form of targets and indicators
  - Output not input / internal management objectives
  - Level and standard of service being provided to the community
  - Ward information for expenditure and service delivery
  - Detailed capital project plan broken down by ward over three years

The following diagram illustrates the establishment, components and review of the municipal scorecard (Top Layer SDBIP):

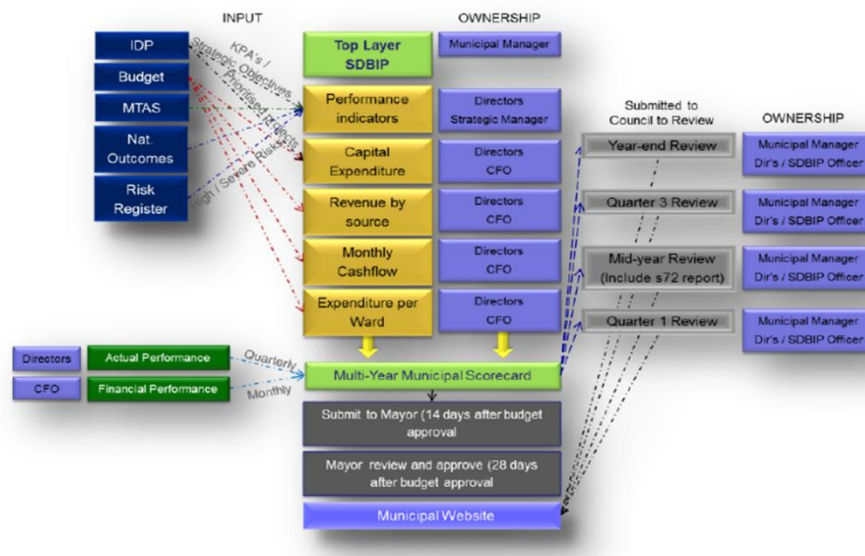


Figure 1: Components of the Municipal Scorecard (Top Layer)

Top Layer KPI's were prepared based on the following:

- Key Performance Indicators (KPI's) for the programmes/activities identified to address the strategic objectives as documented in the IDP
- KPI's identified during the IDP and KPI's that need to be reported to key municipal stakeholders
- KPI's to address the required National Agenda Outcomes, priorities and minimum reporting requirements

#### e) Actual Performance

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

- The actual result in terms of the target set
- The output/outcome of achieving the KPI
- The calculation of the actual performance reported (if %)
- A performance comment
- Actions to improve the performance against the target set, if the target was not achieved

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



### 3.1.4 PERFORMANCE MANAGEMENT

#### (a) Organisational Performance

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The organisational performance is monitored and evaluated via the SDBIP and the performance process can be summarised as follows:

- The Top Layer SDBIP was approved on 18 June 2018
- The web-based system sent automated e-mails to the users of the system as a reminder for updating their actual performance against key performance indicator targets every month for the previous month's performance
- Additionally, the performance system administrator reminded all departments on a monthly basis to update their actual performance on the web-based system

#### (b) Individual Performance Management - Municipal Managers and Managers directly accountable to the Municipal Manager

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The MSA prescribes that the Municipality must enter into performance based agreements with all 57 managers and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the 2018/19 financial were signed during 18 July 2018.

The appraisal of the performance in terms of the signed agreements takes place twice per annum as regulated. The appraisal was done by an evaluation panel as indicated in the signed performance agreements and in terms of Regulation 805 and consisted of the following people:

- Executive Mayor
- Portfolio Chairperson
- Municipal Manager
- Chairperson of the Performance Audit Committee
- Municipal Manager from another municipality



## 3.2 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2018/19

### 3.2.1 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER)

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

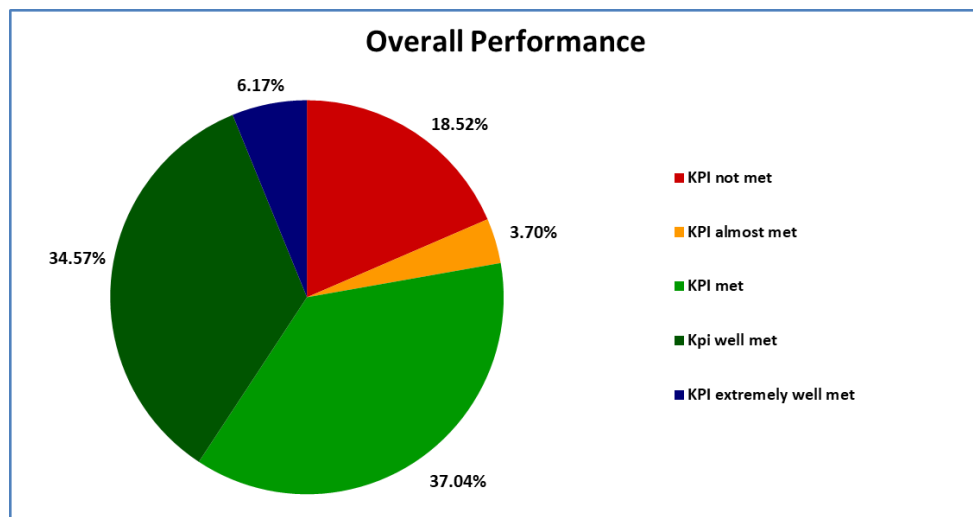
In the paragraphs below the performance achieved is illustrated against the Top layer SDBIP according to the IDP (strategic) objectives.

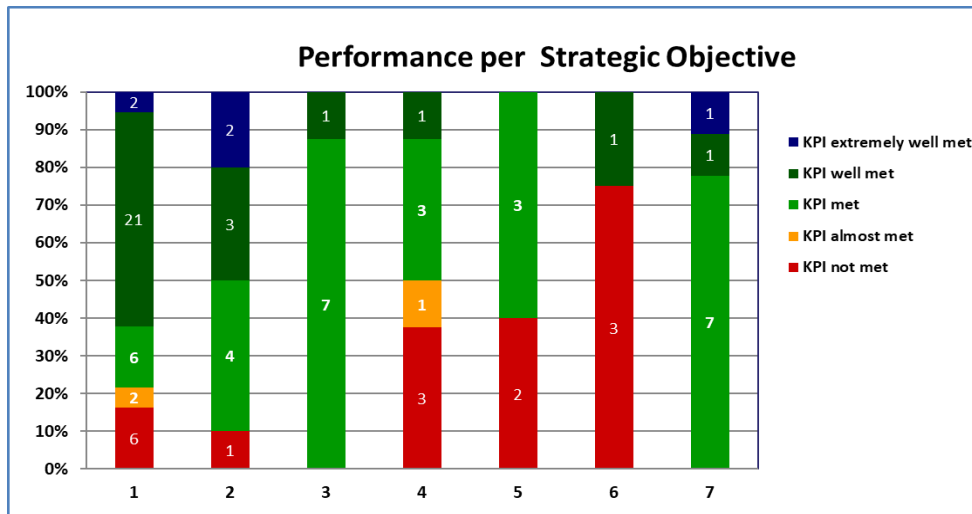
The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (kpi’s) of the SDBIP is measured:

Category	Colour	Explanation
KPI Not Met	R	0% > = Actual/Target < 75%
KPI Almost Met	O	75% > = Actual/Target < 100%
KPI Met	G	Actual/Target = 100%
KPI Well Met	G2	100% > Actual/Target < 150%
KPI Extremely Well Met	B	Actual/Target > = 150%

Figure 2: SDBIP Measurement Criteria

The overall performance results achieved by the Municipality in terms of the Top Layer SDBIP are indicated in the tables and graphs below:





Graph 4: Top Layer SDBIP per Strategic Objectives

Measurement Category	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7	Total
	Improve and sustain basic service delivery and infrastructure development	Financial viability and economically sustainability	Good governance, community development & public participation	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	To facilitate social cohesion, safe and healthy communities	Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council	
KPI Not Met	6	1	0	3	2	3	0	15
KPI Almost Met	2	0	0	1	0	0	0	3
KPI Met	6	4	7	3	3	0	7	30
KPI Well Met	21	3	1	1	0	1	1	28
KPI Extremely Well Met	2	2	0	0	0	0	1	5
<b>Total</b>	<b>37</b>	<b>10</b>	<b>8</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>81</b>

Table 42: Top Layer SDBIP per Strategic Objectives



## a) Improve and sustain basic service delivery and infrastructure development

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL26	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2019	Number of residential properties which are billed for water or have pre paid meters	All	5 603	4 950	4 950	4 950	4 950	4 950	5 614	G2
TL27	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2019	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas)	All	7 525	7 615	7 615	7 615	7 615	7 615	7 690	G2
TL28	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2019	Number of residential properties which are billed for sewerage	All	4 624	4 315	4 315	4 315	4 315	4 315	4 586	G2
TL29	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2019	Number of residential properties which are billed for refuse removal	All	5 479	4 950	4 950	4 950	4 950	4 950	5 512	G2
TL30	Provide free basic water to indigent households as per the requirements in the indigent policy as at 30 June 2019	Number of households receiving free basic water	All	1 936	2 000	2 000	2 000	2 000	2 000	2 040	G2
TL31	Provide free basic electricity to indigent households as per the requirements in the indigent policy as at 30 June 2019	Number of households receiving free basic electricity	All	2 005	1 850	1 850	1 850	1 850	1 850	2 041	G2
TL32	Provide free basic sanitation to indigent households as per the requirements in the indigent policy as at 30 June 2019	Number of households receiving free basic sanitation services	All	1 859	1 900	1 900	1 900	1 900	1 900	1 951	G2

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL33	Provide free basic refuse removal to indigent households as per the requirements in the indigent policy as at 30 June 2019	Number of households receiving free basic refuse removal	All	1 939	2 000	2 000	2 000	2 000	2 000	2 008	G2
TL38	Conduct an assessment of all non-core assets (e.g. resorts & caravan parks) and capital assets (land) and submit a report with recommendations to Council by 31 October 2018	Report submitted to Council	All	New KPI for 2018/19	0	1	0	0	1	0	R
<b>Corrective action</b>		The item served on the Council meeting on December 10, 2018, therefore the target was not met as the deadline was 31 October									
TL43	Upgrade 1 play park in Citrusdal by 30 June 2019	Play park upgraded	2	New KPI for 2018/19	0	0	0	1	1	1	G
TL44	Upgrade of sport field in Citrusdal by 30 June	Sport fields upgraded	2	New KPI for 2018/19	0	0	0	1	1	1	G
TL45	Construct fencing at rugby field in Algeria by 30 June 2019	Fence constructed	6	New KPI for 2018/19	0	0	0	1	1	1	G
TL46	Spend 90% of the approved project budget for the beautification of in Elands Bay parks and open spaces [(Total expenditure on project/ Approved budget for the project)x100]	Percentage budget spent	5	New KPI for 2018/19	20%	40%	70%	90%	90%	100%	G2
TL59	Spend 90% of the approved budget for the upgrade of the Clanwilliam Sports Field by 30 June 2019	% of budget spent	3	New KPI for 2018/19	0%	0%	0%	90%	90%	100%	G2
TL60	Spend 90% of the capital budget on phase 3 of the Lamberts Bay Housing Bulk Electricity Upgrade by 30 June 2019 [(Total expenditure on the project/ Approved budget for the project)x100]	% of capital budget spent	5	New KPI for 2018/19	0%	0%	0%	90%	90%	100%	G2
TL61	Spend 90% of the approved maintenance budget for electricity services by 30 June 2019 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	All	86.46%	0%	0%	0%	90%	90%	101.99%	G2

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19							Actual	R
					Target					Actual	R		
					Q1	Q2	Q3	Q4	Annual				
TL62	Spend 90% of the maintenance budget for roads and stormwater by 30 June 2019 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	All	87.12%	20%	40%	70%	90%	90%	117.79%	G2		
TL63	Spend 90% of the approved budget for the Citrusdal WWTW by 30 June 2019	% of budget spent	2	0	0%	0%	0%	90%	90%	94.38%	G2		
TL64	Spend 90% of the approved maintenance budget for waste water by 30 June 2019 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	All	97.82%	20%	40%	70%	90%	90%	97.96%	G2		
TL65	Spend 100% of the MIG grant by 30 June 2019 [(Total expenditure on MIG Grant/ Approved MIG allocation)x100]	% of budget spent	All	90%	20%	40%	70%	100%	100%	100%	G		
TL66	Spend 90% of the approved budget for the desalination plant - Lamberts Bay by 30 June 2019	% of budget spent	5	12%	0%	0%	0%	90%	90%	94.60%	G2		
TL67	95% of the water samples comply with SANS 241 micro biological parameters {(Number of water samples that comply with SANS 241 indicators/Number of water samples tested)x100}	% of water samples complying with SANS 241 micro biological parameters	All	82%	95%	95%	95%	95%	95%	88.26%	O		
<b>Corrective action</b>		Construction / upgrading of WTWs for effected areas depending on funding											
TL68	Spend 90% of the approved maintenance budget for water by 30 June 2019 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	All	81.83%	20%	40%	70%	90%	90%	103.54%	G2		
TL69	Report bi-annually to Council during the 2018/19 financial year on the progress made with the implementation of the regional dump site plan as per agreement with West Coast DM	Number of reports submitted	All	New KPI	0	1	0	1	2	1	R		
<b>Corrective action</b>		The report will be tabled at the next Council meeting											

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL70	Spend 90% of the capital budget approved for the upgrade of roads in Clanwilliam by 30 June 2019 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	3	0%	20%	40%	70%	90%	90%	66.64%	R
<b>Corrective action</b>		Planning and procurement of material in progress. Implementation budgeted for 2019/20									
TL71	Spend 90% of the capital budget approved for the upgrade of roads in Cederberg by 30 June 2019 [(Total expenditure on projects/ Approved budget for the projects)x100]	% of capital budget spent	All	47.20%	20%	40%	70%	90%	90%	111.29%	G2
TL72	Complete the construction of a 1.5 Megaliter reservoir in Graafwater by 30 June 2019	Project completed	4	0	0	0	0	1	1	1	G
TL73	Replace 150 water meters by 30 June 2019	Number of waters meters replaced	All	356	0	0	0	150	150	271	B
TL74	Spend 90% of the capital budget approved for the upgrade of the electricity network within Cederberg by 30 June 2019 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	All	0%	0%	0%	0%	90%	90%	71.58%	O
<b>Corrective action</b>		The upgrading will be completed in the 2019/20 financial year, R101 200 has been commit									
TL75	Spend 90% of the capital budget approved for the replacement of street lights in Cederberg by 30 June 2019 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	All	70.64%	0%	0%	0%	90%	90%	51.93%	R
<b>Corrective action</b>		MIG funding received for the replacement of streetlights and the project has been completed									
TL76	Upgrade 11 detached toilets in Graafwater by 30 June 2019	Number of toilets upgraded	4	New KPI for 2018/19	0	0	0	11	11	16	G2
TL77	Limit unaccounted for water to less than 15% by 30 June 2019 {(Number of Kiloliters	% unaccounted water	All	11.60%	15%	15%	15%	15%	15%	10.31%	B

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19							
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
	Water Purchased or Purified - Number of Kiloliters Water Sold (incl free basic water) / Number of Kiloliters Water Purchased or Purified x 100}											
TL79	Conduct a study on additional water sources for Clanwilliam and submit a report to Council by 31 March 2019	Study submitted to Council	3	New KPI for 2018/19	0	0	1	0	1	0		R
<b>Corrective action</b>		Item was prepared and will be submitted to Council in the 2019/20 financial year										
TL80	Provide electrical connection to 162 plots in Riverview by 30 June 2019	Number of electrical connections provided	2	New KPI for 2018/19	0	0	0	162	162	162		G
TL82	Spend 90% of approved budget for the provision of additional streetlights and spotlights by 30 June 2019 [(Total expenditure on project/ Approved budget for the project)x100]	Percentage budget spent	2; 3; 5	New KPI for 2018/19	0%	0%	0%	90%	90%	94.58%		G2
TL83	Spend 90% of the approved project budget for the upgrade of community facilities in Cederberg by 30 June 2019 {(Actual expenditure divided by the total approved project budget) x 100}	% of budget spent	All	New KPI for 2018/19	20%	40%	70%	90%	90%	94.25%		G2
TL84	Develop 3 boreholes for Clanwilliam and 2 boreholes for Citrusdal by 30 June 2019	Number of boreholes developed	2; 3	New KPI for 2018/19	0	0	0	5	5	0		R
<b>Corrective action</b>		The tender for the execution of the project revealed that funding for the completion of the project was insufficient and a request was submitted to DLG for additional funding which was successful. The project commenced and will be completed in the 2019/20 financial year										

Table 43: Improve and sustain basic service delivery and infrastructure development

## b) Financial viability and economically sustainability

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19							
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL16	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2019[(Amount actually spent on	% of capital budget spent on capital projects by 30 June 2019	All	59.98%	20%	40%	70%	90%	90%	98.69%		G2

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19							Actual	R
					Target					Actual	R		
					Q1	Q2	Q3	Q4	Annual				
	capital projects/ Amount budgeted for capital projects)x100]												
TL17	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2019 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% of debt coverage	All	9.41%	0%	0%	0%	45%	45%	7.99%	B		
TL18	Financial viability measured in terms of the outstanding service debtors as at 30 June 2019 (Total outstanding service debtors/ revenue received for services)	% of outstanding service debtors	All	25.22%	0%	0%	0%	30%	30%	25%	B		
TL19	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2019 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	All	0	0	0	0	1	1	0.14	R		
<b>Corrective action</b>		A turn-around strategy (financial plan) was implemented and approved by Council on 31 May 2018 with the main focuses on cost containment measures and revenue enhancement. Turn-around strategies usually take about 3 years to reach its set goals. One also needs to take into account the current decline in the South African economy of which Cederberg Municipality is not immune to. Debtor's collections for 2018/19 of 86.74% in comparison with the prior year of 84.93%.											
TL20	Spent 90% of the Financial Management Grant by 30 June 2019 [(Total actual grant expenditure/Total grant allocation received)x100]	% of FMG grant spent	All	100%	20%	40%	70%	90%	90%	100%	G2		
TL21	Submit financial statements to the Auditor-General by 31 August 2018	Approved financial statements submitted to the Auditor-General	All	1	1	0	0	0	1	1	G		
TL22	Achievement of a payment percentage of	Payment % achieved	All	85.08%	85%	85%	85%	85%	85%	86.74%	G2		

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19							
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
	85% quarterly ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100											
TL23	Achieve an unqualified audit opinion by 31 March 2019 for the 2017/18 financial year	Unqualified Audit opinion received	All	1	0	0	1	0	1	1	1	G
TL24	Submit the draft main budget to Council for approval by 31 March 2019	Draft main budget submitted to Council for approval	All	1	0	0	1	0	1	1	1	G
TL25	Submit the adjustments budget to Council for approval by 28 February 2019	Adjustment budget submitted to Council for approval	All	1	0	0	1	0	1	1	1	G

Table 44: Financial viability and economically sustainability

### c) Good governance, community development & public participation

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL13	Spend 90% of approved maintenance budget for municipal buildings by 30 June 2019	Percentage budget spent	All	New KPI for 2018/19	0%	40%	70%	90%	90%	97.93%	G2
TL14	Address 100% of ICT Audit findings by 30 June 2019	Percentage of Audit findings addressed	All	New KPI for 2018/19	0%	0%	0%	100%	100%	100%	G
TL34	Develop a Drought Communication Strategy and submit to Council by 31 July 2018	Drought Communication Strategy submitted to Council	All	New KPI for 2018/19	1	0	0	0	1	1	G
TL85	Develop and submit the risk based audit plan for 2019/20 to the Audit Committee by 30 June 2019	Risk based audit plan submitted to the Audit Committee	All	0	0	0	0	1	1	1	G
TL86	Draft the annual performance report for 2017/18 and submit to the Auditor-General by 31 August 2018	Annual performance report for 2017/18 drafted and submitted to the Auditor-General	All	1	1	0	0	0	1	1	G
TL87	Compile and submit the draft annual report for 2017/18 to Council by 31 January 2019	Draft annual report for 2017/18 submitted to Council	All	1	0	0	1	0	1	1	G
TL88	Compile and submit the final annual report and oversight report for	Final annual report and oversight report for 2017/18 submitted to Council	All	1	0	0	1	0	1	1	G

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19							
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
	2017/18 to Council by 31 March 2019											
TL89	Submit the final reviewed IDP to Council by 31 May 2019	Final IDP submitted to Council	All	1	0	0	0	1	1	1	1	G

Table 45: Good governance, community development &amp; public participation

#### d) Facilitate, expand and nurture sustainable economic growth and eradicate poverty

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL37	Spend 90% of the approved project budget to assist the elderly with transport (Graafwater to Clanwilliam) by 30 June 2019 [(Total expenditure on project/ Approved budget for the project) x100]	Percentage budget spend	3; 4	New KPI for 2018/19	20%	40%	70%	90%	90%	93.97%	G2
TL49	Establish a Business Development Forum with organised business for the municipal area by 30 June 2019	Business Development Forum established	All	New KPI for 2018/19	0	0	0	1	1	1	G
TL50	Conduct training initiatives with SMME's during the 2018/19 financial year	Number of training initiatives conducted	All	New KPI for 2018/19	1	1	1	1	4	3	O
<b>Corrective action</b>		Initiative should be planned well ahead of time and proper planning should be done									
TL51	Develop a Investment Incentives Policy and submit to Council by 31 March 2019	Investment Incentives Policy submitted to Council	All	New KPI for 2018/19	0	0	1	0	1	0	R
<b>Corrective action</b>		The policy was developed and recommended by the Executive Mayoral Committee on 28 February 2019 for approval by Council. The policy was workshopped with Council on 13 May 2019									
TL52	Conduct an Investment Promotion Indaba by 30 June 2019	Investment Promotion Indaba conducted	All	New KPI for 2018/19	0	0	0	1	1	0	R
<b>Corrective action</b>		The Municipality has requested Wesgro to assist with the facilitation of the Indaba. Will be done as soon as the MOU between the Municipality and Wesgro is signed									
TL53	Develop an Investment Promotion Action Plan and submit to Council by 30 June 2019	Investment Promotion Action Plan submitted to Council	All	New KPI for 2018/19	0	0	0	1	1	1	G
TL55	Develop a new Tourism Strategy for Cederberg municipal area and submit to Council by 30 June 2019	Tourism Strategy submitted to Council	All	New KPI for 2018/19	0	0	0	1	1	0	R
<b>Corrective action</b>		Service provider from Belgium to meet with stakeholders in July 2019 for finalisation of new strategy									



Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL58	Create 200 jobs opportunities in terms of EPWP by 30 June 2019	Number of job opportunities created in terms of EPWP	All	175	0	0	0	200	200	200	G

Table 46: Facilitate, expand and nurture sustainable economic growth and eradicate poverty

e) **Enable a resilient, sustainable, quality and inclusive living environment and human settlements**  
 i.e. **Housing development and informal settlement upgrade**

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL35	Develop an Informal Settlement Management Policy and submit to Council by 30 June 2019	Informal Settlement Management Policy submitted to Council	All	New KPI for 2018/19	0	0	0	1	1	0	R
<b>Corrective action</b>		The Portfolio Committee meeting did not take place; therefore, the Informal Settlement Policy could not go to Council									
TL36	Develop an Informal Human Settlements Integration Strategy and submit to Council by 30 June 2019	Informal Human Settlements Integration Strategy submitted to Council	All	New KPI for 2018/19	0	0	0	1	1	0	R
<b>Corrective action</b>		The Portfolio Committee meeting did not take place; therefore, the Informal Settlement Policy could not go to Council									
TL47	Construct 100 top structures in Lamberts Bay Pr.No.114 by 30 June 2019	Number of top structures constructed	5	New KPI for 2018/19	0	0	0	100	100	100	G
TL48	Service 167 sites in Lamberts Bay, Ph1 Pr.No.114 by 30 June 2019	Number of sites serviced	5	New KPI for 2018/19	0	0	0	167	167	167	G
TL57	Service 185 sites in Lamberts Bay by 30 June 2019	Number of sites serviced	5	0	0	0	0	185	185	185	G

Table 47: Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade

f) **To facilitate social cohesion, safe and healthy communities**

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL39	Develop a Social Development Framework and submit to Council by 30 June 2019	Social Development Framework submitted to Council	All	New KPI for 2018/19	0	0	0	1	1	0	R

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
<b>Corrective action</b>		The Social Development Framework is still in process. The planning was geared to finalise it after the launch of the Social Development Forum, in the first semester of 2019. After the adjustment budget in January, all funds on the Social Development votes were moved. The Social Development Framework will be completed in the 2019/20 financial year									
TL40	Spend 90% of the approved project budget to assist vulnerable groups by 30 June 2019 [(Total expenditure on project/ Approved budget for the project)x100]	Percentage budget spent	5	New KPI for 2018/19	0%	0%	0%	90%	90%	100%	G2
TL41	Develop a Municipal Coastal Management Program and submit to Council by 30 June 2019	Program submitted to Council	All	New KPI for 2018/19	0	0	0	1	1	0	R
<b>Corrective action</b>		Municipal Coastal Management Program will be tabled to Council in the 2019/20 financial year									
TL42	Review Air Quality Management Plan and submit to Council for approval by 30 June 2019	Air Quality Management Plan submitted to Council	All	New KPI for 2018/19	0	0	0	1	1	0	R
<b>Corrective action</b>		Air Quality Management Plan will be tabled to Council in the 2019/20 financial year									

Table 48: To facilitate social cohesion, safe and healthy communities

**g) Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council**

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL1	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan as at 30 June 2019	Number of people employed	All	0	0	0	0	1	1	1	G
TL2	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2019 [(Actual amount spent on training/total operational budget)x100]	% of the municipality's personnel budget on training by 30 June 2019 (Actual amount spent on training/total personnel budget)x100	All	0.84%	0%	0%	0%	0.50%	0.50%	0.84%	B
TL3	Complete the annual Risk Assessment and submit the strategic and operational risk register	Strategic and operational risk register submitted	All	1	0	0	0	1	1	1	G

Ref	KPI	Unit of Measurement	Ward	Actual performance for 2017/18	Overall Performance 2018/19							
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
	to the Risk Committee by 30 June 2019	to the Risk Committee										
TL4	Review the Standing Rules of Order and submit to Council for approval by 30 September 2018	Reviewed Standing Rules of Order submitted to Council for approval	All	1	1	0	0	0	1	1	1	G
TL5	Review the Performance Management Framework and submit to Council for approval by 30 June 2019	Performance Management Framework developed and submitted to Council	All	0	0	0	0	1	1	1	1	G
TL7	Review the Organogram and submit to Council by 31 March 2019	Organogram submitted to Council	All	1	0	0	1	0	1	1	1	G
TL10	Spend 90% of the approved budget for the upgrade of the ICT network infrastructure by 30 June 2019 [(Total expenditure on project/ Approved budget for the project)x100]	Percentage budget spent	All	New KPI for 2018/19	0%	0%	0%	90%	90%	103.95%		G2
TL11	Upgrade the telephone system by 30 June 2019	Telephone system upgraded	All	New KPI for 2018/19	0	0	0	1	1	1	1	G
TL12	Develop a 5 year ICT Strategic Plan and submit to Council by 31 March 2019	5 year ICT Strategic Plan submitted to Council	All	New KPI for 2018/19	0	0	1	0	1	1	1	G

Table 49: Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council



### 3.2.2 SERVICE PROVIDERS STRATEGIC PERFORMANCE

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

- means a person or institution or any combination of persons and institutions which provide a municipal service to or for the benefit of the local community
- means an external mechanism referred to in Section 76(b) which provides a municipal service for a municipality
- service delivery agreement means an agreement between a municipality and an institution or person mentioned in Section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality

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

### 3.2.3 MUNICIPAL FUNCTIONS

#### a) Analysis of Functions

The municipal functional areas are as indicated below:

Municipal Function	Municipal Function Yes / No
<b>Constitution Schedule 4, Part B functions:</b>	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Fire fighting services	MOU with District
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	Yes
<b>Constitution Schedule 5, Part B functions:</b>	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlors and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes

Municipal Function	Municipal Function Yes / No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 50: Functional Areas

### 3.3 COMPONENT A: BASIC SERVICES

This component includes basic service delivery highlights and challenges, includes details of services provided for water, waste water (sanitation), electricity, waste management, housing services and a summary of free basic services.

#### 3.3.1 WATER PROVISION

##### a) Introduction to Water Services

Water is probably the most fundamental and indispensable of natural resources - fundamental to life, the environment, food production, hygiene and power generation. Poverty reduction and improved water management are inextricably linked. Section 4B of the Constitution lists water and sanitation services limited to portable water supply systems and domestic waste water and sewerage disposal systems as a local government function. Basic water is defined as 25 litres of potable water per day supplied within 200 metres of a household. As a result of the drought situation in the Western Cape, Cederberg Municipality was compelled to conduct an assessment of the various bulk water supply systems. Surface water provision was at risk and assistance from the Department of Local Government was requested. With their funding support, exploration of boreholes was initiated.

##### b) Highlights: Water Services

The table below specifies the highlights for the year:

Highlights	Description
Drinking water storage capacity enhancement in Graafwater	The construction of a 1.5ML reservoir was completed to upgrade the storage capacity
Underground water study was completed	Underground water studies to augment drinking water for Citrusdal and Clanwilliam were completed

Table 51: Water Services Highlights

### c) Challenges: Water Services

The table below specifies the challenges for the year:

Description	Actions to address
Water quality failures from the Clanwilliam Dam during low water levels of the dam. No infrastructure to purify drinking water to acceptable standards as per SANS 241	The project is registered under Regional Bulk Infrastructure Grant (RBIG), but the Municipality is not in a position to contribute the required co-funding. The proposal will be re-submitted to the Department of Water and Sanitation (DWS) to waver the co-funding
Unwillingness of farmers at Lamberts Bay to allow Cederberg Municipality to develop additional boreholes on their land	Schedule 1: Permissible use of water is described in the National Water Act (Act 36 of 1998). The Municipality is compelled to react in terms of the above-mentioned Act to establish an agreement with the farmers
To provide sustainable drinking water to rural areas during peak season	The Municipality must appoint a consultant to conduct research and compile a feasibility report
Upgrade and completion of water treatment facilities are delayed because of funding restrictions	Re-submission for funding will be provided to DWS and the Department of Local Government

Table 52: Water Services Challenges

### d) Service Delivery Levels: Water Services

Below is a table that specifies the different water service delivery levels per households for the financial years 2017/18 and 2018/19:

Description	2017/18	2018/19
	Actual	Actual
<b>Household</b>		
<b><u>Water: (above minimum level)</u></b>		
Piped water inside dwelling	4 960	5 614
Piped water inside yard (but not in dwelling)	1 410	1 410
Using public tap (within 200m from dwelling)	111	111
Other water supply (within 200m)	0	0
<b>Minimum Service Level and Above Sub-total</b>	<b>6 481</b>	<b>7 135</b>
<b>Minimum Service Level and Above Percentage</b>	<b>98.28%</b>	<b>98.44%</b>
<b><u>Water: (below minimum level)</u></b>		
Using public tap (more than 200m from dwelling)	1 200	1 252
Other water supply (more than 200m from dwelling)	0	0
No water supply	0	0
<b>Below Minimum Service Sub-total</b>	<b>1 200</b>	<b>1 252</b>
<b>Below Minimum Service Level Percentage</b>	<b>15.6%</b>	<b>14.92%</b>
<b>Total number of Households (formal and informal)</b>	<b>7 681</b>	<b>8 387</b>
<i>Include informal settlements</i>		

Table 53: Water Service Delivery Levels: Households

### e) Employees: Water Services

The following table indicates the staff composition for this division:

Employees: Water Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	14	18	12	6	33
4 - 6	2	13	3	10	77
7 - 9	7	9	7	2	22
10 - 12	0	5	3	2	40
13 - 15	0	2	2	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>23</b>	<b>47</b>	<b>27</b>	<b>20</b>	<b>42</b>

Table 54: Employees: Water Services

### f) Capital: Water Services

The following table indicates the capital expenditure for this division:

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
WSIG: Capital	8 695 652	6 901 085	5 810 527	(1 090 558)
Clanwilliam boreholes (Municipal Disaster Grant)	0	1 824 036	1 824 036	(0)
Citrusdal boreholes rehabilitation (Municipal Disaster Grant)	0	2 435 999	2 435 999	(0)
Assist with borehole for water/pump room	10 000	10 000	0	(10 000)
Desalination plant (Drought Relief Grant)	0	4 326 126	4 092 657	(233 469)
Office furniture/equipment: Lamberts Bay	0	108 878	98 068	(10 810)
Office furniture/equipment: Graafwater	0	1 030	896	(134)
Equipment & meter replacement	350 000	306 958	273 892	(33 066)
Upgrading reservoir	100 000	164 912	0	(164 912)
Cedar Mill Mall: Water distribution	0	1 679 430	1 940 383	260 953
RBIG -Clanwilliam / Lamberts Bay regional water supply	19 766 957	0	0	0



Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Plant & equipment: Lamberts Bay	0	39 438	36 065	(3 373)
Plant & equipment: Elands Bay	0	1 500	0	(1 500)
Plant & equipment: Citrusdal	0	118 082	107 675	(10 407)
Water: Equipment	145 000	91 114	90 768	(346)

Table 55: Capital Expenditure 2018/19: Water Services

### 3.3.2 WASTE WATER (SANITATION) PROVISION

The DWS commenced with the regulation of water services in South Africa as early as 2004, but intensified this approach with the introduction of the much celebrated incentive-based regulatory approaches which includes the Green Drop and the newly introduced No Drop Certification programmes. These programmes excelled beyond expectations since it stimulated politicians. Despite the good efforts it remains a massive challenge for Cederberg Municipality to comply with all standards set by the local government. The funding requirement to address the infrastructure backlogs in the waste water sector deteriorates every year as a result of an increase of the inflation rate. However, Section 4B of the Constitution lists water and sanitation services limited to potable water supply systems, domestic waste water and sewerage disposal systems as a local government function. Cederberg Municipality would like to enhance the backlog eradication in order to improve the overall compliance in operations and management.

#### a) Highlights: Waste Water (Sanitation) Provision

The table below specify the highlight for the year:

Highlights	Description
Completion of the civil construction of the Citrusdal Waste Water Treatment Works (WWTW)	Construction of all civil components of the new WWTW for Citrusdal was completed which included pipeline works from the old plant to the new plant

Table 56: Waste Water (Sanitation) Provision Highlight

#### b) Challenges: Waste Water (Sanitation) Provision

The table below specify the challenge for the year:

Description	Actions to address
Funding constraints	Re-submission for funding will be submitted to DWS and Department of Local Government to support the Municipality to alleviate the risks. Additional funding will enable the Municipality to complete the capital infrastructure in order to adhere to the general and/or special authorization compliance limits

Table 57: Waste Water (Sanitation) Provision Challenges

### c) Service Delivery Levels: Waste Water (Sanitation) Provision

Below is a table that specifies the different sanitation service delivery levels per household for the financial years 2017/18 and 2018/19:

Description	2017/18	2018/19
	Actual	Actual
<b>Household</b>		
<b>Sanitation/Sewerage: (above minimum level)</b>		
Flush toilet (connected to sewerage)	4 489	4 586
Flush Toilet (with Septic tank)	514	514
Chemical Toilet	20	20
Pit Toilet (ventilated)	0	0
Other toilet provisions (above minimum service level)	379	379
<b>Minimum Service Level and Above Sub-Total</b>	<b>5 402</b>	<b>5 499</b>
<b>Minimum Service Level and Above Percentage</b>	<b>83%</b>	<b>83.39%</b>
<b>Sanitation/Sewerage: (below minimum level)</b>		
Bucket Toilet	0	0
Other Toilet provisions (below minimum service level)	0	0
No toilet provisions	2 100	2 152
<b>Below Minimum Service Level Sub-Total</b>	<b>2 100</b>	<b>2 152</b>
<b>Below Minimum Service Level Percentage</b>	<b>27.35%</b>	<b>28.13%</b>
<b>Total number of households</b>	<b>7 678</b>	<b>7 651</b>

Table 58: Waste Water (Sanitation) Provision Service Delivery Levels

### d) Employees: Waste Water (Sanitation) Provision

The following table indicates the staff composition for this division:

Employees: Sanitation Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	14	22	14	8	36
4 - 6	2	10	2	8	80
7 - 9	7	8	4	4	50
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0

Employees: Sanitation Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
<b>Total</b>	<b>23</b>	<b>40</b>	<b>20</b>	<b>20</b>	<b>50</b>

Table 59: Employees Waste Water (Sanitation) Provision

### e) Capital: Waste Water (Sanitation) Provision

The following table indicates the capital expenditure for this division:

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Infrastructure sanitation services Graafwater (flush toilets)	500 000	204 287	0	0
Cedar Mill Mall: Sanitation pump station	0	946 728	1 067 336	120 608
Cedar Mill Mall - Stormwater (De Villiers Street)	0	1 212 870	1 401 328	188 458
Cedar Mill Mall - WWTW equipment	0	60 300	62 702	2 402
Services: Stormwater Clanwilliam	0	27 700	0	(27 700)
Sewerage: Pump & pipeline	80 000	0	0	0
Sewerage: Equipment Graafwater	50 000	42 475	21 833	(20 642)
Sewerage: Equipment Lamberts Bay	0	196 780	156 750	(40 030)
Sewerage: Equipment	100 000	149 100	148 965	(135)

Table 60: Capital Expenditure 2018/19: Waste Water (Sanitation) Provision

### 3.3.3 ELECTRICITY

#### a) Introduction to Electricity

Local Government plays a very important role in the provision of electricity. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services to communities in a sustainable manner for economic and social support.

#### *Service Backlogs*

The Municipality cannot allow any development in Clanwilliam due to a shortage of electricity from the Eskom bulk intake point. Negotiations between Eskom and the Municipality is on-going to solve this problem.

#### *Infrastructure*

The Municipality is responsible for the distribution of electricity in all urban areas including Clanwilliam, Citrusdal, Lamberts Bay, Elands Bay and Graafwater. Eskom distributes electricity to the areas not serviced by the Municipality.

## b) Highlights: Electricity

The table below specifies the highlights for the year:

Highlights	Description
Electrification of 162 Plots in Citrusdal	Building of overhead network to supply 162 low cost houses with electricity
Upgrade of bulk electrical supply in Lamberts Bay	Building of a 11 kv switching station and upgrade of the MV network to insure a better supply
Walkway lighting Elands Bay	Installation of new LED streetlight on the walkway in Elands Bay

Table 61: Electricity Highlights

## c) Challenges: Electricity

The table below specifies the challenges for the year:

Description	Actions to address
Insufficient staff	Appoint more qualified people
Insufficient bulk capacity in Clanwilliam	Seek funds to build a new line from Graafwater and to build a new substation in Clanwilliam

Table 62: Electricity Challenges

## d) Service Delivery Levels: Electricity

The table below specifies the service delivery levels for the year:

Households		
Description	2017/18	2018/19
	Actual	Actual
	No.	No.
<b>Households</b>		
Electricity	7 591	7 690
Total number of households	10 099	10 200
<i>Number of debtors according to the billing system</i>		

Table 63: Electricity Service Delivery Levels

### e) Employees: Electricity

The following table indicates the staff composition for this division:

Employees: Electricity Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	6	10	6	4	66
7 - 9	3	6	3	3	50
10 - 12	3	5	4	1	20
13 - 15	1	1	1	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>13</b>	<b>22</b>	<b>14</b>	<b>8</b>	<b>36</b>

Table 64: Employees: Electricity Services

### f) Capital: Electricity

The following table indicates the capital expenditure for this division:

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Electricity: Upgrade network	350 000	356 140	254 940	(101 200)
Cedar Mill Mall - LV networks	0	252 350	252 350	0
Cedar Mill Mall - MV substations	0	150 147	189 724	39 577
INEP - Bulk upgrade Lamberts Bay	2 608 696	2 608 696	2 608 696	(0)
INEP - Electrification formal housing Lamberts Bay	0	4 347 826	4 347 826	0
Replacement of streetlights Elands Bay	50 000	50 000	26 005	(23 995)
Streetlights & spotlights	100 000	50 000	43 200	(6 800)
Streetlights & spotlights	100 000	50 000	48 800	(1 200)
Streetlights & spotlights	100 000	47 551	47 551	(0)
Streetlights Graafwater	100 000	50 000	25 920	(24 080)
Electricity: Equipment	150 000	106 578	94 650	(11 928)

Table 65: Capital Expenditure 2018/19: Electricity

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

#### a) Introduction to Waste Management

The fragmented and uncoordinated way pollution and waste has been dealt with, as well as insufficient resources to implement and monitor existing legislation, contributes largely to the unacceptably high levels of pollution and waste in South Africa. Through the promulgation and implementation of various pieces of policies, legislation, standards and guidelines, as well as the implementation of co-operative governance as envisaged in the Constitution this situation will be improved. The current fragmentation, duplication and lack of co-ordination will be eliminated.

Pollution and waste management is not the exclusive preserve of government. The private sector and civil society have crucial roles to play. The fostering of partnerships between government and the private sector is a prerequisite for sustainable and effective pollution and waste management to take place. Similarly, the spirit of partnerships and co-operative governance between organs of state is equally important due to the cross-cutting nature of pollution and waste management.

#### b) Highlights: Waste Management

The table below specifies the highlights for the year:

Highlights	Description
Auditing of waste disposal facilities	Service provider appointed to conduct an external audit of Clanwilliam, Citrusdal, Elandsbay and Lamberts Bay
Assistance to recyclers	Council support the recycling initiatives and development of recycling implementation plan

Table 66: Waste Management Highlights

#### c) Challenges: Waste Management

The table below specifies the challenges for the year:

Description	Actions to address
Illegal dumping	Launch awareness campaigns in the community and informal settlements
Insufficient refuse equipment	Budgetary provision must be made to replace old equipment and trucks
Waste removal: informal settlements	Distribution of refuse bag to the community and collection

Table 67: Waste Management Challenges

#### d) Service Delivery Levels: Waste Management

The table below specifies the service delivery levels for the year:

Description	Households	
	2017/18	2018/19
	Actual	Actual
	No.	No.
<b><i>Solid Waste Removal: (Minimum level)</i></b>		
Removed at least once a week	5 527	5 512
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>5 527</b>	<b>5 512</b>
<b><i>Minimum Service Level and Above percentage</i></b>	<b>100%</b>	<b>100%</b>
<b><i>Solid Waste Removal: (Below minimum level)</i></b>		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
<b><i>Below Minimum Service Level sub-total</i></b>	<b>0</b>	<b>0</b>
<b><i>Below Minimum Service Level percentage</i></b>	<b>0%</b>	<b>0%</b>
<b>Total number of households</b>	<b>5 527</b>	<b>5 512</b>

Table 68: Waste Management Service Delivery Levels

#### e) Employees: Waste Management

The following table indicates the staff composition for this division:

Employees: Solid Waste Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	32	30	30	0	0
4 - 6	6	7	2	5	71
7 - 9	8	10	7	3	43
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>46</b>	<b>48</b>	<b>40</b>	<b>8</b>	<b>17</b>

Table 69: Employees: Waste Management

## f) Capital: Waste Management

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Regional waste dump site	500 000	0	0	0
Refuse: Equipment	50 000	0	0	0
Refuse: Equipment Citrusdal	100 000	52 889	52 889	(0)

Table 70: Capital Expenditure 2018/19: Waste Management

## 3.3.5 HOUSING

### a) Introduction to Housing

#### Housing need:

The need for an integrated residential development approach that address the whole spectrum of residential needs has been identified and the following main combined income categories have been considered:

#### A. Full Subsidy Housing Opportunities

Description	R per month
Top Structure	R0 - R3 500
Service Site	R3 501-R7 000

Table 71: Subsidy Housing Opportunities

#### B. Finance Linked Subsidy Housing Opportunity

Gap/ Finance Linked Individual Subsidy Programme (FLISP) housing with approved Home loan R7 000- R22 000 per month.

Given the strategic decision to focus on subsidy and gap housing, the needs can be summarized as follows:

Description	Number
Subsidy	4 005
Gap	1 257

Table 72: Housing Needs

### b) Highlights: Housing

The table below specifies the highlights for the year:

Highlights	Description
Citrusdal Integrated Rural Development Project (IRDP)	162 housing opportunities were created
Lamberts Bay Housing IRDP	184 housing opportunities were created
Temporary relocation area	In Wuppertal 53 emergency houses were made available



Highlights	Description
Clanwilliam informal settlement	Access to Basic Service (ABS) were created for the informal settlement
Housing consumer education	Education on housing programs were provided to 1 980 consumers
Title deeds restoration	22 Title deeds were handed over to first time homeowners

Table 73: Housing Highlights

### c) Challenges: Housing

The table below specifies the challenges for the year:

Description	Actions to address
Influx of illegal residents	The Municipality is in the process of developing an Informal Settlement Policy in order to address the issue
Insufficient bulk infrastructure	The Municipality must follow a strategic approach to accelerate the upgrade of bulk infrastructure
Backlog of title deeds	The Title Deeds Restoration Program should be accelerated

Table 74: Housing Challenges

### d) Service Delivery Levels

The following table shows a decrease of 18.2% in the number of applicants on the housing waiting list from 2017/18. There are approximately 5 344 applicants on the waiting list.

Applicants on the Western Cape Housing Demand Database (waiting list) as per income category

Category	R per month	Number
Subsidy	R0 - R3 500	4 005
Gap	R3 501-R7 000	1 257
Above	R22 000	82

Table 75: Applicants on the Western Cape Housing Demand Database

Financial year	Number of housing units on waiting list	% Housing waiting list increase/(decrease)
2017/18	6 439	19.5%
2018/19	5 262	(18.2%)

Table 76: Housing Waiting List

A summary of houses built, includes:

Financial year	Allocation	Amount spent	% spent	Number of houses built	Number of sites serviced
	R'000	R'000			
2017/18	1 323	0	0%	0	0
2018/19	44 021	43 578	98.99%	184	356

Table 77: Houses Built and Sites Service

### e) Employees: Housing

The following table indicates the staff composition for this division:

Employees: Housing					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	2	4	1	3	75
10 - 12	1	3	2	1	33
13 - 15	1	2	1	1	50
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>55</b>

Table 78: Employees: Housing

### f) Capital: Housing

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
HSDG - Khayelitsha (ablution)	0	1 631 890	1 876 674	244 784
HSDG - Riverview: Upgrade existing main bus routes (Phase 1)	0	5 076 534	4 403 612	(672 922)
HSDG - Riverview: Electricity services (Phase 2)	0	2 113 043	2 098 570	(14 473)
HSDG - Riverview: Water services (Phase 2)	0	3 045 255	3 045 255	0
HSDG - Lamberts Bay sanitation infrastructure (Phase 1)	14 608 696	32 154 234	32 154 234	0

Table 79: Capital Expenditure 2018/19: Housing

### 3.3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

#### a) Introduction

The table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved Indigent Policy of the Municipality, all households earning less than R3 600 per month will receive the free basic services as prescribed by national policy. The table, furthermore, indicates the total number of indigent households and other households that received free basic services in the past two financial years.

The table below indicates that 25.55% of the total number of households received free basic services in 2018/19 financial year:

Financial year	Number of households								
	Total no of HH	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2017/18	2 005	2 005	100%	1 936	97%	1 859	93%	1 939	97%
2018/19	2 041	2 041	100%	2 040	99%	1 951	95.5%	2 008	98%

Table 80: Free Basic Services to Indigent Households

Electricity									
Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No. of HH	Unit per HH (kwh)	Value	No. of HH	Unit per HH (kwh)	Value	No. of HH	Unit per HH (kwh)	Value
			R			R			R
2017/18	2 005	50	128 625	7 950	200	3 107 831	22	120	178 080
2018/19	2 041	50	132 215	7 690	200	3 306 204	22	120	188 765

Table 81: Free Basic Electricity Services to Indigent Households

Water						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	R value per HH	Value	No. of HH	R value per HH	Value
			R			R
2017/18	1 936	6	11 839	4 960	25	627 420
2018/19	2 040	6	14 229	5 614	20	617 993

Table 82: Free Basic Water Services to Indigent Households

Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	R value per HH	Value	No. of HH	R value per HH	Value
			R			R
2017/18	1 859	141	298 815	4 475	194	507 504
2018/19	1 951	172	335 572	4 586	206	538 896

Table 83: Free Basic Sanitation Services to Indigent Households

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No. of HH	Service per HH per week	Value	No. of HH	R value per HH	Value
			R			R
2017/18	1 939	122	236 558	5 703	122	459 208
2018/19	2 008	130	261 040	5 512	130	478 400

Table 84: Free Basic Refuse Removal Services to Indigent Households

Financial Performance 2018/19: Cost to Municipality of Free Basic Services Delivered				
Services Delivered	2017/18	2018/19		
	Actual	Budget	Adjustment Budget	Actual
	R			
Water	931 163	927 300	927 300	894 976
Sanitation	3 291 423	3 777 600	3 777 600	3 363 793
Electricity	17 271	199 800	199 800	67 574
Refuse	435 441	454 500	454 500	420 366

Table 85: Cost to Municipality of Free Basic Services Delivered

## 3.4 COMPONENT B: ROAD TRANSPORT

### 3.4.1 ROADS AND STORMWATER

#### a) Introduction to Roads and Stormwater

Cederberg Municipality has a Pavement Management System (PMS) which was compiled in 2013. This document comprises of network level proposals for the maintenance of paved and unpaved roads in the municipal area, through an assessment of the network based on methodical visual ratings of each road section. Although it was envisaged that the PMS would be updated every two years, there is still a major backlog in the total length of the network which requires upgrading or rehabilitation. This backlog is as a result of limited funding provisions for operations and maintenance of infrastructure over the years.

The total length of our paved network is 101km. The average condition of the network can be rated as poor to very poor, with more than 50% of the surfacing in the poor to very poor category.

The total unpaved network is 18km. The average condition of the unpaved network can be rated as fair to poor.

The Citrusdal Upgrade Roads and Stormwater Infrastructure Project was registered with the Municipal Infrastructure Grant (MIG) following prioritisation through the PMS. The total project estimate at project registration was R61 180 161. The MIG registered amount is R38 543 501, which requires counter-funding by the Municipality of R22 636 660. Only R17 781 285 has been spent to date on the project due to the inadequate annual MIG allocation.



In the financial year under review, another phase of this Citrusdal multi-year roads and storm water project was implemented and R4 371 609 was spent from the MIG allocation, the following works were done:

- De Klerk Street (710m): Rehabilitation and premix of road including 520m of 375 diameter stormwater pipe, 4 962m<sup>2</sup> premix and 660m<sup>2</sup> paving
- Niewoudt Street: 50m of 1500x900 stormwater culverts
- Orange Street: 258m of 450mm diameter pipe culverts

The Lamberts Bay Housing Project of 596 sites the construction of 4 134m of internal streets and 1 240m of stormwater was constructed was funded through the Department of Human Settlement Grant. A bus route of 880m was also constructed with MIG funding.

The Citrusdal Housing Project of 162 sites the construction of 1 750m of gravel wearing course, 1 130m of single seal and 1 150m paved streets was constructed which was funded through the Department of Human Settlements Grant for the housing development.

It is a challenge to secure sufficient funding for the maintenance of our roads, therefore the Municipality utilises the Expanded Public Works Programme (EPWP) for most of the yearly maintenance programmes. Approximately R2.6 million was spent on the maintenance and rehabilitation of roads in the 2018/19 financial year.

The Municipality's stormwater drainage network consists of 31km of a piped system and open drainage channels. The drainage system of Citrusdal is the poorest and this is being addressed with the MIG project currently being implemented. Maintenance and cleaning of the existing stormwater system is conducted on an annual basis to alleviate blockages that cause flooding.

## b) Highlights: Roads and Stormwater

The table below specifies the highlights for the year:

Highlight	Description
New bus route constructed - Lamberts Bay	880m bus route constructed for Lamberts Bay Housing Project
Internal streets for Lamberts Bay	4 134km Internal Streets for Lamberts Bay Housing Project
Internal streets for Citrusdal Housing Project	1.75km gravel wearing course 1.130km single seal 1.150km block paving
Citrusdal rehabilitation of streets and stormwater	Rehabilitation of 710m De Klerk Street

Table 86: Roads and Stormwater Highlights

### c) Challenges: Roads and Stormwater

The table below specify the challenge for the year:

Description	Actions to address
Outdated PMS	Sections of the PMS must be updated, and budgetary provision must be made to implement the plan

Table 87: Roads and Stormwater Challenge

### d) Service Delivery Levels and Statistics: Roads

The table below specifies the service delivery levels for the year:

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads (km)	New gravel roads constructed (km)	Gravel roads upgraded to tar (km)	Gravel roads graded/maintained (km)
2017/18	18	0	0.61	2
2018/19	18	1.75	0	2

Table 88: Gravel Road Infrastructure

Tarred Road Infrastructure: Kilometres					
Year	Total tarred roads (km)	New tar roads (km)	Existing tar roads re-tarred (km)	Existing tar roads re-sheeted (km)	Tar roads maintained (km)
2017/18	101	0.61	0	1.1	4
2018/19	101	5.26	0.71	0.645	4

Table 89: Tarred Road Infrastructure

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

Financial year	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
	R'000	R'000	R'000	R'000	R'000	R'000
2017/18	0	5 000	200	0	0	2 000
2018/19	0	0	0	34 324	4 371	2 600

Table 90: Cost of Construction/Maintenance of Roads

### e) Services Delivery Levels and Statistics: Stormwater

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

Stormwater Infrastructure: Kilometres				
Year	Total stormwater measures (km)	New stormwater measures (km)	Stormwater measures upgraded (km)	Stormwater measures maintained (km)
2017/18	31	0.6	0	3
2018/19	31	2.06	0	3

Table 91: Stormwater Services Delivery Statistics

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

Stormwater Measures			
Year	New	Upgraded	Maintained
2017/18	600 000	0	240 000
2018/19	1 200 000	0	270 290

Table 92: Stormwater Services Delivery Statistics - Financials

### f) Employees: Roads

The following table indicates the staff composition for this division:

Employees: Roads					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	16	23	23	0	0
4 - 6	15	9	1	8	89
7 - 9	6	10	9	1	10
10 - 12	0	0	0	0	0
13 - 15	0	1	1	0	0
16 - 18	0	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>37</b>	<b>44</b>	<b>35</b>	<b>9</b>	<b>20</b>

Table 93: Employees: Roads

## g) Employees: Stormwater

The following table indicates the staff composition for this division:

Employees: Stormwater					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	4	6	3	3	50
4 - 6	0	0	0	0	0
7 - 9	1	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>50</b>

Table 94: Employees: Waste Water (Stormwater)

## h) Capital: Roads and Stormwater

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Tar and maintain the road Rossouw, Alheit Street	100 000	100 000	0	(100 000)
Speedbumps in Bosdorp	50 000	18 000	25 110	7 110
Tar all roads in Citrusdal and Riverview	100 000	36 087	0	(36 087)
Provide speedbumps in St Peter, Nuweland, Ferrera Street	100 000	1 668	12 379	10 711
Infrastructure services - Roads Clanwilliam	0	216 000	0	(216 000)
Provide stormwater channel curbs	100 000	0	0	0
Pave the following Roads/Streets: Viooltjie Street, Milner Street	150 000	0	0	0
Cedar Mill Mall - Roads infrastructure (De Villiers Street)	0	6 062 948	6 562 948	500 000
Build new speed bumps in Olienhout, Keertjie and Lamb Streets	50 000	60 000	171 242	111 242
Upgrade sidewalks and build new sidewalks in Denne Street	50 000	44 119	119 281	75 162
Upgrade stormwater system	100 000	25 100	0	(25 100)



Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Upgrade the main road in Clanwilliam	100 000	34 860	0	(34 860)
Tar more roads	100 000	0	0	0
Roads: Office furniture & equipment Clanwilliam	0	16 000	11 406	(4 594)
Roads: Equipment Graafwater	0	27 000	20 280	(6 720)
Roads: Equipment Citrusdal	0	4 000	0	(4 000)
Roads: Equipment	80 000	263 781	247 260	(16 521)

Table 95: Capital Expenditure 2018/19: Roads and Stormwater

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

### 3.5.1 PLANNING

#### a) Introduction to Planning

Land use planning for Cederberg Municipality is handled by the Department of Town Planning and Building Control. The 2018/19 planning challenges rolled over to the 2019/20 financial year due to budget constraints. The appointed candidate planner acquired his professional qualification and is now full-time employee. Furthermore, the Municipality managed to attain an Environmental Officer. Council has approved and adopted the amended Cederberg Municipality: By-law on Municipal Land Use Planning.

#### b) Highlights: Planning

The table below specifies the highlights for the year:

Highlights	Description
Implementation of amended by-law on Municipal Land Use Planning	Acquired proposed amendments to our planning by-law from provincial government in order to improve our by-law. The by-law was amendment and implemented on 15 March 2019
Appointed an Environmental Officer	Appointed an environmental officer in June 2019 to start in July 2019 to assist the Municipality with environmental compliances

Table 96: Planning Highlights

### c) Challenges: Planning

The table below specifies the challenges for the year:

Description	Actions to address
Lack of human resources	Provision must be made to appoint an Administrative Assistant, a Building Control Officer
Budgetary constrains	Budgetary provision must be made to procure the necessary capital assets, i.e. vehicle for building inspector, training and attending workshops

Table 97: Planning Challenges

### d) Service Delivery Levels: Planning

The table below specifies the service delivery levels for the year:

Applications for Land Use Development				
Detail	Formalisation of Townships		Rezoning	
	2017/18	2018/19	2017/18	2018/19
Planning application received	0	0	103	100
Applications not approved	0	0	0	1
Applications closed	0	0	98	97
Applications outstanding at year end	0	0	5	2
Awaiting DEA&DP decision	0	0	0	1

Table 98: Applications for Land Use Development

Type of service	2017/18	2018/19
Building plans application processed	190	227
Total surface (m <sup>2</sup> )	17 975	39 713
Approximate value	R80 887 500	R187 040 861
Residential extensions	9 269m <sup>2</sup>	6 716m <sup>2</sup>
Land use applications processed	98	97

Table 99: Additional Performance Town Planning and Building Control

### e) Employees: Planning

The following table indicates the staff composition for this division:

Employees: Planning					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	1	0	1	100
10 - 12	2	4	3	1	25
13 - 15	1	2	1	1	50
16 - 18	0	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>37</b>

Table 100: Employees: Planning

### f) Capital: Project Management and Town Planning

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
MIG: Upgrade roads and stormwater infrastructure - Citrusdal	12 749 826	3 801 504	4 250 230	448 726
MIG: New bus route - Lamberts Bay	0	3 174 930	3 174 930	(0)
MIG: Sidewalk lightning Elands Bay	0	729 914	729 901	(13)
Town Planning: Equipment	100 000	100 000	83 994	(16 006)
MIG PMU computer equipment	0	20 000	2 470	(17 530)
Citrusdal WWTW (acceleration of housing delivery)	0	10 800 639	10 193 633	(607 006)

Table 101: Capital Expenditure 2018/19: Project Management and Town Planning

## 3.5.2 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

Local Economic Development (LED) is a cross-cutting discipline and is reliant upon all the departments within the Municipality in order to be successful. The Municipality has recognised the importance of LED as a vehicle for growth and poverty alleviation and has committed itself to create an enabling environment within which economic growth and development can be achieved.

The Cederberg Municipality LED Unit is working hard to create institutional capacity and the necessary policies and procedures to ensure that LED becomes ingrained in the way that we do things in the Municipality.

### a) Highlights: LED

The table below includes the highlights with the implementation of the LED Strategy:

Highlights	Description
Development and Investment Desk (DID) approved by Council and Investment Incentives Policy	The DID enables the Municipality to proactively engage potential developers and investors and deal with red tape issues. The Investor Incentives Policy presents aims to incentivise investors to choose Cederberg as the destination
Small, Medium and Micro Enterprise (SMME) businesses capacity building and contractor development initiatives	Training was provided to SMME's in Cederberg, in partnership with DWS, Municipal Infrastructure Support Agent (MISA) and other government departments
Implementation of Wastepreneur Programme	The Municipality worked with local recyclers and Department of Environmental Affairs regarding the Wastepreneur Program, which aims at unlocking economic development opportunities through waste management. Further capacitation took place via Belgian Non-Profit Organisation (NPO) exchange, and will continue in 2019/20
Approval of Informal Trading Policy	The Informal Trade Policy addresses many key issues in respect of informal trading within the Municipality, including events, law enforcement and the creation of structures to organise informal trading in the municipal area

Table 102: LED Highlights

### b) Challenges: LED

The table below includes the challenges with the implementation of the LED Strategy:

Description	Actions to address
Lack of bulk infrastructure to support investment and economic development	The Municipality should consider the sale of unutilised land to fund bulk infrastructure
Servicing of land available for sale	The Municipality must budget annually to equip key land parcels that are to be sold/alienated with bulk services and relevant land use rights
Cederberg is not the preferred investment destination	Development of prospectus of investment opportunities with key competitive advantages highlighted, including land that is ready for development

Table 103: Challenges LED

### c) Employees: LED

he following table indicates the staff composition for this division:

Employees: LED					
Job Level (T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0

Employees: LED					
Job Level (T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
7 - 9	3	1	0	1	100
10 - 12	0	2	1	1	50
13 - 15	1	0	0	0	0
16 - 18	0	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>50</b>

Table 104: Employees: LED

### 3.5.3 TOURISM

#### a) Introduction to Tourism

The Cederberg Integrated Tourism Development and Marketing Strategy that was developed in 2013 continues to serve as the guide for all the activities of this department.

Tourism is one of the main growths and job-creating sectors in the local economy. The strategy will guide the enhancement of existing tourism products and develop new sustainable tourism commodities to achieve an optimum mix that will attract specific market.

Five strategic objectives were identified:

Strategic Objective	Sub-Objective
<b>1. Tourism Development:</b> Unlock the true tourism potential of the Cederberg through the development of a range of new and existing tourism products, experiences and events that fulfil visitor requirements and maximize income, contributing to LED and growth	<b>1.1 Community Based Tourism:</b> Mainstream community-based tourism initiatives by implementing a portfolio of marketable tourism products and services in hitherto marginalized, rural communities of the Cederberg e.g. Elands Bay and Wupperthal <b>1.2 Catalytic Tourism Development Projects:</b> Identify and develop new and existing portfolio of high-profile catalytic tourism products that will enhance the profile of the Cederberg as a national tourism destination of note <b>1.3 Extreme Sports Tourism:</b> Develop the Cederberg's extreme and adventure sports potential as a vibrant tourism sub-sector in the region <b>1.4 Niche Tourism:</b> Develop viable niche tourism sectors specifically birding, mountain biking routes, cultural and heritage routes, botanical/herb-tourism and agro-tourism <b>1.5 Events Tourism:</b> Develop an exciting, well-planned portfolio of major and community events that stimulates inclusive economic growth, job-creation and promote social cohesion and community development
<b>2 Tourism Transformation:</b> Create conditions conducive for genuine, bottom-up tourism transformation and specifically the inclusion of previously disadvantaged areas and individuals in the Cederberg Tourism Association industry	<b>2.1 Institutional Arrangements:</b> Review and improve the current local tourism institutional arrangements in line with national policy guidelines



Strategic Objective	Sub-Objective
	<p><b>2.2 Representativeness:</b> Develop and implement a realistic blueprint for participation and inclusion of all sectors of the community with a stake in tourism</p> <p><b>2.3 Compliance with relevant legislation:</b> Establish a mechanism that will facilitate and enforce applicable laws and regulations in the local tourism industry i.e. Tourism BEE Codes, BBBEE prescripts and others</p>
<p><b>3 Tourism Marketing:</b> Market and promote the Cederberg area as a world class, year-round, outdoor-adventure and cultural tourism destination</p>	<p><b>3.1 Digital destination marketing strategy:</b> Develop and implement a cutting-edge digital marketing strategy based on a cost-effective and efficient electronic marketing portal and website</p> <p><b>3.2 Media exposure:</b> Exploit the region's media exposure to increase tourist numbers</p> <p><b>3.3 Information Portal:</b> Develop a comprehensive information portal where users can access current and accurate regional tourism and related information</p> <p><b>3.4 Communication Strategy:</b> Develop an internal and external communication plan to improve lines of communication to fast track tourism development</p>
<p><b>4. Tourism Funding and Resource Mobilization:</b> Develop and implement a sustainable tourism funding and resource model in support of Cederberg's development, growth and marketing objectives</p>	<p><b>4.1 Funding of LTO:</b> Review and strengthen the current Municipal-LTO funding model in order to maximize marketing and development return on investment</p> <p><b>4.2 Resource Mobilization:</b> Lobby national and provincial government, public entities, international funders and private companies to become partners in tourism development and marketing</p>
<p><b>5. Tourism Monitoring and Evaluation:</b> Develop and implement a practical monitoring and evaluation system to monitor, review and assess the progress in tourism development and marketing</p>	<p><b>5.1 Tourism Research Intelligence:</b> Set up a reliable tourism research and intelligence unit linked to a monitoring and evaluation component</p> <p><b>5.2 Source reliable tourism marketing statistics and development data</b> that will assist in evaluating current initiatives and provide options for future developments</p>

Table 105: Tourism Strategic Objectives

## b) Highlights: Tourism

The table below includes the highlights with the implementation of the Tourism Strategy:

Highlights	Description
Development of Integrated Events Strategy	The strategy focuses on attracting key events to the Cederberg region and ensure that events draw increased visitor numbers. A number of exciting new events have been attracted to Cederberg
Adventure tourism growth	Adventure tourism is drawing huge numbers because of the Cederberg mountains, beaches and natural environment
Tourism marketing initiatives	Tourism marketing initiatives are shifting from the traditional methods (information offices) to a more integrated approach, by means of social media, influencers and applications
Tourism SMME promotion and business development	A number of new emerging black tourism businesses were created in Cederberg: tour operators, service providers, accommodation establishments

Table 106: Highlights: Tourism

### c) Challenges: Tourism

The table below includes the challenges with the implementation of the Tourism Strategy:

Description	Actions to address
Governance: <ul style="list-style-type: none"> <li>Fragmented marketing approach by tourism authorities</li> <li>Over-reliance on role of tourism information offices as sources of information</li> <li>Institutional arrangements to maximize utilization of funding</li> </ul>	<ul style="list-style-type: none"> <li>The Cederberg region to be marketed under a singular brand</li> <li>Tourism information offices to be transformed into income-generating visitor centres that provide additional services and products and to become more attractive to a wide range of tourists</li> <li>Complete re-evaluation required of marketing initiatives and use of funding on overheads instead of programs and developmental initiatives</li> </ul>
Mainstreaming of community-based tourism initiatives	Whilst there has been improvement, tourism authorities including the Municipality need to incorporate community-based tourism initiative into mainstream tourism industry, through developing a range of bankable tourist products
Emphasis on traditional tourist attractions	Given the vast range of natural assets, there are plenty of opportunities that do not receive adequate coverage. Flowers and Rooibos are already established and highly popular attractions, therefore attention needs to shift towards emerging attractions like bouldering, mountain biking, surfing, heritage tourism

Table 107: Challenges: Tourism

### d) Employees: Tourism

The following table indicates the staff composition for this division:

Employees: Tourism					
Job Level (T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Table 108: Employees: Tourism

## 3.6 COMPONENT D: COMMUNITY AND SOCIAL SERVICES

### 3.6.1 LIBRARIES

#### a) Introduction to Libraries

Cederberg Municipality have 7 libraries and 1 wheelie wagon. The libraries are in the following areas:

Town	Number of libraries
Citrusdal	1
Clanwilliam	1
Graafwater	1
Lamberts Bay	1
Elands Bay	1
Wupperthal	1
Algeria	1 Wheelie Wagon
Seekoeivlei	1 Satellite Library

Table 109: Libraries in the Municipal Area

#### b) Highlights: Libraries

The table below specifies the highlights for the year:

Highlights	Description
Opened a satellite library in Seekoeivlei	The Municipality now render a service in the rural areas
Launched library for the Blind in Clanwilliam Library	The Library for the Blind is beneficial to our senior people in the Clanwilliam community

Table 110: Libraries Highlights

#### c) Challenges: Libraries

The table below specifies the challenges for the year:

Description	Actions to address
Budgetary limitations	Budgetary provision must be made to address needs
Hiring of the building for Wupperthal Library	The possibility to obtain a municipal property must be investigated as the church from which the building is hired struggle with tax clearance issue which makes payment difficult

Table 111: Libraries Challenges



#### d) Service Statistics for Libraries

The table below specifies the service statistics for the year:

Service statistic	2017/18	2018/19
Library members	5 548	6 569
Books circulated	127 681	135 569
Exhibitions held	128	228
Internet users	4 125	7 092
New library service points or wheelie wagons	2	1
Children programs	58	20
Visits by school groups	89	180
Book group meetings for adults	0	0
Primary and Secondary Book Education Sessions	10	8

Table 112: Service Statistics for Libraries

#### e) Employees: Library Services

The following table indicates the staff composition for this division:

Employees: Libraries					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0
4 - 6	8	8	8	0	0
7 - 9	0	0	0	0	0
10 - 12	7	7	7	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0</b>

Table 113: Employees: Libraries

### 3.6.2 CEMETERIES

#### a) Introduction to Cemeteries

Cemeteries play a crucial role in our communities in terms of the preservation of heritage. Cemeteries hold deep significance for families with loved ones buried in the municipal area. They also help to offer a space that brings comfort to families as they struggle with their grief while remembering their loved ones. Cederberg Municipality recognizes the importance of cemeteries for the community to cherish and honor their departed loved ones.

#### b) Highlights: Cemeteries

The table below specifies the highlights for the year:

Highlights	Description
Clanwilliam cemetery	The cemetery in Clanwilliam was expanded by 2500 square meters and fenced
Clanwilliam cemetery building	Upgrading of building at the cemetery
Pauper burials	The Municipality assisted in 39 pauper burials across the municipal area

Table 114: Cemeteries Highlights

#### c) Challenges: Cemeteries

The table below specifies the challenges for the year:

Description	Actions to address
Insufficient space in Citrusdal	Identify and acquire land for a new cemetery
Vandalism and theft	Appoint security services at the cemeteries
Graafwater and Clanwilliam fencing	Procurement was done and will be completed in new financial year

Table 115: Cemeteries Challenges

#### d) Service Statistics for Cemeteries

The table below specifies the service delivery levels for the year:

Type of service	2017/18	2018/19
Burials	316	179

Table 116: Service Statistics for Cemeteries

## f) Capital: Community and Social Services

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
MRFG - Equipment	23 000	23 000	20 535	(2 465)
Upgrade community facilities	100 000	91 000	85 767	(5 233)
Equipment - Thusong Centre Citrusdal	0	5 200	4 303	(897)

Table 117: Capital Expenditure: Community and Social Services

## 3.7 COMPONENT G: SECURITY AND SAFETY

This component includes: traffic; law enforcement; fire and disaster management

### 3.7.1 LAW ENFORCEMENT

The Law Enforcement Section is responsible for enforcing municipal by laws in the area of jurisdiction

#### a) Highlights: Law Enforcement

The table below specify the highlight for the year:

Highlight	Description
Addressing of illegal structures	Notices were served and 145 illegal structure were broken down

Table 118: Law Enforcement Highlight

#### b) Challenges: Law Enforcement

The table below specifies the challenges for the year:

Description	Actions to address
Limited training	Budgetary provision must be made to provide training
Lack of safety equipment	Budgetary provision must be made to procure safety equipment

Table 119: Law Enforcement Challenges

#### c) Service Statistics for Law Enforcement

The table below specifies the service delivery levels for the year:

Details	2017/18	2018/19
Number of by-law infringements attended	46	129
Number of officers in the field on an average day	5	3.6
Number of officers on duty on an average day	6	4

Table 120: Service Statistics for Law Enforcement

#### d) Employees: Law Enforcement

The following table indicates the staff composition for this division:

Employees: Law Enforcement					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	2	18	2	16	89
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>18</b>	<b>2</b>	<b>16</b>	<b>89</b>

Table 121: Employees: Law Enforcement

### 3.7.2 TRAFFIC SERVICES

The core function of the Traffic Services is to ensure a safe road environment, for all road users. This can only be achieved through the promotion of effective and efficient traffic law enforcement. Furthermore, the following services are rendered;

- Learner licenses
- Driving licenses
- Registration and licensing of vehicles
- Roadworthiness of vehicles

#### a) Highlights: Traffic Services

The table below specifies the highlights for the year:

Highlights	Description
Successful partnering with other safety agencies	Implementation of the District Safety Plan
No incidents at events in area	Events inspections were implemented and conducted
Increase in services delivery - more transactions	Better planning and staff morale

Table 122: Traffic Services Highlights

## b) Challenges: Traffic Services

The table below specifies the challenges for the year:

Challenges	Actions to address
Vacant positions	Vacant positions must be advertised and filled
Shortage of vehicles/defective vehicles and equipment	Additional vehicles/defective vehicles and equipment must be procured to address the shortage
Inadequate uniforms and protective clothing for officers	Uniforms and protective clothing must be procured
After hours services	Budgetary provision must be made to accommodate an officer on standby after hours
Aging testing station infrastructure	Budgetary provision must be made
Non-compliance of Citrusdal test yard to national prescripts	Budgetary provision must be made for the fencing of the Citrusdal Traffic Centre
Higher accident rate	Budgetary provision must be made to deploy more personnel

Table 123: Traffic Services Challenges

## c) Additional Performance Service statistics for Traffic Services

The table below specifies the service delivery levels for the year:

Details	2017/18	2018/19
Motor vehicle licenses processed	15 068	24 144
Learner driver licenses processed	1 121	1 550
Driver licenses processed	1 456	1 352
Driver licenses issued	300	481
Fines issued for traffic offenses	28 225	50 367
R-value of fines collected	3 885 268	3 205 800
Roadblocks held	25	50
Complaints attended to by Traffic Officers	10	67
Awareness initiatives on public safety	4	3
Number of road traffic accidents during the year	281	328
Number of officers in the field on an average day	1	0.3
Number of officers on duty on an average day	6	2.6

Table 124: Service Statistics for Traffic Services

#### d) Employees: Traffic Services

The following table indicates the staff composition for this division:

Employees: Traffic Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0
4 - 6	1	8	3	5	62
7 - 9	3	4	1	3	75
10 - 12	7	21	8	13	62
13 - 15	1	1	0	1	100
16 - 18	0	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>14</b>	<b>35</b>	<b>15</b>	<b>22</b>	<b>63</b>

Table 125: Employees: Traffic Services

### 3.7.3 FIRE SERVICES AND DISASTER MANAGEMENT

#### a) Introduction to Fire Services and Disaster Management

A memorandum of understanding exists between West Coast District Municipality and Cederberg Municipality to perform the responsibilities of the Municipality regarding the structural phase and other related fire and rescue services. The Municipality's Fire and Disaster Department consist of only a Disaster and Fire Officer supported by the district municipality.

#### b) Highlights: Fire Services and Disaster Management

The table below specifies the highlights for the year:

Highlights	Description
Internal capacity of fire fighter	2 Officers completed fire fighter 1 training and another officer received training to conduct inspections to prevent fire and disasters at businesses, creches, old age homes
Reduction in fires	The Municipality participated in a joint venture to host fire awareness throughout the municipal area which resulted in a reduction of fires

Table 126: Fire Services and Disaster Management Highlights

### c) Challenges: Fire Services and Disaster Management Services

The table below specifies the challenges for the year:

Challenges	Actions to overcome
Limited vehicles and equipment	Budgetary provision must be made to procure additional vehicles and equipment
Accessibility to roads in informal settlements	Control and monitor the growth of the informal settlements

Table 127: Fire Services and Disaster Management Challenges

### d) Service Statistics for Fire Services and Disaster Management

The table below specifies the service delivery levels for the year:

Details	2017/18	2018/19
Operational call-outs	1 488	149
Awareness initiatives on fire safety	11 School / 4 000 pupils	14 initiatives / 5 137 people
Total fires attended in the year	842	112
Average turnout time - urban areas	2 hours	2 hours
Average turnout time - rural areas	3 hours	3 hours

Table 128: Service Statistics for Fire Services

### e) Employees: Fire Services and Disaster Management

The following table indicates the staff composition for this division:

Employees: Fire Services and Disaster Management					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	1	0	1	100
7 - 9	0	7	0	7	100
10 - 12	1	1	0	1	100
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>100</b>

Table 129: Employees: Fire Services and Disaster Management

## 3.8 COMPONENT H: SPORT AND RECREATION

### 3.8.1 SPORT AND RECREATION

#### a) Introduction to Sport and Recreation

Sport and recreation continue to be important components of social and community well-being. The 2018/19 financial year was characterized by significant events that took place in the municipal area and a number of previously peripheral codes have become popular.

#### b) Highlights: Sport and Recreation

The table below specifies the highlights for the year:

Highlights	Description
Graafwater outdoor gym	Development of recreational facility for the Graafwater community. Private public partnership with Enel Green Power
Sports Development Forum	Establishment of Sports Development Forum in Citrusdal
Currie Cup rugby fixture	Lamberts Bay hosted a Currie Cup match between Boland Cavaliers and Hino Valke on 22 September 2018
Citrusdal sports field pavilion	Pavilion was repaired
Graafwater sports field high mast lights	Three high mast lights have been installed

Table 130: Sport and Recreation Highlights

#### c) Challenges: Sport and Recreation

The table below specifies the challenges for the year:

Description	Actions to address
Clanwilliam sports field incomplete	New service provider was appointed. Construction commenced in June 2019
Lamberts Bay sports field (pavilion)	Apply for MIG funding to complete the construction of the pavilion
Citrusdal sports field (soccer field ablution incomplete)	Budget for the completion of the soccer field ablution facility
Lack of adequate seating at all sports fields	Council to consider the procurement of temporary seating
Vandalism	Budget for fencing of all play parks
Utilization of sports facilities	Development of a policy and standard operating procedure regarding the utilization of all sports facilities

Table 131: Sport and Recreation Challenges



#### d) Service Statistics for Sport and Recreation

The table below specifies the service delivery levels for the year:

Type of service	2017/18	2018/19
<b>Community parks</b>		
Number of parks with play park equipment	4	5
Number of wards with community parks	3	4
<b>Sport fields</b>		
Number of wards with sport fields	6	6
Number of sport associations utilizing sport fields	20	20
R-value collected from utilization of sport fields	R66 924.94	R60 268.36
<b>Sport halls</b>		
Number of wards with sport halls	3	3
Number of sport associations utilizing sport halls	13	13
R-value collected from rental of sport halls	R6 318.30	R10 386.01

Table 132: Service Statistics for Sport and Recreation

#### e) Employees: Resorts and Caravan Parks

The following table indicates the staff composition for this division:

<b>Employees: Resorts and Caravan Parks</b>					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	16	15	1	6
4 - 6	0	7	6	1	14
7 - 9	1	3	0	3	100
10 - 12	0	0	0	0	0
13 - 15	0	1	1	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>27</b>	<b>22</b>	<b>5</b>	<b>18</b>

Table 133: Employees: Resorts and Caravan Parks

## f) Employees: Parks and Gardens

The following table indicates the staff composition for this division:

Employees: Parks and Gardens					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	28	22	6	21
4 - 6	0	7	2	5	71
7 - 9	1	4	3	1	25
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>39</b>	<b>27</b>	<b>12</b>	<b>31</b>

Table 134: Employees: Parks and Gardens

## g) Capital: Sport and Recreation

The following table indicates the capital expenditure for this division:

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Entrance upgrade & beautification-resorts Clanwilliam	150 000	150 000	149 785	(215)
Fencing: Caravan park Lamberts Bay	0	1 100 000	955 964	(144 036)
Fencing and upgrading of rugby field	60 000	21 000	19 395	(1 605)
Fencing: Vrede Oord Cemetery	0	30 000	14 803	(15 197)
Upgrade pavilion Oranjeville sport complex Citrusdal	0	292 200	283 735	(8 465)
Lamberts Bay Sport field - Upgrade pavilion	0	132 000	95 641	(36 359)
Fencing sport field Lamberts Bay	80 000	172 000	170 590	(1 410)
Sport grounds and stadiums: Equipment	50 000	117 639	111 117	(6 522)
Office furniture/equipment resorts Clanwilliam	0	15 000	0	(15 000)
Parks & gardens: Equipment	100 000	60 000	59 787	(213)
Parks & gardens: Equipment Citrusdal	0	3 601	3 600	(1)

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Parks & gardens: Equipment Graafwater	50 000	42 136	42 136	(0)
Provide chairs and tables in playparks	80 000	0	0	0
Upgrade & beautification: caravan park Elands Bay	80 000	0	0	0
Upgrade & beautification: caravan park Lamberts Bay	150 000	0	0	0
Upgrade ablution facilities: cemeteries Lamberts Bay	150 000	0	0	0
Upgrade current playpark and make it safer	40 000	50 192	0	(50 192)
Upgrade current sport field and develop new sport field	80 000	0	0	0
Upgrade existing sport field	100 000	0	0	0
Upgrade of the cemetery in Graafwater South	100 000	136 000	123 765	(12 236)
Upgrade sport fields Clanwilliam	0	1 795 928	1 795 928	-
Upgrade sport fields	86 000	373 977	338 109	(35 868)

Table 135: Capital Expenditure 2018/19: Sport and Recreation

### 3.9 COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: executive and council; financial services; human resource services; ICT services; legal services; and procurement services.

#### 3.9.1 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councillors; and municipal manager).

##### a) Highlights: Executive and Council

The table below specifies the highlights for the year:

Highlights	Description
2017/18 Auditor-General audit outcome	The Municipality achieved a 2 <sup>nd</sup> successive clean audit
Good Governance Index of South Africa Rating	Placed 12 <sup>th</sup> in South Africa and 7 <sup>th</sup> in Western Cape regarding overall good governance by the Good Governance Index of South Africa
Strengthening of council's finances by alienation of council commonage land	Identification of immovable council assets and approval of the alienation thereof for industrial- and residential development

Table 136: Executive and Council Highlights

## b) Challenges: Executive and Council

The table below specifies the challenges for the year:

Description	Actions to address
Financial sustainability	The review of immovable assets and alienation thereof, as well as the implementation of credit control measures and the development of a long-term financial plan
Obtain funding to secure much needed bulk electrification upgrade in Clanwilliam to stimulate further development	Formal applications have been submitted to relevant government institutions to secure funding parallel to the raising of the Clanwilliam Dam
Aged bulk infrastructure	Applications have been submitted to the relevant government institutions to secure funding
Control of the influx of illegal persons and improvement of informal settlement Khayelitsha Clanwilliam	Application for funding to ensure monitoring and restructuring of the informal settlement and securing of basic services has been submitted to the Department of Human Settlements

Table 137: Executive and Council Challenges

## c) Employees: Area Management

The following table indicates the staff composition for this division:

Employees: Area Management					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	3	3	0	0
4 - 6	0	2	2	0	0
7 - 9	1	0	0	0	0
10 - 12	0	5	3	2	40
13 - 15	0	4	2	2	50
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>39</b>	<b>27</b>	<b>12</b>	<b>31</b>

Table 138: Employees: Area Management

#### d) Employees: Administrative Services

The following table indicates the staff composition for this division:

Employees: Administrative Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	3	3	0	0
4 - 6	0	11	10	1	9
7 - 9	1	3	1	2	67
10 - 12	0	8	7	1	12
13 - 15	0	2	2	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>27</b>	<b>23</b>	<b>4</b>	<b>15</b>

Table 139: Employees: Administrative Services

#### e) Employees: Thusong Centres

The following table indicates the staff composition for this division:

Employees: Thusong Centres					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	1	1	0	0
4 - 6	0	4	2	2	50
7 - 9	1	1	0	1	100
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>50</b>

Table 140: Employees: Thusong Centres

## Capital: Executive and Council

The following table indicates the capital expenditure for this division:

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Upgrade entrance & beautification of Graafwater	50 000	2 634	2 290	(344)
Office furniture/equipment	10 000	137 000	0	(137 000)
CDW equipment	20 500	0	0	0

Table 141: Capital Expenditure 2018/19: Executive and Council

### 3.9.2 FINANCIAL SERVICES

The Finance Department is responsible for the Financial Strategy and overall financial management. This department is also responsible for ensuring financial balance in the Municipality, compliance with relevant legislation, regulation and governance practices and the MFMA.

#### a) Highlights: Financial Services

The table below specifies the highlights for the year:

Highlights	Description
Clean Audit achieved in 2017/18 (2 consecutive years)	The Municipality maintained its clean audit status and is striving to maintain this status
Long Term Financial Strategy (LTFS)	The LTFS was successfully implemented during the 2017/2018 financial year to improve the various financial ratios
Data cleansing	With the assistance of DataWorld all municipal accounts were reviewed and verified for accuracy and has been successfully completed.
Replacement project: Water meters	The Finance Department, with assistance of the Technical Department, replaced 271 faulty water meters with funding from Provincial Treasury

Table 142: Financial Services Highlights

#### b) Challenges: Financial Services

The table below specifies the challenges for the year:

Description	Actions to address
Implementing Municipal Standard Chart of Accounts (MSCOA)	Continuous challenges for the Municipality and service providers to integrate programmes and work streams. An action and project plan were compiled and closely adhered to
Increase in Indigent Population	Council approved a new Indigent Policy and also provided for an increase in subsidising the Indigent Client base
Increase in Bad Debt	Council approved a new Credit Control Policy with incentives to clients with arrear accounts

Description	Actions to address
Financial constraints and cash flow	No counter funding available as a low capacity municipality. Municipal to sell non-core assets to build capital replacement reserves

Table 143: Financial Services Challenges

### c) Debt Recovery

The following table represents the debt recovery for the financial years 2017/18 and 2018/19:

Details of the types of account raised and recovered	Debt Recovery					
	2017/18			2018/19		
	Billed in Year	Actual for accounts billed in year	Pro-portion of accounts value billed that were collected %	Billed in Year	Actual for accounts billed in year	Pro-portion of accounts value billed that were collected %
Property Rates	41 372 155	37 233 630	90%	42 146 144	38 334 319	90.96%
Electricity	80 821 540	75 414 466	93%	84 699 555	81 914 243	96.71%
Water	23 925 988	15 819 217	66%	25 746 763	16 155 875	62.75%
Sanitation	9 170 093	5 542 651	60%	9 648 703	7 230 185	74.93%
Refuse	8 492 351	5 339 404	63%	8 792 479	6 502 622	73.96%

Table 144: Debt Recovery

### d) Employees: Financial Services

The following table indicates the staff composition for this division:

Employees: Finance					
Job Level	2017/18	2018/19			
	Employees	Posts (approved)	Employees (posts filled)	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	10	10	9	1	10
7 - 9	13	22	13	9	41
10 - 12	8	11	9	2	19
13 - 15	1	2	2	0	0
16 - 18	2	3	3	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>34</b>	<b>47</b>	<b>35</b>	<b>12</b>	<b>25</b>

Table 145: Employees: Financial Services

### e) Capital: Finance and Administration

The following table indicates the capital expenditure for this division:

Capital Projects	2018/19			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Backup & recovery project	80 000	80 000	0	(80 000)
Bin lifters	0	260 000	131 130	(128 870)
Building upgrade	1 200 000	56 800	25 460	(31 340)
Fencing of building	300 000	0	0	0
Filing cabinets	0	4 000	0	(4 000)
IT equipment & software	150 000	299 990	219 618	(80 372)
Mscosa hardware	500 000	53 000	286 956	233 956
New vehicles - Cederberg	0	600 000	0	(600 000)
New vehicles (Loan)	800 000	0	0	0
Office furniture & equipment	0	5 600	4 957	(643)
Office furniture/equipment	367 000	427 009	266 183	(160 826)
Office furniture/equipment - alcohol testers	0	86 500	75 131	(11 369)
Office furniture/equipment - Clanwilliam	0	300 000	249 963	(50 037)
Office furniture/equipment - Elands Bay	0	20 000	9 990	(10 010)
Provide a facility for the vulnerable groups	50 000	0	0	0
Provide access to Wi-Fi	80 000	28 601	28 601	0
Provide beehives for small businesses	80 000	0	0	0
Taxi ranks - Transport to assist the elderly to the hospital	80 000	0	0	0
Telephone system	0	0	1 835 281	1 835 281
Upgrade IT server room	300 000	120 000	82 321	(37 679)

Table 146: Capital Expenditure 2018/19: Finance and Administration





### 3.9.3 HUMAN RESOURCE SERVICES

#### a) Introduction to Human Resources

The Human Resource Department has a staff component comprising of the following positions:

- Manager: Human Resources
- 3 Human Resources Practitioners responsible for:
  - Training, EAP and EPAS
  - Health and Safety
  - Recruitment & Selection and Support
  - Labour Relations
- A Human Resource Administrator responsible for all administrative functions pertaining to leave, medical aid, pension, UIF, etc
- The Human Resource Department also made provision for two succession planning positions (for the 2018/19 financial year) in order to ensure a smooth transition and seamless continuation of the service when current senior HR staff members opt to retire.

#### (i) *Filing of vacant posts*

The Cederberg Municipality, a low to medium capacity Municipality, is rated as a Category 3 Municipality and it must still compete with higher graded, higher income municipalities for the available skills in the region, the province and ultimately the country. With that challenge in mind, the Municipality must still endeavour to appoint the right people with the right skills and competencies at the right time to achieve the organisation's strategic plan. Filling vacant, critical positions is a challenge for a municipality sized and categorised as the Cederberg Municipality, because skilled people can earn much more at a higher graded municipality or in the private sector.

In the 2018/19 financial year, the Cederberg Municipality has filled 47 vacancies, of which 40 were external appointments, whilst 12 staff members left the employment of the Municipality during the same financial year.

#### (ii) *Recruitment and selection*

The Cederberg Municipality adopted a revised Recruitment and Selection Policy, and such policy was reviewed in May 2019 for the 2019/20 financial year. The aim of the policy is to streamline the appointment of personnel whilst keeping within the legal framework as enshrined in the various pieces of labour related legislation.

### (iii) Labour relations

It is imperative that good industrial relations are fostered between the employer and employees. Employees are engaged on certain structures created by the Local Government Bargaining Council to address issues of mutual interest to the employer and the employees. These structures are:

- Health and Safety

Occupational Health & Safety 2018/19				
	Injuries	Compensation for Occupational Injuries and Diseases (COID) Applications	Disabling Injuries	Schedule 8 Investigations (Ill Health)
Temp	0	0	0	0
Perm	15	15	0	1

Table 147: Occupational Health and Safety 2018/19

The safety and health of our employees and their families are of the utmost importance to the Council. Therefore, all possible steps are taken to ensure a healthy and safe working environment.

The Health and Safety Policy have been submitted to Council for review, as well as the Employee Wellness Policy.

The number of injuries on duty has steadily decreased from 33 injuries in 2017/18 to 15 injuries in the 2018/19 financial year and were reported to the Compensation for Occupational Injuries and Diseases (COID).

### b) Highlights: Human Resource Services

The table below specifies the highlights for the year:

Highlights	Description
Alcohol testing equipment procured	Employees are now regularly tested to ensure safe and improved service delivery to communities
Training: Water and roads	11 Employees were trained on NQF level 5 for water. 7 Employees were trained on NQF level 2 for roads and 17 employees were trained on NQF level 4 for roads
Bursaries	The Municipality assisted students at higher education institutions with tuition fees and bursaries in order to promote learning and improve the educational level in the municipal area

Table 148: Human Resources Highlights

### c) Challenges: Human Resources

The table below specifies the challenges for the year:

Challenges	Actions to address
Transportation of employees for training	Transportation remains a challenge to get employees to learning centres
Absenteeism	Absenteeism remains the number one form of misconduct, due to substance abuse
Employee wellness	Health of employees and their low morale must be addressed in order to improve their quality of life and service delivery

Table 149: Human Resources Challenges

### d) Employees: Human Resources

The following table indicates the staff composition for this division:

Employees: Human Resource Services					
Job Level	2017/18	2018/19			
	Employees	Posts (approved)	Employees (posts filled)	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	2	2	0	0
7 - 9	0	0	0	0	0
10 - 12	4	3	3	0	0
13 - 15	0	1	1	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>

Table 150: Employees: Human Resources

## 3.9.4 INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES

### a) Introduction to Information and Communication Technology (ICT) Services

It is responsible ICT to ensure that all technical systems of the Municipality are functioning and operating effectively. Backups are done daily and stored for safekeeping. The maintenance of the municipal system and financial systems are outsourced. The network and computer hardware are maintained by the ICT department. Structural changes to the website are also done by ICT. The Municipality has grown from 50 devices (computers) to almost 200 devices within 5 years.

## b) Highlights: ICT Services

The table below specifies the highlights for the year:

Highlights	Description
Telephone system	ICT Implemented a voice over IP telephone system with huge cost saving benefits
Upgrade of wide area network (WAN)	As part of the telephone system upgrade the ICT department also upgraded the municipal WAN by installing the Municipality's own wireless infrastructure for municipal use only
Upgrade of server room	The municipal server room did not adhere to the ICT standards and was upgraded to comply with legislation
Fiber to all towns	The Municipality entered into an agreement with Breedenet to install fiber throughout the municipal area and deliver affordable internet to all citizens
ICT Strategy	A 5-year ICT Strategy was developed and approved by Council

Table 151: ICT Highlights

## c) Challenges: ICT Services

The table below specifies the challenges for the year:

Description	Actions to address
Lack of disaster recovery	A business plan for the application of funding will be submitted to Provincial Government
Additional staff required	Additional ICT Technicians should be appointed
Limited storage space	ICT must obtain an ICT store for the storage of equipment
Inadequate financial resources	Budgetary provision must be made to address ICT needs

Table 152: ICT Challenges

## d) Employees: ICT Services

The following table indicates the staff composition for this division:

Employees: ICT Services					
Job Level	2017/18	2018/19			
	Employees	Posts (approved)	Employees (posts filled)	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	1	0	1	100
7 - 9	0	0	0	0	0
10 - 12	1	3	1	2	67
13 - 15	1	1	1	0	0

Employees: ICT Services					
Job Level	2017/18	2018/19			
	Employees	Posts (approved)	Employees (posts filled)	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>60</b>

Table 153: Employees: ICT Services

### 3.9.5 LEGAL SERVICES

Legal Services is responsible for the finalisation of all agreements concluded by the Municipality. The section provides legal input on policies, contracts, agreements, legislation, by-laws and authorities. The section also offers legal advice to various departments of the Municipality and ensure compliance in respect of the Constitution and legislation regulating municipal processes. We distribute all new relevant legislation and case law.

#### a) Highlights: Legal Services

The table below specifies the highlights for the year:

Highlights	Description
Implementation of a law library with relevant High Court and Constitutional Law cases	All relevant legal related information that pertains to case law, legal topics etc. being sent via email to top and middle management
Finalisation of the Delegation Register and Rules of Order for the Municipality	Documented Delegation Register and the Rules of Order are being archived in the records section
Appointment of a legal intern on a contractual basis for 12 months	Provincial grant being allocated for such legal assistance
Legal advice to the organisation internally and externally	Advising Council, the Municipal Manager, directors, managers, officials in general and external legal practitioners

Table 154: Legal Services Highlights

#### b) Challenges: Legal Services

The table below specifies the challenges for the year:

Description	Actions to address
Capacity and budgetary constraints pertaining to contract management	Senior management should allocate a dedicated budget for this purpose
Filling of vacant positions	Budget should be made available for filling of the positions in this section
Lack of administrative support in the section	Allocation of a dedicated budget for this function

Table 155: Legal Services Challenges

### c) Employees: Legal Services

The following table indicates the staff composition for this division:

Employees: Legal Services					
Job Level	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	1	3	1	2	67
10 - 12	0	1	0	1	100
13 - 15	0	1	0	1	100
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>67</b>

Table 156: Employees: Legal Services

### 3.9.6 PROCUREMENT SERVICES

#### a) Highlights: Procurement Services

The table below specify the highlight for the year:

Highlight	Description
Compliance	The SCM Policy of the Municipality complies with the prescribed framework as set out in section 110-119 of the MFMA

Table 157: Procurement Services Highlight

#### b) Challenges: Procurement Services

The table below specifies the challenges for the year:

Description	Actions to address
Inadequate sourcing of goods and services	Development of procurement strategies
Incorporation of LED initiatives	The challenge for 2018/19 remains to improve on all the functions of SCM as well as successfully incorporating LED initiatives into the SCM function

Table 158: Procurement Services Challenges



### c) Service Statistics for Procurement Services

The table below specifies the service delivery levels for the year:

Description	Total No	Monthly Average	Daily Average
Requests processed	2 795	233	11.65
Orders processed	2 747	229	11
Requests cancelled or referred back	48	4	0.2

Table 159: Service Statistics for Procurement Division

### d) Details of Deviations for Procurement Services

Type of deviation	Number of deviations	Value of deviations R	Percentage of total deviations value
Clause 36(1)(a)(i)-Emergency	15	R1 259 408	92%
Clause 36(1)(a)(ii)-Sole Supplier	6	R64 887	5%
Clause 36(1)(a)(vii) ad-hoc repairs to plant and equipment where it is not possible to ascertain the nature or extent of the work required in order to call for bids	2	R37 841	3%
<b>Total</b>	<b>23</b>	<b>R1 362 136</b>	<b>100%</b>

Table 160: Statistics of Deviations from the SCM Policy

### 3.10 COMPONENT I: SERVICE DELIVERY PRIORITIES FOR 2019/20

The main development and service delivery priorities for 2019/20 forms part of the Municipality's Top Layer SDBIP for 2019/20 and are indicated in the table below as per strategic objective:

#### 3.10.1 Improve and sustain basic service delivery and infrastructure development

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL2	The percentage of the municipal capital budget actually spent on capital projects as at 30 June 2020 (Actual amount spent on capital projects/Total amount budgeted for capital projects)x100	% of the municipal capital budget actually spent on capital projects as at 30 June 2020	All	90.00%
TL3	90% of the approved capital budget spent for the upgrade of the Clanwilliam Sports Field by 30 June 2020 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2020	3	90.00%
TL8	90% of the approved capital budget spent on phase 2 of the Lamberts Bay Housing electrification project by 30 June 2020 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2020	5	90.00%
TL9	90% of the approved maintenance budget spent for electricity services by 30 June 2020 [(Actual expenditure on maintenance/total approved maintenance budget)x100]	% of budget spent by 30 June 2020	All	90.00%
TL10	90% of the approved maintenance budget spent for roads and stormwater by 30 June 2020 [(Actual expenditure on maintenance/total approved maintenance budget)x100]	% of budget spent by 30 June 2020	All	90.00%
TL11	90% of the approved maintenance budget spent for waste water by 30 June 2020 [(Actual expenditure on maintenance/total approved maintenance budget)x100]	% of budget spent by 30 June 2020	All	90.00%
TL12	100% of the MIG grant spent by 30 June 2020 [(Actual expenditure on MIG funding received/total MIG funding received)x100]	% of budget spent by 30 June 2020	All	100.00%
TL13	95% of the water samples comply with SANS 241 micro biological parameters {(Number of water samples that comply with SANS 241 indicators/Number of water samples tested)x100}	% of water samples complying with SANS 241 micro biological parameters	All	95.00%
TL14	90% of the approved maintenance budget spent for water by 30 June 2020 [(Actual expenditure on maintenance/total approved maintenance budget)x100]	% of budget spent by 30 June 2020	All	90.00%
TL15	90% of the approved capital budget spent for the upgrade of roads in Cederberg by 30 June 2020 [(Total actual expenditure on the	% of budget spent by 30 June 2020	All	90.00%



Ref	KPI	Unit of Measurement	Wards	Annual Target
	project/ Approved capital budget for the project)x100]			
TL16	90% of the approved capital budget spent for the upgrade of the electricity network within Cederberg by 30 June 2020 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2020	All	90.00%
TL17	90% of the approved capital budget spent for the replacement of street lights in Cederberg by 30 June 2020 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2020	All	90.00%
TL18	Limit unaccounted for water to less than 15% by 30 June 2020 {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold (incl free basic water) / Number of Kiloliters Water Purchased or Purified x 100}	% unaccounted water	All	15.00%
TL19	90% of the approved capital budget spent for the upgrade of community facilities in Cederberg by 30 June 2020 {(Actual expenditure divided by the total approved project budget) x 100}	% of budget spent by 30 June 2020	All	90.00%
TL20	Develop 2 boreholes for Clanwilliam and 2 boreholes for Citrusdal by 30 June 2020	Number of boreholes developed by 30 June 2020	2; 3	4
TL21	90% of the INEP funding for Clanwilliam spent by 30 June 2020 [(Actual expenditure on INEP funding received/total INEP funding received)x100]	% of INEP funding spent by 30 June 2020	All	90.00%
TL22	90% of the approved capital budget spent to upgrade the Graafwater oxidation ponds by 30 June 2020 {(Actual expenditure divided by the total approved project budget) x 100}	% of budget spent by 30 June 2020	2	90.00%
TL23	90% of the approved capital budget spent to upgrade the Graafwater raw-water infrastructure by 30 June 2020 {(Actual expenditure divided by the total approved project budget) x 100}	% of budget spent by 30 June 2020	2	90.00%
TL40	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2020	Number of residential properties which are billed for water or have pre paid meters	All	4 980
TL41	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2020	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas)	All	7 615
TL42	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water	Number of residential properties which are billed for sewerage	All	4 315

Ref	KPI	Unit of Measurement	Wards	Annual Target
	closets (toilets) and billed for the service as at 30 June 2020			
TL43	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2020	Number of residential properties which are billed for refuse removal	All	4 950
TL44	Provide free basic water to indigent households as per the requirements in the indigent policy as at 30 June 2020	Number of households receiving free basic water	All	2 500
TL45	Provide free basic electricity to indigent households as per the requirements in the indigent policy as at 30 June 2020	Number of households receiving free basic electricity	All	2 500
TL46	Provide free basic sanitation to indigent households as per the requirements in the indigent policy as at 30 June 2020	Number of households receiving free basic sanitation services	All	2 500
TL47	Provide free basic refuse removal to indigent households as per the requirements in the indigent policy as at 30 June 2020	Number of households receiving free basic refuse removal	All	2 500
TL53	Report bi-annually to Council during the 2019/20 financial year on the progress made with the implementation of the regional dump site plan as per agreement with West Coast DM	Number of reports submitted	All	1

Table 161: Improve and sustain basic service delivery and infrastructure development

### 3.10.2 Financial viability and economically sustainability

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL30	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2020 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Re	% of debt coverage by 30 June 2020	All	45.00%
TL31	Financial viability measured in terms of the outstanding service debtors as at 30 June 2020 (Total outstanding service debtors/ revenue received for services)	% of outstanding service debtors by 30 June 2020	All	30.00%
TL32	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2020 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excl	Number of months it takes to cover fix operating expenditure with available cash	All	1
TL33	90% of the Financial Management Grant spent by 30 June 2020 [(Total actual grant expenditure/Total grant allocation received)x100]	% of Financial Management Grant spent by 30 June 2020	All	90.00%
TL34	90% of the approved capital budget spent for Fleet Management by 31 May 2020 [(Total actual expenditure / Approved capital budget for fleet management)x100]	% of budget spent by 30 June 2020	All	90.00%

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL35	Submit financial statements to the Auditor-General by 31 August 2019	Approved financial statements submitted to the Auditor-General by 31 August 2019	All	0
TL36	Achievement of a payment percentage of 85% by 30 June 2020 ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100	Payment % achieved by 30 June 2020	All	85.00%
TL37	Achieve an unqualified audit opinion for the 2018/19 financial year	Unqualified Audit opinion received	All	0
TL38	Submit the draft main budget to Council by 31 March 2020	Draft main budget submitted to Council by 31 March 2020	All	0
TL39	Submit the adjustments budget to Council by 28 February 2020	Adjustment budget submitted to Council by 28 February 2020	All	0

Table 162: Financial viability and economically sustainability

### 3.10.3 Good governance, community development & public participation

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL1	Complete the annual Risk Assessment and submit the strategic and operational risk register to the Risk Committee by 30 June 2020	Strategic and operational risk register submitted to the Risk Committee by 30 June 2020	All	1
TL4	Develop and submit the risk based audit plan for 2020/21 to the Audit Committee by 30 June 2020	Risk based audit plan submitted to the Audit Committee by 30 June 2020	All	1
TL5	Compile and submit the draft annual report for 2018/19 to Council by 31 January 2020	Draft annual report for 2018/19 submitted to Council by 31 January 2020	All	0
TL6	Compile and submit the final annual report and oversight report for 2018/19 to Council by 31 March 2020	Final annual report and oversight report for 2018/19 submitted to Council by 31 March 2020	All	0
TL7	Submit the final reviewed IDP to Council by 31 May 2020	Final IDP submitted to Council by 31 May 2020	All	1
TL28	90% of the approved maintenance budget spent for municipal buildings by 30 June 2020 [(Actual expenditure on maintenance/total approved maintenance budget)x100]	% of budget spent by 30 June 2020	All	90.00%
TL29	Address 100% of ICT Audit findings by 30 June 2020	% of Audit findings addressed by 30 June 2020	All	100.00%

Table 163: Good governance, community development &amp; public participation

### 3.10.4 Facilitate, expand and nurture sustainable economic growth and eradicate poverty

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL50	Create 200 jobs opportunities in terms of EPWP by 30 June 2020	Number of job opportunities created in terms of EPWP by 30 June 2020	All	200

Table 164: Facilitate, expand and nurture sustainable economic growth and eradicate poverty

### 3.10.5 Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL24	Construct 74 top structures in Lamberts Bay Pr.No.114 by 30 June 2020	Number of top structures constructed by 30 June 2020	5	74

Table 165: Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. housing development and informal settlement upgrade

### 3.10.6 To facilitate social cohesion, safe and healthy communities

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL48	Develop a Social Development Framework and submit to Council by 30 June 2020	Social Development Framework submitted to Council by 30 June 2020	All	1
TL49	Spend 90% of the approved project budget to assist vulnerable groups by 30 June 2020 [(Total expenditure on project/ Approved budget for the project)x100]	% of budget spent by 30 June 2020	5	90.00%
TL51	90% of the approved capital budget spent to upgrade the vehicle test centre equipment in Clanwilliam by 30 June 2020 [(Total actual expenditure / Approved capital budget for the project)x100]	% of budget spent by 30 June 2020	3	90.00%
TL52	90% of the approved capital budget spent to upgrade the vehicle test centre equipment in Citrusdal by 30 June 2020 [(Total actual expenditure / Approved capital budget for the project)x100]	% of budget spent by 30 June 2020	1; 2	90.00%

Table 166: To facilitate social cohesion, safe and healthy communities

### 3.10.7 Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL25	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan as at 30 June	Number of people employed	All	1
TL26	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2020 [(Actual amount spent on training/total operational budget)x100]	% of the municipality's personnel budget on training by 30 June 2020 (Actual amount spent on training/total personnel budget)x100	All	0.50%
TL27	90% of the approved capital budget spent for the upgrade of the ICT network infrastructure by 30 June 2020 [(Total actual expenditure on the project/ Approved capital budget for the project)x100]	% of budget spent by 30 June 2020	All	90.00%



Ref	KPI	Unit of Measurement	Wards	Annual Target
TL25	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan as at 30 June	Number of people employed	All	1

*Table 167: Development and transformation of the institution to provide a people-centred human resources and administrative service to citizens, staff and Council*



## CHAPTER 4

### 4.1 NATIONAL KEY PERFORMANCE INDICATORS - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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

### 4.2 INTRODUCTION TO THE MUNICIPAL WORKFORCE

The Municipality currently employs 333 (excluding non-permanent) officials, who individually and collectively contribute to the achievement of Municipality's objectives. The primary objective of Human Resource Management is to render and innovative human resources service that address both skills development and an administrative function.

#### 4.2.1 Employment Equity

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

##### a) *Employment Equity Targets/Actual*

African	Coloured	Indian	White
Actual June	Actual June	Actual June	Actual June
14%	82%	0.3%	3.7%

Table 168: 2018/19 EE Actual by Racial Classification

Male	Female	Disability
Actual June	Actual June	Actual June
64%	36%	7%

Table 169: 2018/19 EE Actual by Gender Classification



### b) Employment Equity vs. Population

Description	African	Coloured	Indian	White	Total
Economically Active Population Demographics (Percentage) Western Cape	35%	45%	1%	17%	98% (exc other)
Economically Active Population West Coast Region % Population	17%	66%	0.5%	16%	100%
Number for positions filled	7	42	0	0	49

Table 170: EE Population 2018/19 (including non-permanent officials)

### c) Specific Occupational Categories - Race

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

Occupational Categories	Female				Male				Total
	A	C	I	W	A	C	I	A	
Top Management	0	2	0	1	0	0	0	0	3
Senior management	0	10	0	3	1	2	0	0	16
Professionally qualified and experienced specialists and mid- management	0	8	0	1	0	5	0	1	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	5	33	0	2	2	15	0	2	59
Semi-skilled and discretionary decision making	5	40	1	0	2	48	0	1	97
Unskilled and defined decision making	20	83	0	0	13	27	0	0	143
<b>Total</b>	<b>30</b>	<b>176</b>	<b>1</b>	<b>7</b>	<b>18</b>	<b>97</b>	<b>0</b>	<b>4</b>	<b>333</b>

Table 171: Occupational Categories

### d) Departments - Race

The table below shows the number of employees per department as well as the profile by race. The Engineering Services Department, being the service delivery arm of the Municipality, is the largest component.

Employee Distribution per Directorate					
Directorate	African	Coloured	Indian	White	Total
Municipal Manager	0	7	0	1	8
Financial and Administration Services	1	70	0	4	75
Integrated and Development Services	11	63	1	3	78
Technical Services	36	133	0	3	172
<b>Total</b>	<b>48</b>	<b>273</b>	<b>1</b>	<b>11</b>	<b>333</b>

Table 172: Departments: Race



### 4.2.2 Vacancy Rate

The approved organogram for the Municipality had 400 posts for the 2017/18 financial year and 343 in the 2018/19 financial year. 96 Posts were vacant at the end of 2017/18, resulting in a funded vacancy rate of 24% compared to 10 posts in 2018/19 resulting in a funded vacancy rate of 3.6%

Below is a table that indicates the vacancies within the Municipality:

Per Functional Level		
Functional area	Filled	Vacant
Municipal Manager	8	0
Financial and Administration Services	75	3
Integrated Development Services	78	4
Technical Services	172	3
Office of the Mayor (Council)	11	0
<b>Total</b>	<b>344</b>	<b>10</b>

Table 173: Vacancies per Department

The table below indicates the number of staff per level expressed as total positions and current vacancies express as full time staff equivalent:

Salary Level	Number of current critical vacancies	Total posts as per organogram
Municipal Manager	0	1
Chief Financial Officer	0	1
Other Section 57 Managers	0	1
Senior management (T14-T19)	0	14
<b>Total</b>	<b>0</b>	<b>17</b>

Table 174: Full Time Staff Equivalents

### 4.2.3 Employee Movement

A higher turnover may be costly to a Municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. Below is a table that shows the employee movement in 2018/19.

Employee Movement					
Movement Type	African	Coloured	Indian	White	Total
Termination	0	11	0	1	12
Recruited Internal	0	7	0	0	7
Recruited External	7	33	0	0	40
Transferred / Placement	0	0	0	0	0
<b>Total</b>	<b>7</b>	<b>51</b>	<b>0</b>	<b>1</b>	<b>59</b>

Table 175: Employee Movement





### 4.3 MANAGING THE MUNICIPAL WORKFORCE

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

#### 4.3.1 Injuries

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

The injury rate shows a decrease with 33 employees injured in the 2017/18 financial year compared to 15 employees in the 2018/19 financial year.

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

Directorates	2017/18	2018/19
Municipal Manager	0	0
Corporate and Strategic Services	1	2
Financial Services	1	1
Community and Development Services	2	1
Technical Services	29	11
<b>Total</b>	<b>33</b>	<b>15</b>

Table 176: Injuries

#### 4.3.2 Human Resource Policies and Plans

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

The table below shows the Human Resource policies and plans that are approved and that still needs to be developed:

Policies	
Name of policy	Policy approved Yes/No
Sexual Harassment	Yes
Subsistence and Travelling	Yes
Training and Development	Yes
Language	Yes
Cell Phone	Yes
Study	Yes
IT	Yes
HIV/AIDS	Yes
Induction Programme	Yes



Policies	
Recruitment and Selection	Yes
Employment Equity	Yes
Substance Abuse	Yes
Smoking	Yes
Overtime	Yes
Unauthorized Absence	Yes

Table 177: Human Resource Policies and Plans

#### 4.4 CAPACITATING THE MUNICIPAL WORKFORCE

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

##### 4.4.1 Skills Matrix

The table below indicates the number of beneficiaries per occupational category who underwent training in the financial year. The total training budget for the 2018/19 financial year was R250 000. The actual spent on training for the same financial year was R224 391 which amounts to 89% spent. The tables below show the number of individuals (headcount) trained:

Occupational Category	Female				Male				Total				Total
	A	C	I	W	A	C	I	W	A	C	I	W	
Legislators	0	2	0	0	0	2	0	0	0	4	0	0	4
Managers	0	3	0	0	0	5	0	1	0	8	0	1	9
Professionals	0	9	0	1	0	22	0	1	0	31	0	2	33
Technicians and Trade Workers	1	7	0	0	3	20	0	0	4	27	0	0	31
Community and Personal Service Workers	0	1	0	0	0	3	0	0	0	4	0	0	4
Clerical and Administrative Workers	0	24	0	0	0	9	0	0	0	33	0	0	33
Sales Workers	0	0	0	0	0	2	0	0	0	2	0	0	2
Machine Operators and Drivers	0	0	0	0	6	13	0	0	6	13	0	0	19
Elementary Workers	3	18	0	0	15	54	0	0	18	72	0	0	90
<b>Total</b>	<b>4</b>	<b>64</b>	<b>0</b>	<b>1</b>	<b>24</b>	<b>130</b>	<b>0</b>	<b>2</b>	<b>28</b>	<b>194</b>	<b>0</b>	<b>3</b>	<b>225</b>

Table 178: Skills Matrix

##### 4.4.2 Skills Development - Budget Allocation

Year	Total Allocated	Total Spend	% Spent
2017/18	R715 391	R786 269	109.90%



Year	Total Allocated	Total Spend	% Spent
2018/19	R585 799	R554 694	94.69%

Table 179: Budget Allocated for Skills Development

#### 4.4.3 MFMA Competencies

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

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

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

Description	Total number of officials employed by the municipality (Regulation 14(4)(a) and (c))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
<b>Financial Officials</b>			
Accounting officer	1	1	1
Chief financial officer	1	1	1
Senior managers	3	3	3
Any other financial officials	13	0	13
<b>Supply Chain Management Officials</b>			
Heads of supply chain management units	1	0	1

Table 180: MFMA Competencies



## 4.5 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

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

### 4.5.1 Personnel Expenditure

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

Financial year	2017/18	2018/19		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R	R	R	R
<b>Councillors (Political Office Bearers plus Other)</b>				
Salary	4 097 749	4 203 600	3 987 911	4 061 180
Pension Contributions	508 971	593 400	619 655	519 268
Medical Aid Contributions	76 386	97 800	142 991	109 836
Motor vehicle allowance	313 392	308 200	286 707	257 171
Cell phone allowance	296 718	244 400	355 897	444 837
Housing allowance	0	0	0	0
Other benefits or allowances	0	0	0	0
In-kind benefits	0	0	0	0
<b>Sub Total</b>	<b>5 293 216</b>	<b>5 429 400</b>	<b>5 393 161</b>	<b>5 392 292</b>
<b>Senior Managers of the Municipality</b>				
Basic Salary and Wages	6 155 942	2 743 200	4 879 208	2 688 421
Pension Contributions	9 243	431 700	416 200	311 666
Medical Aid Contributions	0	96 600	91 640	99 595
Performance Bonus	295 503	75 700	177 949	334 602
Motor vehicle allowance	422 320	33 600	396 000	396 000
Cell phone allowance	60 409	78 800	72 000	72 000
Housing allowance	0	0	0	0
Other benefits or allowances	1 178	36 600	35 990	34 800
Leave Pay Out	0	0	0	0
Long Service Awards	0	0	0	0
<b>Sub Total</b>	<b>6 944 596</b>	<b>3 896 200</b>	<b>6 068 987</b>	<b>3 937 084</b>
<b>Other Municipal Staff</b>				
Basic Salaries and Wages	58 320 348	70 609 900	66 434 790	67 956 995
Pension Contributions	9 340 755	11 248 100	10 640 449	10 284 179
Medical Aid Contributions	3 217 345	4 024 300	4 246 908	3 611 499
Motor vehicle allowance	4 054 316	4 460 700	4 446 514	4 015 904



Financial year	2017/18	2018/19		
Description	Actual	Original Budget	Adjusted Budget	Actual
	R	R	R	R
Cell phone allowance	376 959	392 400	367 631	338 361
Housing allowance	530 429	527 900	624 674	638 774
Overtime	4 550 386	3 728 900	4 127 125	2 676 633
Other benefits or allowances	6 983 024	7 422 700	8 323 497	10 684 495
<b>Sub Total</b>	<b>87 373 52</b>	<b>102 414 900</b>	<b>99 211 588</b>	<b>100 206 840</b>
<b>Total Municipality</b>	<b>99 611 374</b>	<b>111 740 500</b>	<b>110 673 736</b>	<b>109 536 215</b>

Table 181: Personnel Expenditure



## CHAPTER 5

This chapter provides details regarding the financial performance of the Municipality for the 2018/19 financial year.

### COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

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

#### 5.1 FINANCIAL SUMMARY

The table below indicates the summary of the financial performance for the 2018/19 financial year:

The table below shows a summary of performance against budgets:

Financial Summary						
R'000						
Description	2017/18	2018/19			2018/19 %Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
<b>Financial Performance</b>						
Property rates	41 372	43 323	45 502	42 146	(2.79)	(7.96)
Service charges	120 342	134 687	137 193	128 888	(4.50)	(6.44)
Investment revenue	1 427	1 899	1 899	893	(112.62)	(112.62)
Transfers recognised - operational	57 682	65 300	89 123	84 330	22.57	(5.68)
Other own revenue	27 179	35 176	35 374	41 231	14.69	14.21
<b>Total revenue (excluding capital transfers and contributions)</b>	<b>248 002</b>	<b>280 384</b>	<b>309 091</b>	<b>297 488</b>	<b>5.75</b>	<b>(3.90)</b>
Employee costs	93 659	106 311	105 239	104 282	(1.95)	(0.92)
Remuneration of councillors	5 293	5 429	5 434	5 392	(0.69)	(0.78)
Debt impairment	26 297	38 009	39 304	37 512	(1.33)	(4.78)
Depreciation & asset impairment	15 814	18 115	18 146	16 251	(11.47)	(11.66)
Finance charges	8 352	8 289	8 807	8 456	1.97	(4.16)
Materials and bulk purchases	68 531	80 506	83 773	71 810	(12.11)	(16.66)
Contracted Services	22 176	16 881	42 230	38 302	55.93	(10.26)
Transfers and grants	1 021	899	1 529	1 066	15.70	(43.42)
Other expenditure	28 059	17 304	19 673	28 261	38.77	30.39
Loss on disposal of PPE	353	0	0	480	100.00	100.00
<b>Total Expenditure</b>	<b>269 555</b>	<b>291 744</b>	<b>324 135</b>	<b>311 812</b>	<b>6.44</b>	<b>(3.95)</b>
<b>Surplus/(Deficit)</b>	<b>(21 553)</b>	<b>(11 360)</b>	<b>(15 044)</b>	<b>(14 324)</b>	<b>20.69</b>	<b>(5.03)</b>
Transfers recognised -capital	33 979	58 473	85 015	82 926	29.49	(2.52)
Contributions recognised - capital & contributed assets	1 046	0	10 365	11 477	100.00	9.69



Financial Summary						
R'000						
Description	2017/18	2018/19		2018/19 %Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Surplus/(deficit) after capital transfers & contributions	13 473	47 113	80 336	80 079	41.17	(0.32)
<b>Capital Expenditure &amp; Funds Sources</b>						
<b>Capital Expenditure</b>						
Transfers recognized - capital	33 888	58 473	85 015	83 070	29.61	(2.34)
Public contributions & donations	0	0	10 365	11 477	0	0
Borrowing	4 477	800	0	0	0	0
Internally generated funds	7 987	8 818	10 241	9 692	9.02	(5.66)
<b>Total sources of capital funds</b>	<b>46 352</b>	<b>68 091</b>	<b>105 621</b>	<b>104 239</b>	<b>34.68</b>	<b>(1.33)</b>
<b>Financial Position</b>						
Total current assets	68 154	45 290	47 066	56 946	20.47	17.35
Total non-current assets	595 474	670 571	685 097	683 298	1.86	(0.26)
Total current liabilities	99 068	47 543	50 816	97 376	51.18	47.81
Total non-current liabilities	93 735	122 107	129 193	91 716	(33.14)	(40.86)
Community wealth/equity	470 825	546 212	552 154	551 152	0.90	(0.18)
<b>Cash Flows</b>						
Net cash from (used) operating	40 872	75 198	80 330	82 409	8.75	2.52
Net cash from (used) investing	(44 439)	(70 635)	(95 256)	(90 225)	21.71	(5.58)
Net cash from (used) financing	(202)	(3 260)	(3 052)	(3 529)	7.61	13.51
<b>Cash/cash equivalents at the year end</b>	<b>(3 769)</b>	<b>1 303</b>	<b>(17 977)</b>	<b>(11 345)</b>	<b>111.49</b>	<b>(58.47)</b>
<b>Cash Backing/Surplus Reconciliation</b>						
Cash and investments available	0	2 794	555	7 187	61.13	92.28
Application of cash and investments	0	0	0	0	0	0
<b>Balance -surplus (shortfall)</b>	<b>0</b>	<b>2 794</b>	<b>555</b>	<b>7 187</b>	<b>61.13</b>	<b>92.28</b>
<b>Asset Management</b>						
Asset register summary (WDV)	595 474	670 571	685 097	683 298	1.86	(0.26)
Depreciation & asset impairment	16 105	18 115	18 146	16 437	(10.21)	(10.40)
Renewal of existing assets	18 503	1 626	15 396	14 281	88.61	(7.80)
Repairs and maintenance	13 623	25 925	29 806	12 933	(100.45)	(130.46)
<b>Free Services</b>						
Cost of free basic services provided	4 675	5 359	5 359	4 747	(12.90)	(12.90)
Revenue cost of free services provided	21 625	23 784	23 784	22 030	(7.96)	(7.96)
<b>Households Below Minimum Service Level</b>						
Water	0	0	0	0	0	0



Financial Summary						
R'000						
Description	2017/18	2018/19			2018/19 %Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Sanitation/sewerage	0	0	0	0	0	0
Energy	0	1 200	1 200	0	0	0
Refuse	0	0	0	0	0	0

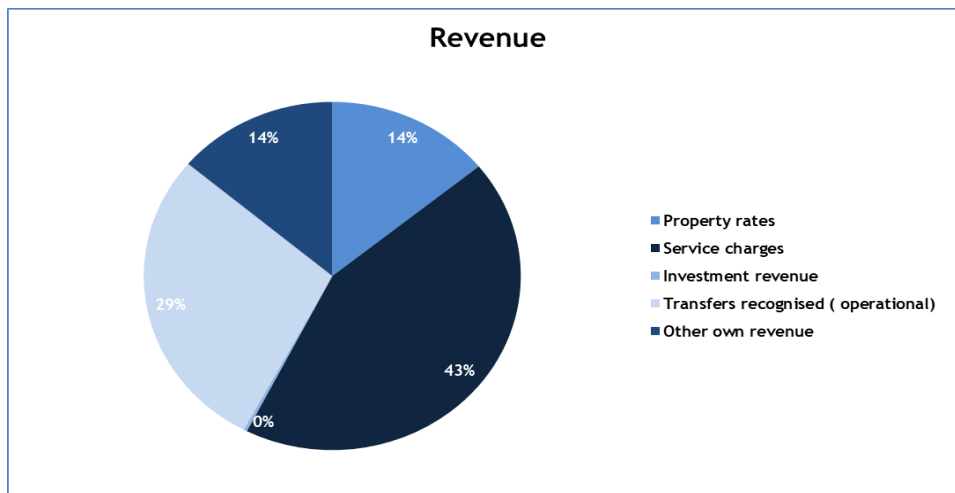
*Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.*

Table 182: Financial Performance 2018/19

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000				R'000			
2017/18	268 661	248 218	(20 443)	(8)	284 884	269 555	15 329	5
2018/19	309 091	297 488	(11 603)	(4)	324 135	311 812	12 323	4

Table 183: Performance Against Budgets

The following graph indicates the various types of revenue items in the municipal budget for 2018/19

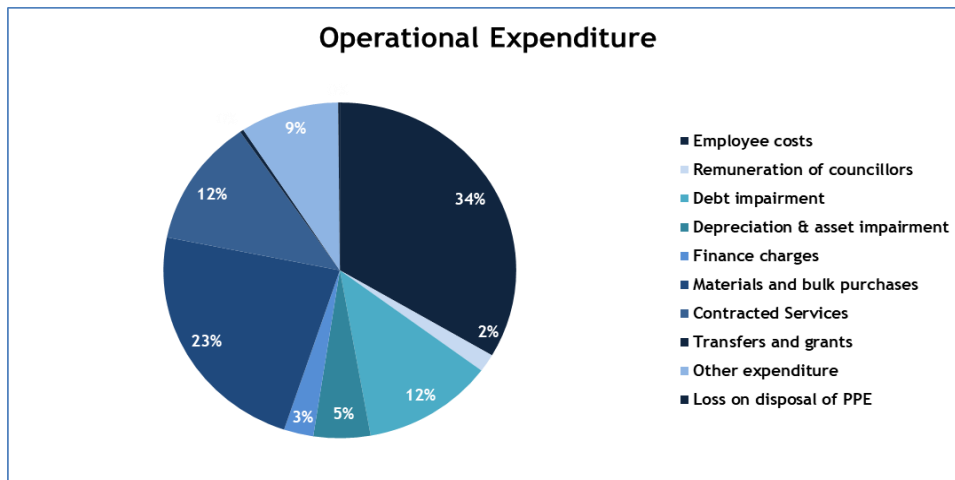


Graph 5: Revenue





The following graph indicates the various types of expenditure items in the municipal budget for 2018/19



Graph 6: Operating Expenditure

### 5.1.1 Revenue Collection by Vote

The table below indicates the revenue collection performance by vote:

Vote Description	2017/18	2018/19			2018/19 % Variance	
	Actual(Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000				%	
Vote 1 - Executive and Council	7 379	40 124	40 051	40 042	-0.21	-0.02
Vote 2 - Office of Municipal Manager	107	0	132	40	100.00	-235.08
Vote 3 - Financial Services	47 265	50 694	53 486	56 981	11.03	6.13
Vote 4 - Community Development Services	35 426	35 880	36 465	33 413	-7.38	-9.14
Vote 5 - Corporate and Strategic Services	636	574	934	412	-39.31	-126.72
Vote 6 - Engineering and Planning Services	192 101	211 394	273 222	261 004	19.01	-4.68
Vote 7 - Risk Management and Legal Services	115	192	181	0	0.00	0.00
<b>Total Revenue by Vote</b>	<b>283 028</b>	<b>338 857</b>	<b>404 470</b>	<b>391 890</b>	<b>13.53</b>	<b>-3.21</b>

Table 184: Revenue by Vote



### 5.1.2 Revenue Collection by Source

The table below indicates the revenue collection performance by source for the 2018/19 financial year:

Description	2017/18	2018/19			2018/19 % Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000				%	
Property rates	41 372	43 323	45 502	42 146	-2.79	-7.96
Property rates - penalties & collection charges	0	0	0	0	0	0
Service Charges - electricity revenue	79 801	86 156	87 922	84 700	-1.72	-3.81
Service Charges - water revenue	23 926	29 354	29 354	25 747	-14.01	-14.01
Service Charges - sanitation revenue	9 452	9 752	10 492	9 649	-1.07	-8.74
Service Charges - refuse revenue	7 164	9 425	9 425	8 792	-7.19	-7.19
Service Charges - other	0	0	0	0	0	0
Rentals of facilities and equipment	3 452	499	499	3 274	84.76	84.76
Interest earned - external investments	1 427	1 899	1 899	893	-112.62	-112.62
Interest earned - outstanding debtors	2 068	3 082	3 653	3 996	22.89	8.58
Dividends received	0	0	0	0	0	0
Fines	15 294	20 185	20 926	21 157	4.60	1.09
Licences and permits	0	0	0	0	0	0
Agency services	3 101	3 175	3 191	3 333	4.72	4.25
Transfers recognised - operational	57 682	65 300	89 123	84 330	22.57	-5.68
Other revenue	3 265	8 234	7 105	9 471	13.06	24.99
Gains on disposal of PPE	0	0	0	0	0	0
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>248 002</b>	<b>280 384</b>	<b>309 091</b>	<b>297 488</b>	<b>5.75</b>	<b>-3.90</b>

Table 185: Revenue by Source

### 5.1.3 Operational Services Performance

The table below indicates the operational services performance for the 2018/19 financial year:

Financial Performance of Operational Services						
Description	2017/18	2018/19			2018/19 % Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000				%	
<b>Operating Cost</b>						
Water	19 084	17 479	28 178	28 272	38.18	0.33
Waste water (sanitation)	8 307	7 380	14 722	14 612	49.49	-0.75



Financial Performance of Operational Services						
Description	2017/18	2018/19			2018/19 % Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000				%	
<b>Operating Cost</b>						
Electricity	78 221	83 722	84 728	82 098	-1.98	-3.20
Waste management	11 037	10 900	16 138	15 289	28.70	-5.56
Housing	3 300	3 094	28 288	24 220	87.22	-16.80
<b>Component A: sub-total</b>	<b>119 950</b>	<b>122 576</b>	<b>172 054</b>	<b>164 490</b>	<b>25.48</b>	<b>-4.60</b>
Roads and stormwater	11 302	10 542	11 896	11 517	8.47	-3.29
	0	0	0	0	0	0
<b>Component B: sub-total</b>	<b>11 302</b>	<b>10 542</b>	<b>11 896</b>	<b>11 517</b>	<b>8.47</b>	<b>-3.29</b>
Planning	3 110	4 133	3 382	3 107	-33.02	-8.85
Local Economic Development	1 558	1 673	1 853	1 837	8.90	-0.88
<b>Component C: sub-total</b>	<b>4 668</b>	<b>5 806</b>	<b>5 235</b>	<b>4 944</b>	<b>-17.44</b>	<b>-5.89</b>
Libraries	4 125	4 400	4 438	4 519	2.64	1.80
Social services & community development	0	0	0	0	0	0
<b>Component D: sub-total</b>	<b>4 125</b>	<b>4 400</b>	<b>4 438</b>	<b>4 519</b>	<b>2.64</b>	<b>1.80</b>
Environmental Protection	0	0	0	0	0	0
<b>Component E: sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Traffic & licensing	19 463	27 164	27 553	26 005	-4.45	-5.95
Fire Services and Disaster Management	889	990	1 386	1 150	13.93	-20.47
<b>Component F: sub-total</b>	<b>20 351</b>	<b>28 154</b>	<b>28 939</b>	<b>27 156</b>	<b>-3.67</b>	<b>-6.57</b>
Holiday Resorts and Campsites	4 543	4 672	4 923	4 731	1.26	-4.06
Swimming pools - stadiums and sport ground	5 663	5 880	6 231	6 182	4.88	-0.78
Community halls facilities Thusong centres	277	939	525	384	-144.72	-36.96
<b>Component G: sub-total</b>	<b>10 482</b>	<b>11 490</b>	<b>11 679</b>	<b>11 297</b>	<b>-1.71</b>	<b>-3.39</b>
Financial Services	48 477	54 702	37 462	36 493	-49.90	-2.66
Office of the MM	11 585	12 750	13 050	12 251	-4.07	-6.52
Administration	34 734	37 563	35 186	35 181	-6.77	-0.01
HR	3 880	3 761	4 195	3 963	5.10	-5.85
<b>Component H: sub-total</b>	<b>98 677</b>	<b>108 776</b>	<b>89 893</b>	<b>87 889</b>	<b>-23.77</b>	<b>-2.28</b>
<b>Total Expenditure</b>	<b>269 555</b>	<b>291 744</b>	<b>324 135</b>	<b>311 812</b>	<b>6.44</b>	<b>-3.95</b>
<i>In this table operational income (but not levies or tariffs) is offset against operational expenditure leaving a net operational expenditure total for each service. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i>						

Table 186: Operational Services Performance



## 5.2 FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION

The tables below indicate the financial performance per municipal function:

### 5.2.1 Water Services

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	36 327	34 873	33 490	29 861	-16.78
<b>Expenditure:</b>					
Bulk Purchases	1 021	890	862	945	5.89
Contracted Services	3 066	2 474	2 197	2 320	-6.60
Debt Impairment	0	0	8 772	8 740	100.00
Depreciation and Amortisation	2 871	3 147	3 302	2 928	-7.47
Employee Related Costs	9 712	10 214	11 132	11 393	10.34
Other Expenditure	2 413	755	1 913	1 946	61.22
<b>Total Operational Expenditure</b>	<b>19 084</b>	<b>17 479</b>	<b>28 178</b>	<b>28 272</b>	<b>38.18</b>
<b>Net Operational (Service) Expenditure</b>	<b>17 243</b>	<b>17 394</b>	<b>5 312</b>	<b>1 589</b>	<b>-994.61</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 187: Financial Performance: Water Services

### 5.2.2 Waste Water (Sanitation)

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	18 005	13 375	14 115	13 271	-0.78
<b>Expenditure:</b>					
Contracted Services	2 164	1 122	2 458	2 412	53.50
Debt Impairment	0	0	5 362	5 342	100.00
Depreciation and Amortisation	1 763	2 255	1 953	2 184	-3.27
Employee Related Costs	3 638	3 495	3 811	3 561	1.85
Other Expenditure	742	509	1 139	1 114	54.31
<b>Total Operational Expenditure</b>	<b>8 307</b>	<b>7 380</b>	<b>14 722</b>	<b>14 612</b>	<b>49.49</b>
<b>Net Operational (Service)</b>	<b>9 698</b>	<b>5 995</b>	<b>(608)</b>	<b>(1 341)</b>	<b>547.18</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 188: Financial Performance: Waste Water (Sanitation) Services



### 5.2.3 Electricity

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>88 239</b>	<b>86 736</b>	<b>89 154</b>	<b>85 934</b>	<b>-0.93</b>
<b>Expenditure:</b>					
Bulk Purchases	67 510	73 347	73 347	70 865	-3.50
Contracted Services	1 385	240	317	395	39.30
Debt Impairment	0	0	788	785	100.00
Depreciation and Amortisation	3 054	3 274	3 392	3 362	2.60
Employee Related Costs	5 042	5 390	5 615	5 455	1.21
Other Expenditure	1 230	1 472	1 269	1 236	-19.08
<b>Total Operational Expenditure</b>	<b>78 221</b>	<b>83 722</b>	<b>84 728</b>	<b>82 098</b>	<b>-1.98</b>
<b>Net Operational (Service)</b>	<b>10 018</b>	<b>3 013</b>	<b>4 426</b>	<b>3 836</b>	<b>21.45</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 189: Financial Performance: Electricity

### 5.2.4 Waste Management

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>14 334</b>	<b>9 861</b>	<b>9 861</b>	<b>9 232</b>	<b>-6.81</b>
<b>Expenditure:</b>					
Contracted Services	1 263	1 470	1 159	1 275	-15.29
Debt Impairment	0	0	3 771	3 757	100.00
Depreciation and Amortisation	1 429	2 214	2 214	1 072	-106.52
Employee Related Costs	7 001	6 495	7 583	7 805	16.79
Other Expenditure	1 344	722	1 411	1 379	47.68
<b>Total Operational Expenditure</b>	<b>11 037</b>	<b>10 900</b>	<b>16 138</b>	<b>15 289</b>	<b>28.70</b>
<b>Net Operational (Service)</b>	<b>3 297</b>	<b>(1 040)</b>	<b>(6 278)</b>	<b>(6 057)</b>	<b>82.83</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 190: Financial Performance: Waste Management



### 5.2.5 Housing

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
<b>Total Operational Revenue</b>	1 327	2 191	26 306	22 565	90.29
<b>Expenditure:</b>					
Contracted Services	1 350	700	25 598	21 840	96.79
Employee Related Costs	1 657	2 138	1 939	1 732	-23.39
Other Expenditure	293	256	751	647	60.39
<b>Total Operational Expenditure</b>	<b>3 300</b>	<b>3 094</b>	<b>28 288</b>	<b>24 220</b>	<b>87.22</b>
<b>Net Operational (Service)</b>	<b>(1 973)</b>	<b>(903)</b>	<b>(1 981)</b>	<b>(1 655)</b>	<b>45.45</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 191: Financial Performance: Housing

### 5.2.6 Roads and Stormwater

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				%
<b>Total Operational Revenue</b>	301	0	0	0	0
<b>Expenditure:</b>					
Contracted Services	813	334	513	664	49.74
Depreciation and Amortisation	3 596	3 892	3 909	3 314	-17.44
Employee Related Costs	4 612	5 186	5 409	5 209	0.45
Other Expenditure	2 281	1 130	2 065	2 330	51.48
<b>Total Operational Expenditure</b>	<b>11 302</b>	<b>10 542</b>	<b>11 896</b>	<b>11 517</b>	<b>8.47</b>
<b>Net Operational (Service)</b>	<b>(11 001)</b>	<b>(10 542)</b>	<b>(11 896)</b>	<b>(11 517)</b>	<b>8.47</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 192: Financial Performance: Roads and Stormwater



### 5.2.7 Planning (Development Management Spatial Planning and Environmental Management Building Control and Property Management)

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>6 205</b>	<b>5 923</b>	<b>4 935</b>	<b>5 758</b>	<b>-2.87</b>
<b>Expenditure:</b>					
Contracted Services	55	149	204	149	0.01
Employee Related Costs	2 944	3 824	2 996	2 792	-36.98
Other Expenditure	111	161	182	167	3.77
<b>Total Operational Expenditure</b>	<b>3 110</b>	<b>4 133</b>	<b>3 382</b>	<b>3 107</b>	<b>-33.02</b>
<b>Net Operational (Service)</b>	<b>3 095</b>	<b>1 790</b>	<b>1 553</b>	<b>2 651</b>	<b>32.47</b>
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 193: Financial Performance: Planning

### 5.2.8 LED

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure:</b>					
Contracted Services	23	127	27	25	-414.23
Employee Related Costs	788	862	991	990	12.98
Other Expenditure	184	235	196	182	-29.24
Transfers and grants	563	450	640	640	29.69
<b>Total Operational Expenditure</b>	<b>1 558</b>	<b>1 673</b>	<b>1 853</b>	<b>1 837</b>	<b>8.90</b>
<b>Net Operational (Service)</b>	<b>(1 558)</b>	<b>(1 673)</b>	<b>(1 853)</b>	<b>(1 837)</b>	<b>8.90</b>
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 194: Financial Performance: LED



## 5.2.9 Libraries

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	4 152	4 398	4 464	4,468	1.58
<b>Expenditure:</b>					
Contracted Services	3	15	14	2	-780.80
Employee Related Costs	3 935	4 284	4 261	4,324	0.92
Other Expenditure	187	101	163	194	47.97
<b>Total Operational Expenditure</b>	4 125	4 400	4 438	4,519	2.64
<b>Net Operational (Service)</b>	27	(2)	26	(51)	96.27
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 195: Financial Performance: Libraries

## 5.2.10 Traffic and Law Enforcement

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	18 349	23 330	24 087	23 034	-1.28
<b>Expenditure:</b>					
Contracted Services	1 055	1 146	977	1 325	13.51
Debt Impairment	12 150	15 924	18 010	16 296	2.28
Employee Related Costs	5 588	9 406	7 834	7 546	-24.65
Other Expenditure	670	688	732	839	18.00
<b>Total Operational Expenditure</b>	19 463	27 164	27 553	26 005	-4.45
<b>Net Operational (Service)</b>	(1 114)	(3 834)	(3 467)	(2 971)	-29.04
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 196: Financial Performance: Traffic and Law Enforcement





### 5.2.11 Fire Services and Disaster Management

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	0	0	680	632	0.00
<b>Expenditure:</b>					
Contracted Services	210	220	10	4	-5375.36
Employee Related Costs	595	612	399	268	-128.43
Other Expenditure	84	158	977	878	82.05
<b>Total Operational Expenditure</b>	<b>889</b>	<b>990</b>	<b>1 386</b>	<b>1 150</b>	<b>13.93</b>
<b>Net Operational (Service)</b>	<b>(889)</b>	<b>(990)</b>	<b>(706)</b>	<b>(518)</b>	<b>-91.18</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 197: Financial Performance: Fire Services and Disaster Management

### 5.2.12 Holiday Resorts and Campsites

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>2 980</b>	<b>3 972</b>	<b>3,972</b>	<b>2,775</b>	<b>-43.12</b>
<b>Expenditure:</b>					
Contracted Services	80	134	40	39	-245.35
Employee Related Costs	3 975	3 943	4,579	4,379	9.96
Other Expenditure	487	595	305	314	-89.75
<b>Total Operational Expenditure</b>	<b>4 543</b>	<b>4 672</b>	<b>4,923</b>	<b>4,731</b>	<b>1.26</b>
<b>Net Operational (Service)</b>	<b>(1 563)</b>	<b>(700)</b>	<b>(952)</b>	<b>(1,956)</b>	<b>64.22</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 198: Financial Performance: Holiday Resorts and Campsites



### 5.2.13 Swimming Pools and Sport Grounds

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	73	1	1	72	98.74
<b>Expenditure:</b>					
Contracted Services	211	211	226	204	-3.34
Employee Related Costs	4 783	4 983	5 292	5,287	5.75
Other Expenditure	669	686	712	691	0.71
<b>Total Operational Expenditure</b>	<b>5 663</b>	<b>5 880</b>	<b>6 231</b>	<b>6,182</b>	<b>4.88</b>
<b>Net Operational (Service)</b>	<b>(5 590)</b>	<b>(5 879)</b>	<b>(6 230)</b>	<b>(6,111)</b>	<b>3.78</b>
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 199: Financial Performance: Swimming Pools and Sport Grounds

### 5.2.14 Community Facilities and Thusong Centres

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	122	291	371	274	-5.95
<b>Expenditure:</b>					
Contracted Services	91	346	227	199	-73.71
Employee Related Costs	22	402	229	133	-201.84
Other Expenditure	164	191	69	51	-271.81
<b>Total Operational Expenditure</b>	<b>277</b>	<b>939</b>	<b>525</b>	<b>384</b>	<b>-144.72</b>
<b>Net Operational (Service)</b>	<b>(155)</b>	<b>(648)</b>	<b>(155)</b>	<b>(109)</b>	<b>-493.47</b>
<i>Variances are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 200: Financial Performance: Community Facilities and Thusong Centres



## 5.2.15 Financial Services

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>45 180</b>	<b>48 786</b>	<b>51 866</b>	<b>55 361</b>	<b>11.88</b>
<b>Expenditure:</b>					
Actuarial Losses	1 155	0	0	0	0
Contracted Services	2 606	683	1 475	963	29.10
Debt Impairment	14 147	22 086	2 601	2 591	-752.24
Depreciation and Amortisation	3 101	3 333	3 376	3 392	1.74
Employee Related Costs	14 289	16 614	16 663	16 180	-2.68
Finance Charges	8 352	8 289	8 807	8 456	1.97
Loss on disposal of Non-Monetary Assets	353	0	0	480	100.00
Other Expenditure	4 474	3 697	4 540	4 431	16.56
<b>Total Operational Expenditure</b>	<b>48 477</b>	<b>54 702</b>	<b>37 462</b>	<b>36 493</b>	<b>-49.90</b>
<b>Net Operational (Service)</b>	<b>(3 297)</b>	<b>(5 916)</b>	<b>14 404</b>	<b>18 868</b>	<b>131.35</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 201: Financial Performance: Financial Services

## 5.2.16 Office of the Municipal Manager

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>7 486</b>	<b>40 104</b>	<b>40 183</b>	<b>40 081</b>	<b>-0.06</b>
<b>Expenditure:</b>					
Contracted Services	793	716	874	873	17.95
Employee Related Costs	3 332	4 003	3 895	3 506	-14.16
Other Expenditure	2 146	2 537	2 785	2 422	-4.72
Remuneration of Councillors	5 293	5 429	5 434	5 392	-0.69
Transfers and grants	21	65	62	57	-13.39
<b>Total Operational Expenditure</b>	<b>11 585</b>	<b>12 750</b>	<b>13 050</b>	<b>12 251</b>	<b>-4.07</b>
<b>Net Operational (Service)</b>	<b>(4 099)</b>	<b>27 354</b>	<b>27 133</b>	<b>27 830</b>	<b>1.71</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 202: Financial Performance: Office of the Municipal Manager



## 5.2.17 Administration

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>4 534</b>	<b>6 209</b>	<b>4 912</b>	<b>3 892</b>	<b>-59.54</b>
<b>Expenditure:</b>					
Contracted Services	6 843	6 647	6 111	5 576	-19.20
Employee Related Costs	19 494	22 116	20 344	20 875	-5.94
Other Expenditure	8 325	8 718	8 655	8 668	-0.58
Transfers and grants	73	83	75	62	-33.30
<b>Total Operational Expenditure</b>	<b>34 734</b>	<b>37 563</b>	<b>35 186</b>	<b>35 181</b>	<b>-6.77</b>
<b>Net Operational (Service)</b>	<b>(30 201)</b>	<b>(31 354)</b>	<b>(30 274)</b>	<b>(31 289)</b>	<b>-0.21</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 203: Financial Performance: Administration

## 5.2.18 Human Resources

Description	2017/18	2018/19			
	Actual	Original Budget	Adjusted Budget	Actual	Variance to Budget
	R'000				
<b>Total Operational Revenue</b>	<b>388</b>	<b>336</b>	<b>696</b>	<b>277</b>	<b>-21.29</b>
<b>Expenditure:</b>					
Contracted Services	166	150	37	37	0.00
Employee Related Costs	2 249	2 832	2 755	2 846	0.46
Other Expenditure	1 101	629	829	773	18.71
Transfers and grants	364	150	575	307	51.13
<b>Total Operational Expenditure</b>	<b>3 880</b>	<b>3 761</b>	<b>4 195</b>	<b>3 963</b>	<b>5.10</b>
<b>Net Operational (Service)</b>	<b>(3 492)</b>	<b>(3 426)</b>	<b>(3 500)</b>	<b>(3 686)</b>	<b>7.08</b>
<i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i>					

Table 204: Financial Performance: Human Resources



## 5.3 GRANTS

## 5.3.1 Grant Performance

Description	2017/18	2018/19			2018/19 Variance	
	Actual (Audited Outcome)	Budget	Adjust- ments Budget	Actual	Original Budget	Adjust- ments Budget
	R'000				%	
<b>Operating Transfers and Grants</b>						
<b>National Government:</b>	<b>48 542</b>	<b>57 564</b>	<b>53 144</b>	<b>52 979</b>	<b>-8.65</b>	<b>-0.31</b>
Equitable share	40 874	45 080	45 080	45 080	0	0
Expanded Public Works Programme	1 779	1 819	1 819	1 819	0	0
Municipal Infrastructure Grant	3 175	4 384	1 908	1 908	-129.82	0
Integrated National Electrification Grant	496	391	1 043	1 043	62.50	0
Finance Management Grant	1 550	1 620	1 620	1 620	0	0
Water Services Infrastructure Grant	268	1 304	1 035	870	-49.89	-18.95
Regional Bulk Infrastructure	0	2 965	0	0	0	0
Municipal Disaster Grant	400	0	639	639	100.00	0
<b>Provincial Government:</b>	<b>9 140</b>	<b>7 736</b>	<b>29 698</b>	<b>31 351</b>	<b>75.32</b>	<b>5.27</b>
Human Settlement Development Grant	1 327	2 191	20 030	22 565	90.29	11.23
Library Services MRF	4 134	4 377	4 443	4 446	1.56	0.07
Community Development Grant	119	147	88	79	-84.85	-11.22
Acceleration of housing deliveries	364	0	1 620	1 529	100.00	-5.95
Transport Infrastructure Grant	0	71	71	70	0	0
Financial Management Support Grant	1 554	480	1 011	679	29.32	-48.82
Thusong Service Centre	29	110	190	181	39.23	-4.92
Municipal Capacity Building Grant	1 572	360	0	0	0	0
Financial Management Capacity Building Grant	0	0	360	92	100.00	-290.61
Wuppertal Disaster Grant	0	0	680	632	100.00	-7.52
Graduate Internship Grant	39	0	132	40	100.00	-235.08
Municipal Drought Relief	0	0	1 072	1 037	0	0
<b>Other grant providers:</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>
ASLA	0	0	5	5	0	0
<b>Total Operating Transfers and Grants</b>	<b>57 682</b>	<b>65 300</b>	<b>82 847</b>	<b>84 335</b>	<b>22.57</b>	<b>1.76</b>
<i>Variations are calculated by dividing the difference between actual and original/adjustments budget by the actual</i>						

Table 205: Grant Performance for 2018/19

## 5.3.2 Conditional Grants

Details	2017/18	2018/19			2018/19 Variance	
	Actual	Budget	Adjustments Budget	Actual	Variance	
	Actual (Audited Outcome)				Budget	Adjustments Budget
	R'000					%
<b>Operating Expenditure of Transfers and Grants</b>						
<b>National Government</b>						
Finance Management	1 550	1 620	1 620	1 620	0	0
EPWP Incentive	1 779	1 819	1 819	1 819	0	0
Municipal Systems Improvement	0	1 700	0	0	0	0
Municipal Infrastructure Grant (PMU)	793	772	752	747	-3.27	-0.59
Municipal Infrastructure Grant (VAT)	2 382	1 913	1 156	1 160	-64.83	0.37
Regional Bulk Infrastructure (VAT)	0	2 965	0	0	0.00	0.00
Water Services Infrastructure Grant (VAT)	268	1 304	1 035	870	-49.89	-18.95
Integrated National Electrification Grant (VAT)	496	391	1 043	1 043	62.50	0
Municipal Disaster Grant (VAT)	400	0	639	639	100.00	0
<b>Provincial Government</b>						
PGWC Financial Management Capacity Building Grant	0	0	360	0	0	0
Transport Infrastructure Grant	0	71	71	70	0	0
Library Services: MRFG	4 134	4 377	4 443	4 446	1.56	0.07
Thusong Service Centre (Sustainability Operational Support)	29	110	190	181	39.23	-4.92
Community Development Grant	119	147	88	79	-84.85	-11.22
Human Settlement Development Grant (VAT)	1 327	2 191	26 306	22 565	90.29	-16.58
Acceleration of housing deliveries (VAT)	364	0	1 620	1 529	100.00	-5.95
Municipal Drought Support	0	0	1 072	1 037	0.00	0.00
Graduate Internship Grant	39	0	132	40	100.00	-235.08
Municipal Capacity Building Grant	1 572	360	0	92	-290.61	100.00
Financial Management Support Grant	1 554	480	1 011	679	29.32	-48.82
Municipal Drought Relief (VAT)	0	0	0	0	0	0
Marine Living Resources Fund	0	0	0	0	0	0
Municipal Infrastructure Support Grant	0	0	0	0	0	0
Wuppertal Disaster Grant	0	0	680	632	0	0
<b>Capital Expenditure of Transfers and Grants</b>						
<b>National Government</b>						
Municipal Infrastructure Grant (MIG)	16 335	12 750	7 726	7 726	-65.02	0.00
Regional Bulk Infrastructure	0	19 767	0	0	0	0
EPWP Incentive	28	0	0	0	0	0



Water Services Infrastructure Grant	1 795	8 696	6 901	5 811	-49.63	-18.75
Integrated National Electrification Grant (INEG)	3 504	2 609	6 957	6 957	62.50	0
Municipal Disaster Grant	2 663	0	4 260	4 260	100.00	0
<b>Provincial Government:</b>						
Human Settlement Development Grant (Beneficiaries)	6 291	14 609	44 021	43 578	66.48	-1.02
Acceleration of housing deliveries	2 642	0	10 801	10 194	100.00	-5.95
Library Services MRF Capital	22	23	23	20	-15.00	-15.00
Community Development Grant	0	21	0	0	0	0
Municipal Drought Relief	699	0	4 326	4 093	100.00	-5.70
Housing Consumer Education	0	0	0	0	0	0
Financial Management Support Grant	0	0	0	287	0	0
<b>Total</b>	<b>50 788</b>	<b>78 693</b>	<b>129 053</b>	<b>122 176</b>	<b>35.59</b>	<b>-5.63</b>
<i>Variations are calculated by dividing the difference between actual and original/adjustments budget by the actual</i>						

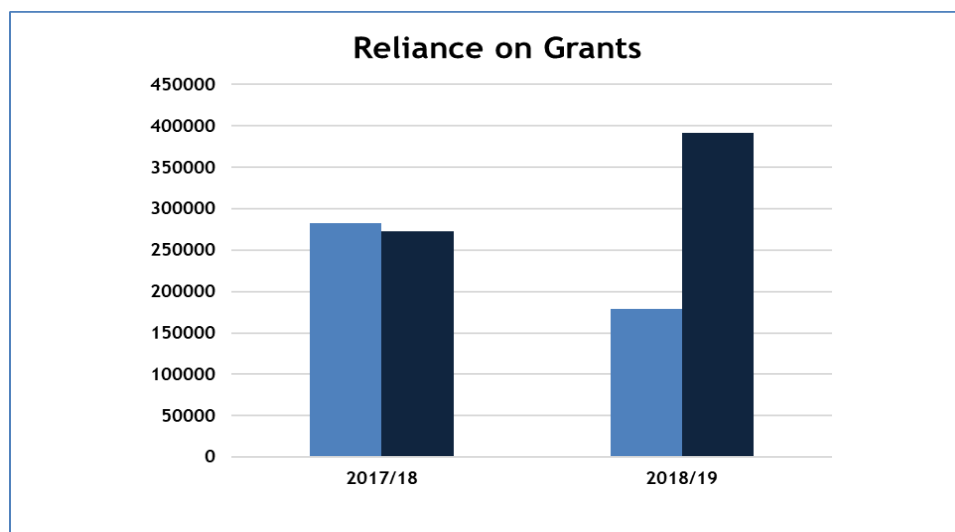
Table 206: Conditional Grant

### 5.3.3 Level of Reliance on Grants & Subsidies

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000		%
2017/18	92 708	283 029	32.76
2018/19	178 737	391 890	45.61

Table 207: Reliance on Grants

The following graph indicates the municipality’s reliance on grants as percentage for the last two financial years



Graph 7: Reliance on Grants



## 5.4 ASSET MANAGEMENT

### 5.4.1 Repairs and Maintenance

Description	2017/18	2018/19			
	Actual	Original Budget	Adjustment Budget	Actual	Budget variance
		R' 000			
Repairs and Maintenance Expenditure	13 623	25 925	29 806	12 933	-56.61

Table 208: Repairs & Maintenance

## 5.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

### 5.5.1 Liquidity Ratio

Description	Basis of calculation	2017/18	2018/19
Current Ratio	Current assets/current liabilities	0.69	0.58
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.69	0.58
Liquidity Ratio	Monetary assets/current liabilities	0.67	0.57

Table 209: Liquidity Financial Ratio

### 5.5.2 IDP Regulation Financial Viability Indicators

Description	Basis of calculation	2017/18	2018/19
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	-0.81	0.14
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0.26	0.25
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	39.29	40.04

Table 210: Financial Viability National KPAs

### 5.5.3 Borrowing Management

Description	Basis of calculation	2017/18	2018/19
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.39%	1.89%

Table 211: Borrowing Management

### 5.5.4 Employee costs

Description	Basis of calculation	2017/18	2018/19
Employee costs	Employee costs/(Total Revenue - capital revenue)	34.75%	33.44%

Table 212: Employee Costs





### 5.5.5 Repairs & Maintenance

Description	Basis of calculation	2017/18	2018/19
Repairs & Maintenance	R&M (Total Revenue excluding capital revenue)	5.05%	4.15%

Table 213: Repairs & Maintenance

## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

### 5.6 SOURCES OF FINANCE

#### 5.6.1 Capital Expenditure by New Assets Program

Description	2017/18	2018/19			Planned Capital expenditure		
	Audited outcome	Original Budget	Adjustment Budget	Actual Expenditure	2019/20	2020/21	2021/22
R'000							
<b>Capital expenditure by Asset Class</b>							
<b>Infrastructure - Total</b>	32,547	61,770	95,173	95,779	50,023	76,176	84,156
<b>Infrastructure: Road transport - Total</b>	11,638	33,517	19,892	38,449	13,287	14,628	14,439
Roads, Pavements & Bridges	11,638	33,317	18,627	28,393	13,217	14,378	14,239
Storm water	0	200	1,266	10,056	70	250	200
<b>Infrastructure: Electricity - Total</b>	6,199	3,409	10,788	10,408	9,714	8,846	11,304
Generation	0	0	0	0	0	0	0
Transmission & Reticulation	6,199	3,409	9,838	9,678	9,234	8,796	11,304
Street Lighting	0	0	950	730	480	50	0
<b>Infrastructure: Water - Total</b>	5,749	9,156	20,387	26,310	17,541	26,512	26,412
Dams & Reservoirs	3,134	100	9,160	11,427	17,541	175	325
Water purification	2,360	9,056	11,227	14,883	-	26,337	26,087
Reticulation	254	0	0	0	0	0	0
<b>Infrastructure: Sanitation - Total</b>	8,961	15,189	44,106	20,612	9,261	26,000	32,000
Reticulation	143	15,189	33,305	10,552	565	26,000	32,000
Sewerage purification	8,818	0	10,801	10,059	8,696	0	0
<b>Infrastructure: Other - Total</b>	0	500	0	0	220	190	0
Waste Management	0	500	0	0	220	190	0
Transportation	0	0	0	0	0	0	0
Gas	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Community - Total</b>	6,954	1,516	5,995	4,001	3,829	606	100
Parks & gardens	0	250	1,701	1,215	39	456	0
Sports fields & stadia	6,941	786	4,037	2,553	3,420	100	100
Swimming pools	0	0	0	0	0	0	0



Description	2017/18	2018/19			Planned Capital expenditure		
	Audited outcome	Original Budget	Adjustment Budget	Actual Expenditure	2019/20	2020/21	2021/22
<b>R'000</b>							
Community halls	13	150	91	95	70	50	0
Libraries	0	0	0	0	0	0	0
Recreational facilities	0	0	0	0	0	0	0
Fire, safety & emergency	0	0	0	0	0	0	0
Security and policing	0	0	0	0	0	0	0
Buses	0	80	0	0	0	0	0
Clinics	0	0	0	0	0	0	0
Museums & Art Galleries	0	0	0	0	0	0	0
Cemeteries	0	250	166	139	300	0	0
Social rental housing	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Capital expenditure by Asset Class</b>	<b>6,851</b>	<b>4,806</b>	<b>4,453</b>	<b>4,458</b>	<b>6,846</b>	<b>3,463</b>	<b>1,293</b>
<b>Heritage assets - Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Investment properties - Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing development	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Other assets</b>	<b>5,832</b>	<b>4,806</b>	<b>4,453</b>	<b>4,171</b>	<b>6,846</b>	<b>3,463</b>	<b>1,293</b>
General vehicles	3,159	800	600	103	3,045	0	0
Specialised vehicles	650	0	260	0	0	0	0
Plant & equipment	355	795	1,119	831	2,651	1,440	250
Computers - hardware/equipment	309	833	505	598	118	343	43
Furniture and other office equipment	1,138	578	1,792	2,614	547	205	130
Abattoirs	0	0	0	0	0	0	0
Markets	0	0	0	0	0	0	0
Civic Land and Buildings	0	0	0	0	0	0	0
Other Buildings	221	1,800	177	25	486	1,475	870
Other Land	0	0	0	0	0	0	0
Surplus Assets - (Investment or Inventory)	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Agricultural assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
List sub-class	0	0	0	0	0	0	0
<b>Biological assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
List sub-class	0	0	0	0	0	0	0
<b>Intangibles</b>	<b>1,019</b>	<b>0</b>	<b>0</b>	<b>287</b>	<b>0</b>	<b>0</b>	<b>0</b>



Description	2017/18	2018/19			Planned Capital expenditure		
	Audited outcome	Original Budget	Adjustment Budget	Actual Expenditure	2019/20	2020/21	2021/22
R'000							
Computers - software & programming	1,019	0	0	287	0	0	0
Other (list sub-class)	0	0	0	0	0	0	0
<b>Total Capital Expenditure on new assets</b>	<b>46,352</b>	<b>68,091</b>	<b>105,621</b>	<b>104,239</b>	<b>60,699</b>	<b>80,245</b>	<b>85,549</b>

Table 214: Capital Expenditure by New Assets Program

### 5.6.1 Capital Expenditure: Funding Sources

The table below indicates the capital expenditure by funding source for the 2018/19 financial year:

Capital Expenditure: Funding Sources						
Details	2017/18	2018/19				
	Audited outcome	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance	Actual to OB Variance
<b>Source of Finance</b>						
Description	R'000				%	
External loans	4 477	800	0	0	0	0
Public contributions and donations	0	0	10,365	11,477	0	0
Grants and subsidies	33 888	58 473	85,015	83,070	45.39	-3.33
Own funding	7 987	8 818	10,241	9,692	16.14	-6.22
<b>Total</b>	<b>46 352</b>	<b>68 091</b>	<b>105,621</b>	<b>104,239</b>	<b>55.12</b>	<b>-2.03</b>
<b>Percentage of Finance</b>						
External loans	10	1	0	0		
Public contributions and donations	0	0	10	11		
Grants and subsidies	73	86	80	80		
Own funding	17	13	10	9		
<b>Capital Expenditure</b>						
Description	R'000				%	
Water and sanitation	8 961	15 189	44,106	20,612	190.39	-154.68
Electricity	6 199	3 409	10,788	10,408	216.49	-11.15
Housing	0	0	0	0	0	0
Roads and storm water	11 638	33 517	19,892	38,449	-40.65	55.37
Other	19 554	15 977	30,834	34,769	92.99	24.63
<b>Total</b>	<b>46 352</b>	<b>68 091</b>	<b>105,621</b>	<b>104,239</b>	<b>55.12</b>	<b>-2.03</b>
<b>Percentage of Expenditure</b>						
Water and sanitation	19	22	42	20		



Capital Expenditure: Funding Sources						
Details	2017/18	2018/19				
	<i>Audited outcome</i>	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance	Actual to OB Variance
Source of Finance						
Description	R'000				%	
Electricity	13	5	10	10		
Housing	0	0	0	0		
Roads and stormwater	25	49	19	37		
Other	42	23	29	33		

Table 215: Capital Expenditure by Funding Source

### 5.6.2 Capital Spending on Largest Capital Projects

Name of Project	2018/19				
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance	Adjustment variance
	R'000			%	
HSDG - Lamberts Bay Sanitation Infrastructure (Ph1)	14,609	32,154	35,329	141.84%	9.87%
Citrusdal WWTW	0	10,801	10,194	0	-5.62%
Riverview - Roads (Human Settlements)	0	5,077	7,449	0	46.73%
Upgrading Graafwater Water Scheme	8,696	6,901	5,811	-33.18%	-15.80%
INEP - Electrification Formal Housing Lamberts Bay Ph1 & Ph2	0	4,348	4,348	0	0
<b>Name of Project - A</b>	<b>HSDG - Lamberts Bay Sanitation Infrastructure (Ph1)</b>				
<b>Objective of Project</b>	Upgrade sanitation in Lamberts Bay				
<b>Delays</b>	none				
<b>Future Challenges</b>	none				
<b>Anticipated citizen benefits</b>	6448				
<b>Name of Project - B</b>	<b>Citrusdal WWTW</b>				
<b>Objective of Project</b>	Upgrade Citrusdal WWTW				
<b>Delays</b>	none				
<b>Future Challenges</b>	none				
<b>Anticipated citizen benefits</b>	7848				
<b>Name of Project - C</b>	<b>Riverview - Roads (Human Settlements)</b>				
<b>Objective of Project</b>	Upgrade roads in Citrusdal				
<b>Delays</b>	none				
<b>Future Challenges</b>	none				
<b>Anticipated citizen benefits</b>	7848				
<b>Name of Project - D</b>	<b>Upgrade Graafwater Water Scheme</b>				



Objective of Project	Upgrade waterworks & boreholes in Graafwater
Delays	none
Future Challenges	none
Anticipated citizen benefits	2406
Name of Project - E	INEP - Electrification Formal Housing Lamberts Bay Ph1 & Ph2
Objective of Project	
Delays	none
Future Challenges	none
Anticipated citizen benefits	6448

Table 216: Capital Spending on Largest Capital Projects

### 5.6.3 Municipal Infrastructure Grant (MIG) Expenditure on Service Backlogs

The table below indicates the MIG expenditure on service backlogs:

MIG Expenditure on Service Backlogs					
Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustment Budget
	R'000			%	%
Infrastructure - Electricity	0	730	730	0	0
Reticulation	0	730	730	0	0
Other Specify: Recreational facilities	0	0	0	0	0
Outdoor Sport facilities	0	0	0	0	0
Roads Infrastructure	12 750	6 996	6 996	82.23	0
<b>Total</b>	<b>12 750</b>	<b>7 726</b>	<b>7 726</b>	<b>-65.02</b>	<b>0</b>

\* MIG is a government grant program designed to fund a reduction in service backlogs mainly: Water; Sanitation; Roads; Electricity. Expenditure on new upgraded and renewed infrastructure. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

Table 217: MIG Expenditure on Service Backlogs



## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

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

### 5.7 CASH FLOW

Cash Flow Outcomes				
R'000				
Description	2017/18	2018/19		
	<i>Audited Outcome</i>	Original Budget	Adjusted Budget	Actual
R'000				
<b>Cash flow from operating activities</b>				
<b>Receipts</b>				
Ratepayers and other	150 999	170 913	177 706	166 809
Government - operating	58 827	58 056	81 138	55 211
Government - capital	33 979	59 494	59 540	82 926
Interest	1 427	3 195	5 552	893
Dividends	0	0	0	0
<b>Payments</b>				
Suppliers and employees	(200 623)	(212 791)	(239 177)	(220 004)
Finance charges	(2 715)	(2 799)	(2 899)	(2 360)
Transfers and Grants	(1 021)	(870)	(1 529)	(1 066)
<b>Net cash from/(used) operating activities</b>	<b>40 872</b>	<b>75 198</b>	<b>80 330</b>	<b>82 409</b>
<b>Cash flows from investing activities</b>				
<b>Receipts</b>				
Proceeds on disposal of PPE	199	0	0	702
Decrease (increase) in non-current debtors	0	0	0	0
Decrease (increase) other non-current receivables	0	0	0	0
Decrease (increase) in non-current investments	0	0	0	0
<b>Payments</b>				
Capital assets	(44 638)	(70 635)	(95 256)	(90 927)
<b>Net cash from/(used) investing activities</b>	<b>(44 439)</b>	<b>(70 635)</b>	<b>(95 256)</b>	<b>(90 225)</b>
<b>Cash flows from financing activities</b>				
<b>Receipts</b>				
Short term loans	142	106	0	101
Borrowing long term/refinancing	3 550	0	0	0
<b>Payments</b>				



Cash Flow Outcomes				
R'000				
Description	2017/18	2018/19		
	<i>Audited Outcome</i>	Original Budget	Adjusted Budget	Actual
	R'000			
Repayment of borrowing	(3 894)	(3 366)	(3 052)	(3 630)
Net cash from/(used) financing activities	(202)	(3 260)	(3 052)	(3 529)
Net increase/ (decrease) in cash held	(3 769)	1 303	(17 977)	(11 345)
Cash/cash equivalents at the year begin:	22 301	2 505	18 532	18 532
Cash/cash equivalents at the yearend:	18 532	3 808	555	7 187

Table 218: Cash Flow

## 5.8 GROSS OUTSTANDING DEBTORS PER SERVICE

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)			
	R'000					
2017/18	26 162	44 901	22 809	0	2 583	96 454
2018/19	28 417	47 118	24 952	0	4 516	105 003
Difference	2 256	2 218	2 143	0	1 933	8 550
% growth year on year	9	5	9	0	75	9

Note: Figures exclude provision for bad debt

Table 219: Gross Outstanding Debtors per Service

## 5.9 TOTAL DEBTORS AGE ANALYSIS

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000				
2017/18	14 895	6 858	5 052	69 649	96 454
2018/19	18 694	7 246	4 850	74 213	105 003
Difference	3 799	388	(201)	4 564	8 550
% growth year on year	26	6	-4	7	9

Note: Figures exclude provision for bad debt.

Table 220: Service Debtor Age Analysis



## 5.10 BORROWING AND INVESTMENTS

Infrastructure needs to be replaced and therefore borrowings for periods of 15 years are taken up to lessen the impact on consumers.

### 5.10.1 Actual Borrowings

Actual Borrowings		
R' 000		
Instrument	2017/18	2018/19
	R'000	
Long-term loans (annuity/reducing balance)	17 609	15 157
Financial leases	4 767	5 425
<b>Total</b>	<b>22 376</b>	<b>20 581</b>

Table 221: Actual Borrowings

### 5.10.2 Municipal Investments

Actual Investments		
R'000		
Investment type	2017/18	2018/19
	Actual	
R'000		
Deposits - Bank	10 017	3 735
<b>Total</b>	<b>10 017</b>	<b>3 735</b>

Table 222: Municipal Investments





## CHAPTER 6

## COMPONENT A: AUDITOR-GENERAL OPINION 2017/18

## 6.1 AUDITOR-GENERAL REPORT 2017/18

2017/18	
Main Issues under emphasis of matter	Corrective steps implemented/to be implemented
<b>Restatement of corresponding figures</b>	
As disclosed in note 39 to 40 to the financial statements the corresponding figures for 30 June 2017 have been restated as a result of an errors and municipal standard chart of account (mSCOA) related reclassifications discovered during the 2017-18 financial year in the financial statements of the municipality at and for the year ended 30 June 2018	The reclassification of corresponding figures will be an ongoing process as a result of new mSCOA versions being issued by National Treasury on an annual basis
<b>Material Losses and impairments</b>	
As disclosed in note 3 to the financial statements the municipality provided for impairment of receivables from exchange transactions amounting to R39 7 million (2016-17: R30.4 million)	With the implementation of the new mSCOA accounting system some issues were experienced in the current year with regards to the credit control module. Management will be working closely with the service providers of the accounting system in order to improve the credit control module
As disclosed in note 4 to the financial statements the municipality has provided for impairment of receivables from non-exchange transactions amounting to R51.3 million (2016-17: R40 8 million)	
<b>Significant uncertainties</b>	
With reference to note 54 to the financial statements the municipality is the defendant in a number of lawsuits with third parties totalling R2 957 000. The outcomes of these matters cannot currently be determined and no provision for any liability that may result has been made in the financial statements	Legal representation has been obtained. Management is confident that the said lawsuits will be ruled in favour of the Municipality

Table 223: AG Report on Financial Performance 2017/18

## COMPONENT B: AUDITOR-GENERAL OPINION 2018/19

## 6.2 AUDITOR-GENERAL REPORT 2018/19

2018/19	
Main Issues under emphasis of matter	Corrective steps implemented/to be implemented
<b>Restatement of corresponding figures</b>	
As disclosed in note 39 to 40 to the financial statements the corresponding figures for 30 June 2018 have been restated as a result of an errors discovered during the 2018/19 financial year, as well as (mSCOA) reclassifications in the financial statements of the Municipality at and for the year ended 30 June 2019	The reclassification of corresponding figures will be an ongoing process as a result of new mSCOA versions being issued by National Treasury on an annual basis
<b>Material Losses and impairments</b>	



2018/19	
Main Issues under emphasis of matter	Corrective steps implemented/to be implemented
As disclosed in note 3 to the financial statements the municipality provided for impairment of receivables from exchange transactions amounting to R43.2 million (2017/18 : R39.7 million as a result of poor collection ratios and tough circumstances experience by the public.)	With the implementation of the new mSCOA accounting system some issues were experienced in the current year with regards to the credit control module. Management will be working closely with the service providers of the accounting system in order to improve the credit control module
As disclosed in note 4 to the financial statements the municipality has provided for impairment of receivables from non-exchange transactions amounting to R43.5 million (2017/18: R51.3 million as a result of poor collection ratios)	
Significant uncertainties	
With reference to note 54 to the financial statements the municipality is the defendant in a number of lawsuits. The outcomes of these matters cannot be determined and no provision for any liability that may result has been made in the financial statements	Legal representation has been obtained. Management is confident that the said lawsuits will be ruled in favour of the Municipality

Table 224: AG Report on Financial Performance 2018/19

# List of Abbreviations

## LIST OF ABBREVIATIONS

<b>AG</b>	Auditor-General	<b>KPI</b>	Key Performance Indicator
<b>AFS</b>	Annual Financial Statements	<b>LED</b>	Local Economic Development
<b>CAPEX</b>	Capital Expenditure	<b>MAYCOM</b>	Executive Mayoral Committee
<b>CBP</b>	Community Based Planning	<b>MFMA</b>	Municipal Finance Management Act (Act No. 56 of 2003)
<b>CFO</b>	Chief Financial Officer	<b>MIG</b>	Municipal Infrastructure Grant
<b>CMTTP</b>	Council Meets The People	<b>MM</b>	Municipal Manager
<b>COGHSTA</b>	Department of Cooperative Governance, Human Settlements and Traditional Affairs	<b>MMC</b>	Member of Mayoral Committee
<b>DPLG</b>	Department of Provincial and Local Government	<b>MSA</b>	Municipal Systems Act No. 32 of 2000
<b>DWA</b>	Department of Water Affairs	<b>MTECH</b>	Medium Term Expenditure Committee
<b>EE</b>	Employment Equity	<b>NCOP</b>	National Council of Provinces
<b>EPWP</b>	Extended Public Works Programme	<b>NERSA</b>	National Energy Regulator South Africa
<b>EXCO</b>	Executive Committee	<b>NGO</b>	Non-governmental organisation
<b>FBS</b>	Free Basic Services	<b>NT</b>	National Treasury
<b>GAMAP</b>	Generally Accepted Municipal Accounting Practice	<b>OPEX</b>	Operating expenditure
<b>GRAP</b>	Generally Recognised Accounting Practice	<b>PMS</b>	Performance Management System
<b>HR</b>	Human Resources	<b>PT</b>	Provincial Treasury
<b>IDP</b>	Integrated Development Plan	<b>SALGA</b>	South African Local Government Association
<b>IFRS</b>	International Financial Reporting Standards	<b>SAMDI</b>	South African Management Development Institute
<b>IMFO</b>	Institute for Municipal Finance Officers	<b>SCM</b>	Supply Chain Management
<b>KPA</b>	Key Performance Area	<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
		<b>SDF</b>	Spatial Development Framework

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2018/19

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