

ANNUAL REPORT



CEDERBERG MUNICIPALITY

2019/20



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MAYOR'S MESSAGE

It is a great pleasure to present to you the Annual Report of Cederberg Municipality for 2019/20. I submit this report reflecting on the devastating impact COVID-19 had on world, and more specifically Cederberg. The impact of COVID-19 has affected the work of the Auditor-General and adversely affected service delivery to our communities during the hard lockdown under level five.

During the last financial year Council was politically stable and could we focus on the core business of the Municipality. Feedback from residents, ward committees, intergovernmental and other stakeholders enables us to identify key trends and drivers of development, or under development. The diversity of the Cederberg area creates a unique variety of challenges and the Municipality strives to act within the parameters of a long term vision, understanding the challenges and taking into consideration inherited and current conditions. As a Municipality we strive to ensure proper alignment of our policies, budget and strategic plans. This is done, taking into consideration that all three spheres of government need to plan, development and implement service delivery plans to benefit the communities we serve.

Council took corrective action by ensuring that listed Key Performance Indicators are properly aligned with the IDP and Budget and that these KPI's are met. This was done through continuous assessment, evaluation and monitoring process we put in place. As Executive Mayor of Cederberg Municipality and collective leadership we are focused on ensuring that the SDBIP, Budget and IDP are implemented to ensure we are improving on our service delivery standards.

Public participation is at the heart of the Council and administration of Cederberg Municipality. We believe to plan with the people for the people. Through ensuring genuine public participation in municipal affairs, we are promoting collective good governance. In doing so we are allowing directly involved in the governance processes and taking ownership of service delivery within our area. The community could make inputs or give feedback through our social media platforms, suggestions, complaints, ward committees and public participation meetings.

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. Council is in the process to re-look its service standards to ensure we set basic standards to improve our service delivery and improve our customer care.



As Executive Mayor, I vigorously promote local economic development as part of our Revenue Enhancement and Budget Implementation Plan. We are of the opinion that the implementation of the Revenue Enhancement and Budget Implementation Plan 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 through meaningful engagements.

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

Sylvia Nosiphiwo Qunta

Executive Mayor: Cederberg Municipality



MUNICIPAL MANAGER OVERVIEW

The 2019/20 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. After my appointment in December 2019 as the Accounting Officer of Cederberg Municipality, I had to take charge of a municipality that is under severe financial strain compounded by the impact of COVID-19 and downwards economic growth in South Africa.

Cederberg Municipality had three consecutive clean audits between 2016- 2019. More detail will be disclosed after receiving the final Audited Financial Statements by the Auditor General for the financial year 2019/20.

Municipalities are empowered by the Constitution of the Republic of South Africa, 1996 to provide a broad range of services in a sustainable manner. This authority handbook for municipal finance officers, powers and functions section 2 emanates from 152(1) of the Constitution which stipulates the objects of local government, namely to:

- a) Provide democratic and accountable government for local communities;
- b) Ensure the provision of services to communities in a sustainable manner;
- c) Promote social and economic development;
- d) Promote a safe and healthy environment; and
- e) Encourage the involvement of community organizations in the matters of local government.

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 a Revenue Enhancement and Budget Implementation 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 due to the negative impact of COVID-19 on the economy. Council is engaging with various stakeholders to bolster economic development as part of our economic recovery plan 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 continuous 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.

Henry George Slimmert
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 2019/20 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

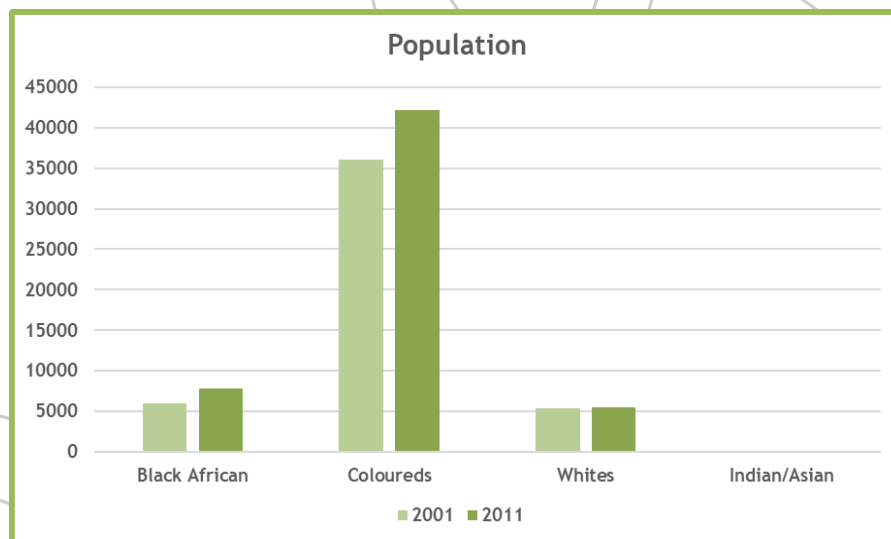
a) Total Population

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 | | | | |

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 km², which constitutes 26% of the total area (31 119 km²) 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 ²) | 8 007 km ² |
| 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*

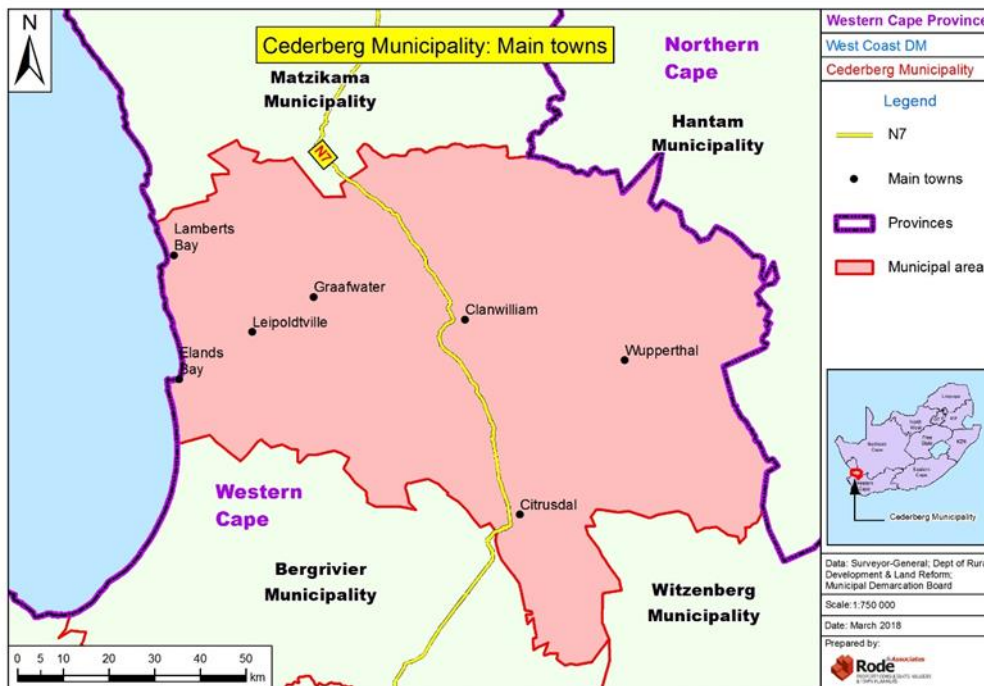
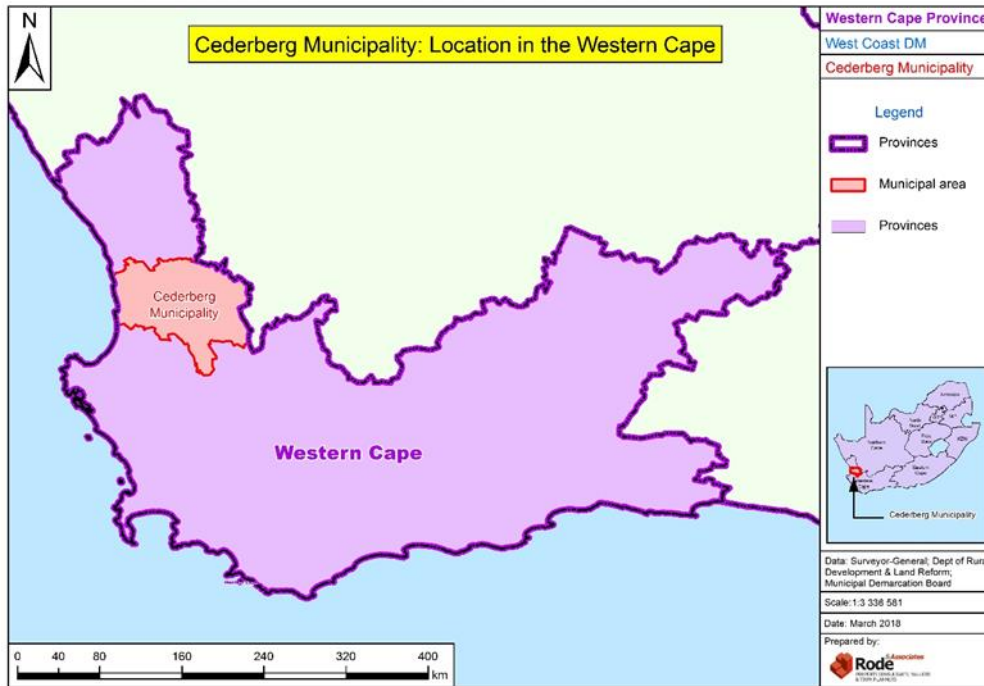
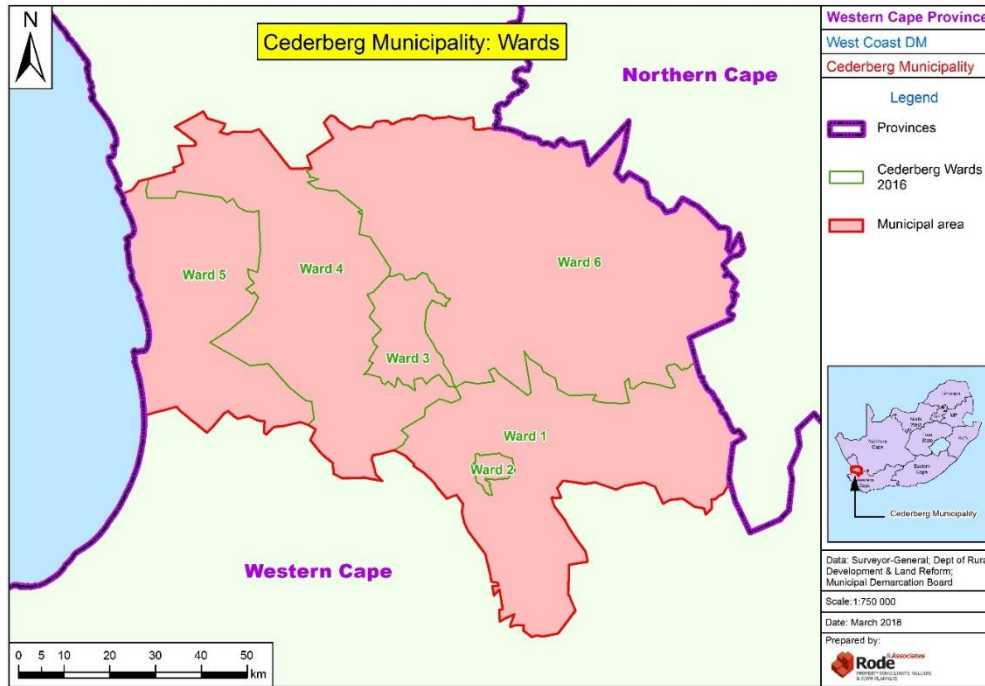


Figure 1: Cederberg Area Map



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 ² | 5.6 people per km ² |
| 2 | Citrusdal (town) | 7 178 | 41.2 km ² | 174.1 people per km ² |
| 3 | Clanwilliam | 7 674 | 264.7 km ² | 29.0 people per km ² |
| 4 | Graafwater | 8 515 | 1 650.4 km ² | 5.2 people per km ² |
| 5 | Elands Bay, Lamberts Bay and Leipoldtville | 9 141 | 1 113.0 km ² | 8.2 people per km ² |
| 6 | Wupperthal and Algeria | 7 411 | 3 169.8 km ² | 2.3 people per km ² |

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 |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Construction of 1.5ML reservoir | The construction of a 1.5ML reservoir was completed to upgrade the storage capacity in Graafwater |
| Borehole development - Clanwilliam | Two boreholes were developed and connected to the Jan Dissels watercourse that discharge into the Jan Dissels Reservoir. From here the water is pumped to the Clanwilliam main supply 3ML Reservoir. Each borehole is equipped with a solar panel for electricity supply |
| Borehole development - Citrusdal | Two boreholes were developed to supplement the bulk water to Citrusdal. The one borehole was equipped with a solar energy supply system and the other with Eskom electrical supply |
| Desludging of Citrusdal Waste Water Treatment Works (WWTW) | The existing Citrusdal WWTW is overloaded with sewer sludge and the project was initiated to conduct desludging and transport sludge to Lamberts Bay WWTW. This improves final effluent discharging into the Olifants River |
| Elands Bay walkway | Streetlights were installed next to the walkway in Elands Bay to enhance the safety of the pedestrians |
| Electrification of low cost houses in Lamberts Bay | 180 Low cost houses received electricity for the first time and 400 plots were fully serviced and ready for connections. Streetlights were also installed |
| Upgrade of bulk electrical supply in Lamberts Bay | Building of a 11KV switch station and upgrade of the MV network to ensure a better supply |
| Illegal dumping | Awareness campaigns, distribution of pamphlets and cleaning areas |
| Develop Recycling Implementation Plan | Council adopt the plan to implement recycling and avail land to the recyclers |

| Highlights | Description |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Registration on Integrated Pollution and Waste Information System (IPWIS) | Electronic collection of data on the waste disposal facilities (WDFs) |
| Housing deliveries | 184 Units transferred to beneficiaries |
| Cederberg mortgages | 50 Cancellations of mortgages in favour of the Municipality cancelled - transfer of title deeds to follow soon |
| Handover of title deeds | 239 Title deeds were transferred in Cederberg |
| Completed the rehabilitation of roads in Oranjeville, Citrusdal (Phase 4) | 30mm Asphalt overlay of 3.5 km of roads in Oranjeville and construction of new road (Canna Street: 115 m) |

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 a 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 |
| 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 |
| The Citrusdal drinking water storage is inadequate and a 3ML reservoir is required | Business plan for funding was submitted to DWS and the outcome was that funding will be availed during 2021/22 for the construction of a 3ML reservoir |
| Funding constraints to complete the Citrusdal WWTW | Re-submission of funding application 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 staff | Appoint more qualified personal |
| Insufficient bulk capacity in Clanwilliam | The construction of the 66KV line is in process. However, additional funds must be sourced to complete the line and to build a new substation in Clanwilliam |
| 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 of refuse |
| 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 |
| PMS and Rural Roads Asset Management System (RRAMS) have identified roads requiring upgrades and repairs. Estimated costs require revision and budget secured for the implementation of recommendations | Utilise available PMS and RRAMS to identify roads requiring work to re-estimate costs required and budget accordingly or apply for funding |

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 | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------|
| | 2018/19 | 2019/20 |
| 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 | 5 614 | 5 799 |
| 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 | 7 690 | 7 907 |
| 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 2020 | 4 586 | 4 780 |
| Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2020 | 5 512 | 5 873 |

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 |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reactivation of Credit Control Unit | More effective staff appointed in the unit resulting in an increase in collection of debt |
| Compliance | The Supply Chain Management Policy of Cederberg Municipality complies with the prescribed framework as set out in Section 110-119 of the MFMA, 2003 |
| Transparency | Provide the public with timely, accessible and accurate information. All supply chain management contracts in terms of Section 75 (1)(g) of the MFMA are published on the municipal website |

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 |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 |
| 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 |
| Inadequate sourcing of goods and services | The setting of clear objectives for all projects and procurement. Development of procurement strategies for each project |
| Too much decentralisation of the procurement system | Centralisation of the procurement system |

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 | Basis of Calculation | 2018/19 | 2019/20 |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------|---------|
| Cost Coverage | $(\text{Available cash} + \text{Investments}) / \text{monthly fixed operational expenditure}$ | 0.24 | -0.51 |
| Total Outstanding Service Debtors to Revenue | Total outstanding service debtors/annual revenue received for services | 0.25 | 0.18 |
| Debt coverage | $(\text{Total Operating Revenue} - \text{Operating Grants}) / \text{Debt service payments due within financial year}$ | 40.21 | 40.10 |

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

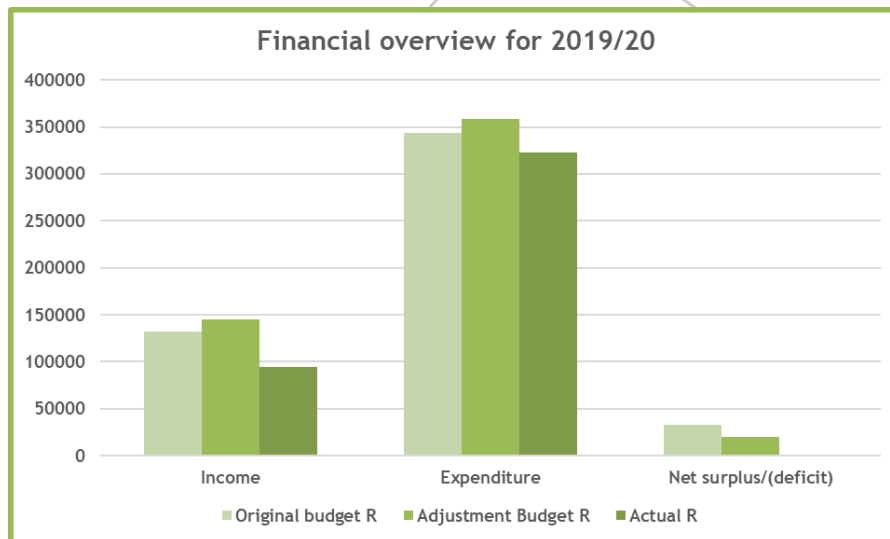


1.4.4 Financial Overview

The table below indicates the financial overview for the year:

| Details | Original budget | Adjustment Budget | Actual |
|------------------------------|-----------------|-------------------|----------------|
| | R'000 | | |
| Income | | | |
| Grants | 132 137 | 144 862 | 94 307 |
| Taxes, Levies and tariffs | 203 398 | 192 295 | 190 795 |
| Other | 41 742 | 41 551 | 31 538 |
| Sub Total | 377 277 | 378 708 | 316 640 |
| Less Expenditure | 344 082 | 358 462 | 323 348 |
| Net surplus/(deficit) | 33 195 | 20 246 | -6 708 |

Table 11: Financial Overview



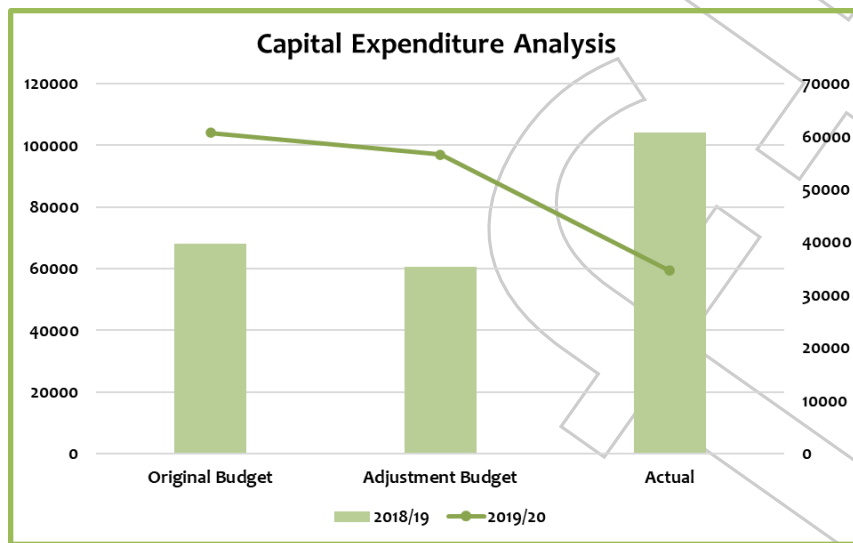
Graph 2: Financial Overview

1.4.5 Total Capital Expenditure

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

| Detail | 2018/19 | 2019/20 |
|-------------------|---------------|---------------|
| | R'000 | |
| Original Budget | 68 091 | 60 699 |
| Adjustment Budget | 105 620 | 56 606 |
| Actual | 104 238 | 34 584 |
| % Spent | 98.69% | 61.10% |

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 2018/19 and 2019/20 financial years:

| Year | 2017/18 | 2018/19 | 2019/20 |
|------------------|----------------------------------------------|----------------------------------------------|---------|
| Opinion received | Unqualified with no findings/ Clean Audit | Unqualified with no findings/ Clean Audit | Pending |

Table 13: Opinion Received

1.6 2019/20 IDP/BUDGET PROCESS

The table below provides details of the 2019/20 IDP/Budget process:

| No | Activity | Responsible person | Date |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------|
| Pre-Budgeting Processes/Tasks | | | |
| 1 | Make public the projections, targets and indicators as set out in the SDBIP (no later than 10 days after the approval of the SDBIP) | IDP/PMS | 10 July 2018 |
| 2 | Make public the performance agreements of the Municipal Manager and senior managers (no Later than 14 days after the approval of the SDBIP) | IDP/PMS | 10 July 2018 |
| 3 | Submit monthly report on the budget for period ending 30 June 2018 within 10 working days to the Executive Mayor | Manager Budget | 13 July 2018 |
| 4 | Submit the Draft IDP/PMS/BUDGET Process Plan to Council | IDP/PMS | 30 June 2018 |
| 5 | Advertise Draft IDP/PMS/BUDGET Process Plan for public comments | IDP/PMS | 05 August 2018 |
| 6 | 2017/2018 4 th Quarter Performance (Section 52) Report tabled to Council | IDP/PMS | 30 August 2018 |
| 7 | Submit monthly report on the budget for period ending 31 July 2018 within 10 working days to the Executive Mayor | Manager Budget | 15 August 2018 |
| 8 | Table Final IDP/PMS/BUDGET Time Schedule to Council for adoption | IDP/PMS | 30 August 2018 |
| 9 | Table Annual Performance Report and Annual Financial Statements to Council | IDP/PMS/CFO | 30 August 2018 |
| 10 | Submit the Annual Performance Report and Annual Financial Statements to the Auditor General | IDP/PMS/ CFO | 31 August 2018 |
| 11 | Advertisement of IDP/PMS/BUDGET Time Schedule on website/local newspaper/notice boards | IDP/PMS | 07 September 2018 |
| 12 | Provincial IDP Managers Forum | IDP/PMS | 06 & 07 September 2018 |
| 13 | Submit monthly report on the budget for period ending 31 August 2018 within 10 working days to Executive Mayor | Manager Budget | 14 September 2018 |
| 14 | IDP Meetings with Ward Committees | IDP/PMS | 11-30 September 2018 |
| 15 | Submit 1 st Quarter Performance Report (Section 52) to Council | IDP/PMS | 30 October 2018 |
| 16 | Submit monthly report on the budget for period ending 30 September 2018 within 10 working days to the Executive Mayor | Manager Budget | 12 October 2018 |

| No | Activity | Responsible person | Date |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------|
| 17 | Submit monthly report on the budget for period ending 31 October 2018 within 10 working days to the Executive Mayor | Manager Budget | 14 November 2018 |
| 18 | Provincial IDP Managers Forum | IDP/PMS | 06-07 December 2018 |
| 19 | Submit Monthly Report on the Budget for period ending 30 November 2018 within 10 working days to Executive Mayor | Manager Budget | 14 December 2018 |
| 20 | Submit Monthly Report on the budget for period ending 31 December 2018 within 10 working days to the Executive Mayor | Manager Budget | 15 January 2019 |
| 21 | Submit Mid-Year Performance Assessment Report to Executive Mayor | IDP/PMS & CFO | 25 January 2019 |
| 22 | Submit Mid-Year Budget Assessment to Executive Mayor | IDP/PMS & CFO | 22 January 2019 |
| 23 | Submit 2 nd Quarter Performance Report to Council | IDP/PMS | 31 January 2019 |
| 24 | Table Draft Annual Report 2017/2018 to Council | Municipal Manager | 31 January 2019 |
| 25 | Submit Mid-Year Budget & Performance Report to Council | IDP/PMS & CFO | 31 January 2019 |
| 26 | Submit Mid-Year Budget and Performance Report to Provincial Treasury, National Treasury and Department of Local Government | Municipal Manager | 31 January 2019 |
| 27 | Make Public the Annual Report for public comments | IDP/PMS | 07 February 2019 |
| 28 | Make Public the Mid-Year Budget and Performance Report | Municipal Manager | 07 February 2019 |
| 29 | Submit monthly report on the budget for period ending 31 January 2019 within 10 working days to the Executive Mayor | Manager Budget | 14 February 2019 |
| 30 | Council considers and adopts 2018/2019 Adjustment Budget and potential revised / 2018/2019 SDBIP | Municipal Manager | 28 February 2019 |
| 31 | Advertise the approved 2018/2019 Adjustment Budget and submit budget and B Schedule to National Treasury as required per legislation (within 10 working days) | Municipal Manager | 03 March 2019 |
| 32 | Provincial IDP Managers Forum Meeting | IDP/PMS | 28 February 2019 & 01 March 2019 |
| 33 | Submit monthly report on the budget for period ending 28 February 2019 within 10 working days to Executive Mayor | Manager Budget | 14 March 2019 |
| 34 | Budget Steering Committee Meeting | CFO | 20 March 2019 |
| 35 | Table Draft IDP/Budget/SDBIP to Council | Municipal Manager | 28 March 2019 |
| 36 | Table Oversight Report to Council | Municipal Manager | 28 March 2019 |
| 37 | Submit the draft IDP/SDBIP and budget to West Coast District Municipality | IDP/PMS | 05 April 2019 |
| 38 | Submit the draft IDP/SDBIP and budget to Department of Local Government, National and Provincial Treasury | IDP/PMS CFO | 05 April 2019 |
| 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 | 05 April 2019 |
| 40 | Make public the Oversight Report within 7 days of adoption (MFMA Sec 129) | IDP/PMS | 04 April 2019 |
| 41 | Submit the Annual Report and Oversight Report to the Provincial Legislature as per circular (MFMA-Sec 132) | IDP/PMS | 05 April 2019 |
| 42 | Submit monthly report on the budget for period ending 31 March 2019 within 10 working days to the Executive Mayor | Manager Budget | 15 April 2019 |
| 43 | Community Roadshow to consult the Draft IDP, SDBIP and Budget | IDP/PMS | 16-30 April 2019 |
| 44 | Submit monthly report on the budget for period ending 30 April 2019 within 10 working days to the Executive Mayor | Manager Budget | 15 May 2019 |

| No | Activity | Responsible person | Date |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------|
| 45 | Budget Steering Committee Meeting | CFO | 22 May 2019 |
| 46 | Mayco meeting to approve Revised IDP and the budget (at least 30 days before the start of the budget year) | Municipal Manager | 17 May 2019 |
| 47 | Submit 3 rd Quarter Performance Report to Council | IDP/PMS | 30 May 2019 |
| 48 | Council to adopt Revised IDP and the budget (at least 30 days before the start of the budget year) | Municipal Manager | 30 May 2019 |
| 49 | Provincial IDP Managers Forum Meeting | IDP/PMS | 06&07 June 2019 |
| 50 | Place the IDP, multi-year budget, all budget-related documents and all budget-related policies on the website | IDP/PMS CFO | 07 June 2019 |
| 51 | Submit a copy of the revised IDP to MEC for LG (within 10 days of the adoption of the plan) | IDP/PMS | 10 June 2019 |
| 52 | Submit approved budget to National and Provincial Treasuries (both printed and electronic formats) | CFO | 10 June 2019 |
| 53 | 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 | 14 June 2019 |
| 54 | Submit to the Executive Mayor the SDBIP and performance agreements for the budget year (no later than 14 days after the approval of the annual budget) | Municipal Manager | 14 June 2019 |
| 55 | Submit monthly report on the budget for period ending 31 May 2019 within 10 working days to the Executive Mayor | Manager Budget | 14 June 2019 |
| 56 | Executive Mayor takes all reasonable steps to ensure that SDBIP is approved (within 28 days after approval of budget) | Municipal Manager | 28 June 2019 |
| 57 | Place Performance agreements on the website | Municipal Manager | 28 June 2019 |
| 58 | Submit copies of the performance agreements to Council and the MEC for Local Government as well as the national minister responsible for local government (within days after concluding the employment contract and performance agreements) | IDP & PMS | 28 June 2019 |
| 59 | Submit the SDBIP to National and Provincial Treasury within 10 working days of the approval of the plan | IDP& PMS | 12 July 2019 |
| 60 | Make public the projections, targets and indicators as set out in the SDBIP (No later than 10 working days after the approval of the SDBIP) | IDP & PMS | 12 July 2019 |
| 61 | Make public the performance agreements of the Municipal Manager and senior managers (no later than 14 days after the approval of the SDBIP) | IDP & PMS | 12 July 2019 |
| Community Participation Process | | | |
| 62 | Ward 1 - Citrusdal farms | Ward Councillor | 08 April 2019 |
| 63 | Ward 2 - Citrusdal Town | Ward Councillor | 09 April 2019 |
| 64 | Ward 3 - Clanwilliam | Ward Councillor | 10 April 2019 |
| 65 | Ward 4 - Graafwater | Ward Councillor | 11 April 2019 |
| 66 | Ward 5 - Elands Bay | Ward Councillor | 04 April 2019 |
| 67 | Ward 5 - Lamberts Bay | Ward Councillor | 03 April 2019 |
| 68 | Ward 6 - Algeria | Ward Councillor | 15 April 2019 |
| Budget Preparatory Process | | | |
| 69 | Budget process plan approved by Council 2019/20 | Executive Mayor | 20 May 2019 |
| Budgetary Policies | | | |



| No | Activity | Responsible person | Date |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|
| 71 | <ul style="list-style-type: none"> • 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 • 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 | Executive Mayor | 31 May 2019 |
| Tabling of Budget | | | |
| 72 | Annual Report 2018/19 approved | Executive Mayor | 13 December 2019 |
| 73 | Draft budget approved by Council & Draft IDP 19/20 approved | Executive Mayor | 29 March 2019 |
| 74 | Final Budget approved by Council | Executive Mayor | 31 May 2019 |
| Finalising | | | |
| 75 | Oversight Report with Annual Report 2018/19 approved by Council | Executive Mayor | 30 January 2020 |

Table 14: 2019/20 IDP/Budget Process



1.7 COVID-19

On 15 March 2020 President Cyril Ramaphosa declared South Africa COVID-19 epidemic a national state of disaster under the Disaster Management Act 57 of 2002. This was done primarily, as the President stated it to enable the government to “have an integrated and coordinated disaster management mechanism that will focus on preventing and reducing the outbreak of this virus.” The declaration enabled the government to issue a slew of regulations, directions, and guidelines to contain and mitigate the impact of the pandemic.

During a state of disaster, the DMA allows the government to issue regulations to restrict, *inter alia*, movement of persons and goods “to, from or within the disaster-stricken or threatened area, ... the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area... [or] any other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster...” (section 27(2).)

Similarly, the Disaster Management Regulations of 2004 (DMR) (as amended) state that:

“any Minister may issue and vary directions, as required, within his or her mandate, to address, prevent and combat the spread of COVID-19, from time to time, as may be required, including...steps that may be necessary to prevent an escalation of the national state of disaster, or to alleviate, contain and minimise the effects of the national state of disaster.” (section 10(8).)

These regulations and the pandemic itself have had a major impact on the basic service delivery and operations of local government, who had to adjust with immediate effect not only identified risks, projects, manpower but also budgets.

1.7.1 COVID-19 Response Committee

On the 30th of March 2020 Cederberg Municipality established the COVID-19 Response Committee. The committee comprises of members from all spheres of government.

The Covid-19 Response Committee had the following functions:

- Respond to all COVID-19 Infections
- Establish administrative Covid-19 protocols and policy
- Dealing of all risk identified areas
- Provide support mechanisms such as PPE, food parcels, basic services such as access to water
- Curb the spreading of the virus through preventative planning measures
- Monitor the implementation of COVID-19 Regulations
- Ensure that identified areas are duly sanitize and disinfect
- Report to District JOC on a weekly basis



The table below indicates the members that serve on the COVID-19 Response Committee and the dates of the meetings held:

| Name of representative | Representative forum | Meeting dates |
|------------------------|-------------------------------------|---------------------------------------------------------|
| Henry Slimmert | Municipal Manager | 4 May 2020 11 May 2020 18 May 2020 5 June 2020 |
| Ben Schippers | Water and Sanitation | |
| Sylvia Qunta | Executive Mayor | |
| Collin Julies | OHS Officer | |
| Jennifer Maarman | Covid Convener Graafwater | |
| Sylvia Newman | Covid Convener Elands Bay | |
| Maria Ludick | Covid Convener Citrusdal | |
| Jacques van Zyl | Covid Convener Lamberts Bay | |
| Jacob Klaase | Covid Convener Clanwilliam | |
| Shirly-Ann Mouton | Human Settlements/ Homeless Project | |
| Christo Filander | Disaster Management Officer | |
| Riaan Mathys | Traffic and Disaster Services | |
| Petronella Horn | Communication | |
| Henry Witbooi | Human Resource | |
| Andries Titus | Rural Development | |
| Bino Farmer | Resorts | |
| GW Hermanus | Acting Director Community Services | |
| Erika Visser | Finance | |
| Andre Dirks | Protection Services | |

Table 15: *Committee Members*

1.7.2 COVID-19: Statistical Information

The table below indicates the documented statistical information for COVID-19 within the Cederberg area from 26 March 2020 to 30 June 2020.

| Description | March 2020 | April 2020 | May 2020 | June 2020 |
|-------------|------------|------------|----------|-----------|
| Infections | 0 | 0 | 8 | 43 |
| Deaths | 0 | 0 | 0 | 0 |
| Recoveries | 0 | 0 | 8 | 43 |

Table 16: *COVID-19: Statistical Information*



1.7.3 Challenges: COVID-19

The table below gives a brief description of the COVID-19 challenge during the 2019/20 financial year:

| Challenge | Corrective Action |
|-------------------------------------------|--------------------------------------------------------|
| Personal protective equipment | Buying of PPE through tender process |
| Sanitizing of offices | Establish local response teams |
| Nutritional support for needy communities | Provide 2400 parcels to communities |
| Financial support | Received grants from provincial/national departments |
| Essential services support team | Continue to provide services delivery to the community |
| Generation lower financial income | Financial Recovery and Enhancement Plan |

Table 17: Challenges: COVID-19

1.7.4 Action Plan to Address the COVID-19 Associated Risks

The table below provide the actions implemented/that will be implemented to address the COVID-19 associated risks:

| Risk | Action implementation |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| High risk areas (Khayalitsha/Riverview) | Hot Spot Response Plan |
| Lamberts Bay fishing harbour over crowding | JOC team were established |
| Overcrowding of towns | Manage through traffic control and law enforcement |
| Influx of seasonal workers from high-risk areas | Establish 24-hour road block |
| Personal protective clothing | Buy PPE and also distribute to communities |
| Management of workers | Essential Services Plan were drafted |
| Positive cases and infected areas | Sanitize and disinfect on regularly basis |
| Monitoring COVID-19 Regulations | Inspections to work stations on a weekly basis |
| Communication to communities regularly | Establish municipal Facebook site/social media |
| Administrative challenges | Establish essential team - provide essential services |
| Municipal Systems Functions | Compliance were dealt with in the following manner: <ul style="list-style-type: none"> • COVID-19 Policy • Safety Representative COVID-19 inspections • Workplace preparedness standard operating procedure (SOP) • Isolation Protocol • Covid-19 Risk Assessments |
| Homeless people | Provide shelters to homeless people |

Table 18: Action Plan to Address the COVID-19 Associated Risks



1.7.5 COVID - 19 Communication/ Awareness

The table below indicates the different communication/awareness statistical information the municipality has implemented:

| Communication/ Awareness campaign | Platform/ channel utilised | Date |
|-----------------------------------|------------------------------------------|-----------------|
| Municipal Facebook | Social media | 12 April 2020 |
| Community Outreach Program | Loud hailing in towns/positive messaging | 16-17 July 2020 |
| Pamphlet distribution | Distribute pamphlets into community | Monthly |
| Awareness Program - door to door | Employ 49 youth participants | 20 July 2020 |

Table 19:COVID - 19 Communication/ Awareness

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 | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------|---------|
| | | 2018/29 | 2019/20 |
| The percentage of the municipal capital budget actually spent on capital projects by 30 June [(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% | 58.11% |

Table 20: 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 |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Clean audit achieved in 2019/20 financial year (3 consecutive years) | The Municipality maintained its clean audit status |
| Establishment of shelters for the homeless during COVID-19 pandemic | The Municipality restored the dignity of the homeless people not only by offering a shelter, but also offered life skills, entrepreneurial skills and development programmes |

Table 21: 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 |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improvement of Municipality's financial position | Adopt and implement turnaround strategy through measures such as administrative restructuring, financial monitoring, control and financial oversight |
| COVID-19 | The Municipality instituted stringent measures to effectively and efficiently manage COVID-19 funding pertaining to personal protective equipment (PPE) |
| Incomplete infrastructure projects | To secure MIG funding as well as co-funding for the completion of incomplete infrastructure projects |
| Housing project in Lamberts Bay | Formal applications have been submitted to the Department of Human Settlements |
| Review of macro and micro-organogram | To reorganise the macro and micro-organogram to improve good corporate governance and service delivery |

Table 22: *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 2019/20 financial year:

| Name of Councillor | Capacity | Political Party | Ward representing or proportional |
|--------------------|---------------------------------------------------------------|-----------------|-----------------------------------|
| Nosiphiwo Qunta | Executive Mayor and PR Councillor | ANC | PR |
| Lorna Scheepers | Deputy Executive Mayor and PR Councillor | ANC | PR |
| Evelyn Majikejela | Member of Executive Mayoral Committee and PR Councillor | ANC | PR |
| Maxwell Heins | Member of the Executive Mayoral Committee and Ward Councillor | ANC | Ward 3 |

| Name of Councillor | Capacity | Political Party | Ward representing or proportional |
|--------------------|-----------------------------------------------------|-----------------|-----------------------------------|
| Francois Kamfer | MPAC Chair and PR Councillor | ANC | PR |
| Francina Sokuyeka | PR Councillor | ADC | PR |
| Jan Meyer | Ward Councillor | DA | Ward 1 |
| Raymond Pretorius | Ward Councillor | DA | Ward 2 |
| Paulus Strauss | Speaker and Ward Councillor | ANC | Ward 4 |
| William Farmer | Ward Councillor (Resigned as EM on 16 October 2019) | DA | Ward 5 |
| Rhoda Witbooi | Ward Councillor | DA | Ward 6 |
| Marianne Nel | Resigned as PR Councillor in October 2019 | ANC | PR |

Table 23: Council 2019/20

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 |
|-------------------|-----------------------------|
| Nosiphiwo Qunta | Executive Mayor |
| Lorna Scheepers | Deputy Executive Mayor |
| Evelyn Majikijela | Member of Mayoral Committee |
| Maxwell Heins | Member of Mayoral Committee |

Table 24: Executive Committee 2019/20

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. The portfolio committees for the period 1 July 2019 until 30 June 2020 were as follow:



| Financial and Administrative Services Committee | |
|-------------------------------------------------|--------------------|
| Chairperson | Other members |
| Nosiphiwo Qunta | Maxwell Heins |
| | Francois Kamfer |
| | Rhoda Witbooi |
| | Jan Meyer |
| Integrated Development Services Committee | |
| Chairperson | Other members |
| Evelyn Majikijela | Lorna Scheepers |
| | Maxwell Heins |
| | Raymond Pretorius |
| | Jan Meyer |
| Municipal Public Accounts Committee | |
| Chairperson | Other members |
| Francois Kamfer | Fransiena Sokuyeka |

Table 25: *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 administrating 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 Councilors
- 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 once 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.

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

| Name of Official | Position |
|---------------------------------------------------------------------------------------------|-------------------------------------------------|
| Louis Volschenk (Resigned 21/01/2020) | Municipal Manager |
| Henry Slimmert (Council resolved to appointed MM on 29/05/2020 with effect from 01/07/2020) | Municipal Manager |
| Elrico Alfred (Resigned 31/01/2020) | Director: Financial and Administrative Services |
| Reginald Bent (Resigned 30/06/2020) | Director: Integrated Development Services |

Table 26: Administrative Governance Structure

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 (Not yet established) | Cederberg Municipality, Open-Up, ICA | To Make youth more involved in municipal affairs through technology and social platforms |
| Council of Stakeholders (CRDP) - Elands Bay and Graafwater | Cederberg Municipality, SCAC, SALDA, Verlorenvlei, Department Agriculture | Comprehensive Rural Development Programme |
| District Communication Forum | All Local Communicators in the West Coast | Sharing best practices and collaboration |
| Provincial Comms Tech | All communicators at municipals in the Province | Sharing best practices campaigns / management / training |

Table 27: 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. |
| MIG - Municipal Infrastructure Grant Coordination Meetings | For MIG reporting and Information sharing | Western Cape Municipalities, DCOG, DLG, DWS, DHS, MISA, EPWP |
| Quarterly Municipal Infrastructure Forum | Western Cape Municipalities, DCOG, DLG, DWS, DHS, MISA, EPWP | Share infrastructure Information (Continuous development session) |
| (B2B) Back to Basics Meeting (DLG) | Municipal support to unlock projects and programmes | Cederberg Municipalities, DLG, DWS, DHS, MISA, Provincial Treasury, SALGA |
| West Coast JDA (Joint District Approach) - Presidency | Planning on District Level | Municipalities in West Coast, DLG, DEADP, WCDM, DRDLR |
| Waste Management Forum | Discussing waste issues, Integrated waste planning, waste management and services, | Municipalities, DEADP and invitees |
| Green Deeds | Environmental issues, Air pollution, Coastal management and related | Municipalities in Province |
| WSIG - Water Service Infrastructure Grant Coordination meetings | To coordinate projects and funding from Department Water Affairs | Municipalities in Province, DWA |

Table 28: 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 29: 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 |



| Name of representative | Capacity representing |
|------------------------|-----------------------------|
| 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 30: 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 31: Ward 3: Committee Members

d) **Ward 4: Graafwater**

| Name of representative | Capacity representing |
|-------------------------------|-------------------------------|
| Arnold Boois | Geographic - Graafwater North |
| Dina Joubert | Geographic - Graafwater South |
| Maria Karools | Health and Welfare |
| Washiela Meniers | Small Farmers |
| Margaritha Strauss | Churches |
| Christo Hammers | Sport |
| Vacant | Chamber of Commerce |
| BJ Burger | Crime |
| Jonathan van der Westerhuizen | Rural and Economic |
| Nashwill Haneekom | Education and Youth |

Table 32: 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 |
| Getrude Angle | Geographic |

Table 33: 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 34: Ward 6: Committee Members

2.6.2 Representative Forums

a) **Labour Forum**

The table below specifies the members of the Labour Forum for the 2019/20 financial year:

| Name of representative | Capacity |
|----------------------------|----------------------------------------------------|
| Councillor Lorna Scheepers | Chairperson |
| Councillor Maxell Heins | Member |
| Henry Slimmert | Act. Municipal Manager |
| Nico Smit | Act. Director: Financial & Administration Services |
| GW Hermanus | Act. Director: Integrated Development Services |



| Name of representative | Capacity |
|-------------------------|-------------------------------------|
| Zukile Xhoma | SAMWU Shop Steward |
| Dinah Saiset | SAMWU Shop Steward |
| Aletta Meyer | SAMWU Shop Steward |
| Shirley-Ann Mouton | IMATU Shop Steward |
| Janine Fredericks | IMATU Shop Steward |
| Niklaas Fryer | IMATU Shop Steward |
| Muriel Links | IMATU Shop Steward |
| Jacobus Van Maro | IMATU Shop Steward |
| Henry Witbooi | Manager: Human Resources |
| Enrico Sampson | HR Practitioner: Labour Relations |
| Jessica Cloete | Committee Services Officer |
| Collin Julies | Health and Safety Officer |
| Izak Van Der Westhuizen | HR Practitioner: Skills Development |

Table 35: 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"> • Relocation of informal settlements • Funds received from Department of Human Settlements | 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"> • Establish Intern Municipal Cooperation Forum • Memorandum of agreement between municipalities and the district | 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"> • Desludging of oxidation pounds | 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"> • Water restrictions • Water awareness campaigns • Implementation of the draft tariff structure | Strategic Risk | Exceeds risk tolerance level | Technical Service Manager PMU |



| Risk | Current Controls | Risk Type | Residual Risk Exposure | Risk Owner |
|-----------------------------------------------------------------------------------|----------------------------------------------|------------------|------------------------------|-------------------------------|
| 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 36: 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 |
| Phemelo Majeni | Technical Services Manager PMU |
| Elrico Alfred | Chief Financial Officer (CFO) |
| Nigel Mercuur | 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 37: 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.



2.8.1 Developed Strategies

| Name of strategy | Developed (Yes/No) | Date adopted |
|------------------------------------------|--------------------|--------------|
| Fraud and Corruption Prevention Policy | Yes | 30 May 2019 |
| Fraud and Corruption Prevention Strategy | Yes | 30 May 2019 |

Table 38: Strategies

2.8.2 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 not filled yet. The OHS Officer is responsible for Risk Management until the position is advertised and filled |
| 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 took place December 2018 |

Table 39: 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:

2.9.1 Functions of the Audit Committee

- To advise the Council on all matters related to compliance and effective governance
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation



- Respond to the council on any issues raised by the Auditor-General in the audit report
- To review the quarterly reports submitted to it by the internal audit
- To evaluate audit reports pertaining to financial, administrative and technical systems
- The compilation of reports to Council, at least twice during a financial year
- To review the performance management system and make recommendations in this regard to Council
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised
- To review the annual report of the Municipality
- Review the plans of the internal audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available
- Provide support to the internal audit function
- Ensure that no restrictions or limitations are placed on the internal audit section
- Evaluate the activities of the internal audit function in terms of their role as prescribed by legislation

2.9.2 Members of the Audit Committee

The following table indicates the members of the audit committee:

| Name of representative | Capacity |
|------------------------|----------|
| Omar Valley | Member |
| Charles Beukes | Member |
| Nico Smit | Member |

Table 40: *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.

2.10.1 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.

2.10.2 Members of the Performance Audit Committee

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

| Name of representative | Capacity |
|------------------------|----------|
| Omar Valley | Member |
| Charles Beukes | Member |
| Nico Smit | Member |

Table 41: *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 | Monthly |
| External | Monthly |

Table 42: Newsletter

Awareness Campaigns

| Topic | Dates | Target Groups |
|---------------------------------------------|---------------------------|------------------------------------------------------------|
| Outreach Programme (Municipal Services) | Continuous | General public - ratepayers and general enquiries |
| Mayoral Service Delivery Oversight Campaign | Continuous | Internal - Municipal Technical teams and Senior Management |
| 16 Days of Activism | 25 November - 10 December | General Public |
| COVID-19 Awareness Campaign | Continuous | General Public |
| Women day | 10/11 August | Women |

Table 43: Awareness Campaigns

Additional Communication Channels Utilised

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

Table 44: 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 |
|---------------------------------------------------------------------------------------------|--------|
| Municipal contact details (Section 14 of the Promotion of Access to Information Act) | |
| Full Council details | Yes |
| Contact details of the Municipal Manager | Yes |
| Contact details of the CFO | Yes |



| Description of information and/or document | Yes/No |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Physical address of the Municipality | Yes |
| Postal address of the Municipality | Yes |
| Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA) | |
| Draft Budget 2019/20 | Yes |
| Adjusted Budget 2019/20 | 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 2019/20 | Yes |
| Budget and Treasury Office Structure | No |
| IDP and Public Participation (Section 25(4)(b) of the MSA and Section 21(1)(b) of the MFMA) | |
| Reviewed IDP for 2019/20 | Yes |
| IDP Process Plan for 2019/20 | Yes |
| Supply Chain Management (Sections 14(2), 33, 37 & 75(1)(e) & (f) and 120(6)(b) of the MFMA and Section 18(a) of the National SCM Regulation) | |
| 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 |
| Reports (Sections 52(d), 71, 72 & 75(1)(c) and 129(3) of the MFMA) | |
| Annual Report of 2018/19 | Yes |
| Oversight reports | Yes |
| Mid-year budget and performance assessment | Yes |
| Quarterly Reports | Yes |
| Monthly Budget Statement | Yes |
| Local Economic Development (Section 26(c) of the MSA) | |
| LED Strategy | Yes |
| LED Policy Framework | No |
| Economic Profile | No |
| LED projects | Yes |
| Performance Management (Section 75(1)(d) of the MFMA) | |



| Description of information and/or document | Yes/No |
|------------------------------------------------------------------|--------|
| Performance Agreements for employees appointed as per S57 of MSA | Yes |

Table 45: Website Checklist



CHAPTER 3

This chapter provides an overview of the key service achievements of the Municipality that came to fruition during 2019/20 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 South Africa, 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 2019/20

a) *Adoption of a Performance Management Framework*

The Municipality reviewed a performance framework in the 2019/20 financial year and was approved by Council on 31 May 2019.

b) *The IDP and the Budget*

The reviewed IDP for 2019/20 and the budget for 2019/20 were approved by Council on 31 May 2019. 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 28 June 2019. 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 2020.

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
- Monthly projections of revenue to be collected (not billed) for each source
- Monthly projections of expenditure (operating and capital) and revenue for each vote
- 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):

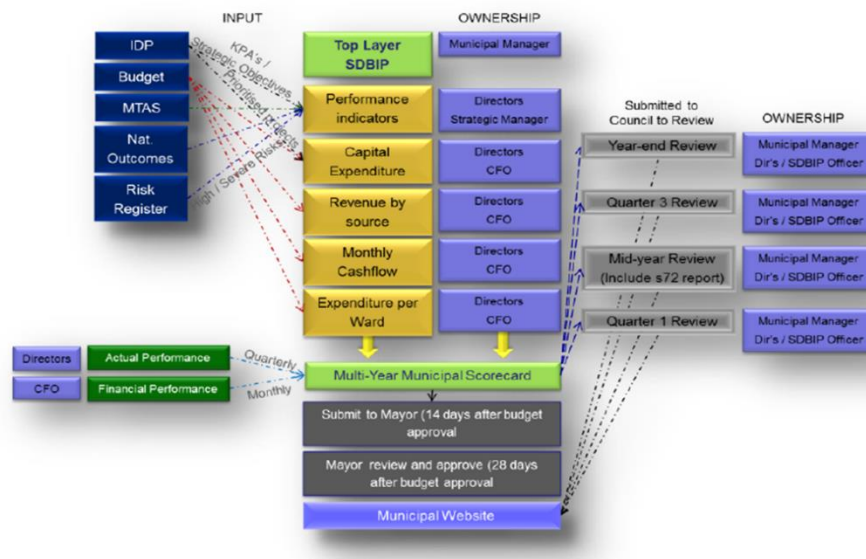


Figure 1: Components of the Municipal Scorecard (Top Layer)

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

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 28 June 2019
- 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

The MSA prescribes that the Municipality must enter into performance based agreements with all s57 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 2019/20 financial were signed during 24 July 2019.

The appraisal of the performance in terms of the signed agreements takes place twice per annum as regulated.

During the 2019/20 financial year, no appraisals were done due to the fact that Senior Managers were only were only acting/ appointed on a temporary basis. Therefore, there where no Senior Managers to evaluate for this period.

The appraisal is 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 2019/20

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).

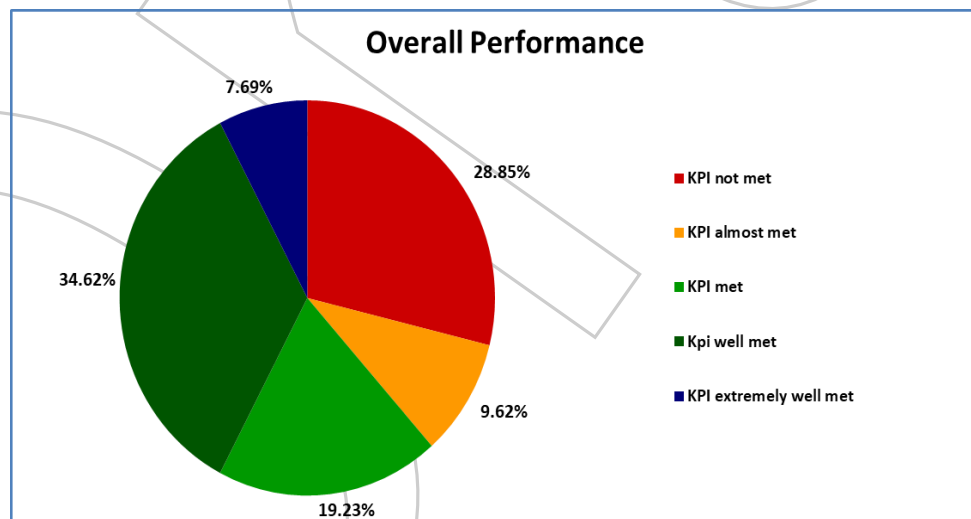
In the paragraphs below the performance achieved is illustrated against the Top layer SDBIP according to the IDP (strategic) objectives.

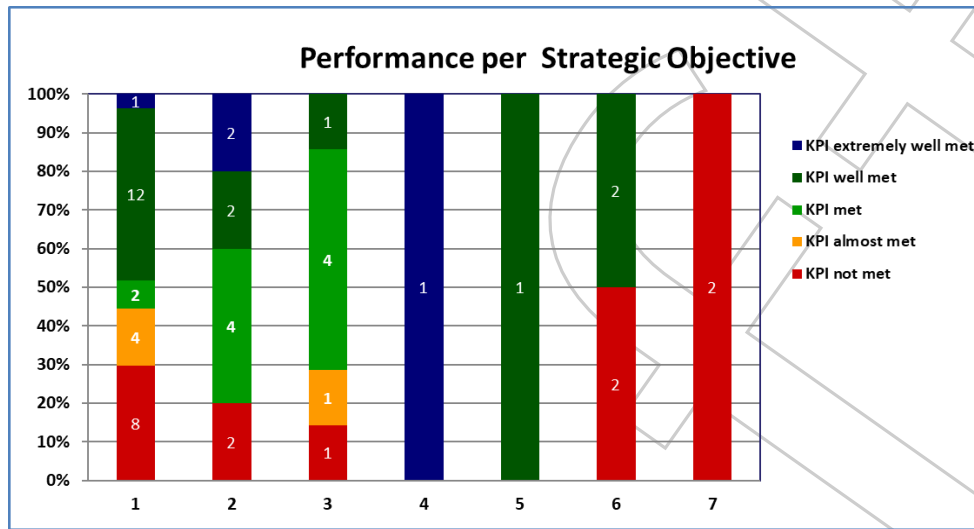
The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (kpi’s) of the SDBIP is measured:

| 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 | 8 | 2 | 1 | 0 | 0 | 2 | 2 | 15 |
| KPI Almost Met | 4 | 0 | 1 | 0 | 0 | 0 | 0 | 5 |
| KPI Met | 2 | 4 | 4 | 0 | 0 | 0 | 0 | 10 |
| KPI Well Met | 12 | 2 | 1 | 0 | 1 | 2 | 0 | 18 |
| KPI Extremely Well Met | 1 | 2 | 0 | 1 | 0 | 0 | 0 | 4 |
| Total | 27 | 10 | 7 | 1 | 1 | 4 | 2 | 52 |

Table 46: 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 2018/19 | Overall Performance 2019/20 | | | | | | |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|--------|--------|--------|--------|---------|----|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 | 98.69% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 58.11% | R |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |
| 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 | All | 100% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 100.00% | G2 |
| 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 | All | 100% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 100.00% | G2 |
| 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 | 101.99% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 62.00% | R |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |
| 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 | 117.79% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 67.79% | O |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |



| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|--------|--------|---------|---------|---------|----|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 | 97.96% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 87.96% | O |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |
| 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% | 20.00% | 40.00% | 70.00% | 100.00% | 100.00% | 100.00% | G |
| 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 | 88.26% | 95.00% | 95.00% | 95.00% | 95.00% | 95.00% | 83.96% | O |
| Corrective action | | Source funding for the upgrade of water treatment plants in the remote areas including Algeria, Leipoldville, Paleisheuwel and Wupperthal | | | | | | | | | |
| 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 | 103.54% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 98.00% | G2 |
| 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 | 71.58% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 32.00% | R |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |
| 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 | 51.93% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 57.97% | R |



| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|--------|--------|--------|--------|---------|----|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |
| 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 | 10.31% | 15.00% | 15.00% | 15.00% | 15.00% | 15.00% | 11.09% | B |
| 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 | 94.58% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 94.74% | G2 |
| TL20 | Develop 2 boreholes for Clanwilliam and 2 boreholes for Citrusdal by 30 June 2020 | Number of boreholes developed by 30 June 2020 | All | 0 | 0 | 0 | 0 | 4 | 4 | 4 | G |
| 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 | New KPI for 2019/20 | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 100.00% | G2 |
| 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 | All | New KPI for 2019/20 | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 8.13% | R |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |
| 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 | All | New KPI for 2019/20 | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 17.21% | R |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |

| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|-------|-------|-------|--------|--------|----|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 | 5 614 | 4 980 | 4 980 | 5 779 | 5 779 | 5 779 | 5 799 | G2 |
| 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 | 7 690 | 7 615 | 7 615 | 7 877 | 7 877 | 7 877 | 7 907 | G2 |
| TL42 | 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 2020 | Number of residential properties which are billed for sewerage | All | 4 586 | 4 315 | 4 315 | 4 758 | 4 758 | 4 758 | 4 780 | G2 |
| 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 | 5 512 | 4 950 | 4 950 | 5 862 | 5 862 | 5 862 | 5 873 | G2 |
| 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 | 2 040 | 2 500 | 2 500 | 2 001 | 2 001 | 2 001 | 2 181 | G2 |
| 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 | 2 041 | 2 500 | 2 500 | 2 280 | 2 280 | 2 280 | 2 115 | O |
| Corrective action | | Expand the indigent survey to ensure all members of the community are aware of the process and are assisted to apply | | | | | | | | | |
| 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 | 1 951 | 2 500 | 2 500 | 1 911 | 1 911 | 1 911 | 2 100 | G2 |



| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|-------|--------|--------|--------|--------|----|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 | 2 008 | 2 500 | 2 500 | 2 009 | 2 009 | 2 009 | 2 262 | G2 |
| 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 | 0 | 1 | 0 | 1 | 2 | 0 | R |
| Corrective action | | Report will be tabled to Council in the new financial year | | | | | | | | | |
| TL54 | 90% of the approved capital budget spent for the development of boreholes in Lamberts Bay 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 | New KPI for 2019/20 | 0.00% | 0.00% | 60.00% | 90.00% | 90.00% | 4.80% | R |
| Corrective action | | Due to the COVID-19 pandemic and the application of regulations and directions issued in terms of Section 27(2) of the Disaster Management Act no 57 of 2002, targets could not be reached. All projects and activities will resume with the relaxation of COVID-19 regulations | | | | | | | | | |

Table 47: Improve and sustain basic service delivery and infrastructure development

b) Financial viability and economically sustainability

| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------|--------------------------------|-----------------------------|-------|-------|--------|--------|--------|---|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 + | % of debt coverage by 30 June 2020 | All | 7.99% | 0.00% | 0.00% | 0.00% | 45.00% | 45.00% | 5.62% | B |



| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | | Actual | R |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|--------|--------|--------|--------|---------|----|--------|---|
| | | | | | Target | | | | | Actual | R | | |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | | | |
| | Long Term Lease) / Total Operating Re | | | | | | | | | | | | |
| 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 | 25% | 0.00% | 0.00% | 0.00% | 30.00% | 30.00% | 67.00% | B | | |
| 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 | 0.14% | 0 | 0 | 0 | 1 | 1 | 0 | R | | |
| Corrective action | | Adjustment Budget to be approved on 30th July to cut cost and limit non-core expenditure. Overtime reduction as well as salary cost | | | | | | | | | | | |
| 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 | 100% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 100.00% | G2 | | |
| 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 | New KPI for 2019/20 | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 0.00% | R | | |
| Corrective action | | Budget were adjusted during the adjustment budget | | | | | | | | | | | |
| 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 | 1 | 1 | 0 | 0 | 0 | 1 | 1 | G | | |
| 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 | 86.74% | 85.00% | 85.00% | 85.00% | 85.00% | 85.00% | 85.17% | G2 | | |
| TL37 | Achieve an unqualified audit opinion for the 2018/19 financial year | Unqualified Audit opinion received | All | 1 | 0 | 0 | 1 | 0 | 1 | 1 | G | | |



| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|------|--------------------------------------------------------------|------------------------------------------------------------|------|--------------------------------|-----------------------------|----|----|----|--------|--------|---|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| TL38 | Submit the draft main budget to Council by 31 March 2020 | Draft main budget submitted to Council by 31 March 2020 | All | 1 | 0 | 0 | 1 | 0 | 1 | 1 | G |
| TL39 | Submit the adjustments budget to Council by 28 February 2020 | Adjustment budget submitted to Council by 28 February 2020 | All | 1 | 0 | 0 | 1 | 0 | 1 | 1 | G |

Table 48: Financial viability and economically sustainability

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

| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|--------|--------|--------|--------|--------|----|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 | 0 | 0 | 0 | 1 | 1 | 0 | R |
| Corrective action | | The Risk assessment sessions has been planned and rescheduled for August 2020 | | | | | | | | | |
| 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 | 0 | 0 | 0 | 1 | 1 | 0.8 | O |
| Corrective action | | The Audit & Performance Audit committee members were appointed by Council at a Special Council meeting held on Thursday, 25 June 2020 | | | | | | | | | |
| 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 | 1 | 0 | 0 | 1 | 0 | 1 | 1 | G |
| 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 | 1 | 0 | 0 | 1 | 0 | 1 | 1 | G |
| TL7 | Submit the final reviewed IDP to Council by 31 May 2020 | Final IDP submitted to Council by 31 May 2020 | All | 1 | 0 | 0 | 0 | 1 | 1 | 1 | G |
| 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 | 97.93% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 95.78% | G2 |

| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|------|----------------------------------------------------|-----------------------------------------------|------|--------------------------------|-----------------------------|-------|-------|---------|---------|---------|---|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| TL29 | Address 100% of ICT Audit findings by 30 June 2020 | % of Audit findings addressed by 30 June 2020 | All | 100% | 0.00% | 0.00% | 0.00% | 100.00% | 100.00% | 100.00% | G |

Table 49: Good governance, community development & public participation

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

| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | |
|------|----------------------------------------------------------------|----------------------------------------------------------------------|------|--------------------------------|-----------------------------|----|----|-----|--------|--------|---|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 | 0 | 0 | 0 | 200 | 200 | 394 | B |

Table 50: 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 2018/19 | Overall Performance 2019/20 | | | | | | |
|------|-----------------------------------------------------------------------|------------------------------------------------------|------|--------------------------------|-----------------------------|----|----|----|--------|--------|----|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| TL24 | Construct 84 top structures in Lamberts Bay Pr.No.114 by 30 June 2020 | Number of top structures constructed by 30 June 2020 | All | 100 | 0 | 0 | 0 | 84 | 84 | 106 | G2 |

Table 51: 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 2018/19 | Overall Performance 2019/20 | | | | | | |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------|--------------------------------|-----------------------------|--------|--------|--------|--------|--------|---|
| | | | | | Target | | | | | Actual | R |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | |
| 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 | New KPI for 2019/20 | 0 | 0 | 0 | 1 | 1 | 0 | R |
| Corrective action | | Report will be tabled to Council in the new financial year | | | | | | | | | |
| 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 | All | 100% | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 41.85% | R |



| Ref | KPI | Unit of Measurement | Ward | Actual performance for 2018/19 | Overall Performance 2019/20 | | | | | | | Actual | R |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------|--------------------------------|-----------------------------|--------|--------|--------|--------|---------|----|--------|---|
| | | | | | Target | | | | | | | | |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | | | |
| Corrective action | | Management to ensure that spending is in line with the procurement plans | | | | | | | | | | | |
| 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 | All | New KPI for 2019/20 | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 100.00% | G2 | | |
| 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 | All | New KPI for 2019/20 | 0.00% | 20.00% | 60.00% | 90.00% | 90.00% | 100.00% | G2 | | |

Table 52: 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 2018/19 | Overall Performance 2019/20 | | | | | | Actual | R |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------|-----------------------------|-------|-------|-------|--------|-------|--------|---|
| | | | | | Target | | | | | | | |
| | | | | | Q1 | Q2 | Q3 | Q4 | Annual | | | |
| 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 | 0 | 0 | 0 | 1 | 1 | 0 | R | |
| Corrective action | | The position of the Municipal Manager was advertised in the 2019/20 financial year and appointment was made on 1 July 2020 | | | | | | | | | | |
| 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 | 0.84% | 0.00% | 0.00% | 0.00% | 0.50% | 0.50% | 0.15% | R | |
| Corrective action | | Training could not take place as per the Workplace Skills Plan due to the COVID-19 pandemic. Training will resume as soon as possible | | | | | | | | | | |

Table 53: 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 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Constitution Schedule 4, Part B functions: | |
| 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 |



| Municipal Function | Municipal Function Yes / No |
|----------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Stormwater management systems in built-up areas | Yes |
| Trading regulations | Yes |
| Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems | Yes |
| Constitution Schedule 5, Part B functions: | |
| Beaches and amusement facilities | 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 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 54: *Functional Areas*

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 WATER PROVISION

3.3.1 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.

3.3.2 Highlights: Water Services

The table below specifies the highlights for the year:

| Highlights | Description |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Construction of 1.5ML reservoir | The construction of a 1.5ML reservoir was completed to upgrade the storage capacity in Graafwater |
| Borehole development - Clanwilliam | Two boreholes were developed and connected to the Jan Dissels watercourse that discharge into the Jan Dissels Reservoir. From here the water is pumped to the Clanwilliam main supply 3ML Reservoir. Each borehole is equipped with a solar panel for electricity supply |
| Borehole development - Citrusdal | Two boreholes were developed to supplement the bulk water to Citrusdal. The one borehole was equipped with a solar energy supply system and the other with Eskom electrical supply |

Table 55: Water Services Highlights

3.3.3 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 a 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. As a result of the COVID-19 epidemic no meetings could take place between stakeholders, but Cederberg Municipality submitted a concept agreement to the farmers to enable them to peruse and comment where applicable |
| 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 |
| The Citrusdal drinking water storage is inadequate and a 3ML reservoir is required | Business plan for funding was submitted to DWS and the outcome was that funding will be availed during 2021/22 for the construction of a 3ML reservoir |
| Funding requirements to complete the desalination plant at Lamberts Bay | The application for funding is pending with the DWS although the funding allocation was presented in the Government Gasette |

Table 56: Water Services Challenges

3.3.4 Service Delivery Levels: Water Services

Below is a table that specifies the different water service delivery levels per household for the financial years 2018/19 and 2019/20:

| Description | 2018/19 | 2019/20 |
|---------------------------------------------------|---------------|---------------|
| | Actual | Actual |
| Household | | |
| Water: (above minimum level) | | |
| Piped water inside dwelling | 5 614 | 5 799 |
| 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 |
| Minimum Service Level and Above Sub-total | 7 135 | 7 320 |
| Minimum Service Level and Above Percentage | 98.44% | 98.48% |
| Water: (below minimum level) | | |

| Description | 2018/19 | 2019/20 |
|---------------------------------------------------------|---------------|---------------|
| | Actual | Actual |
| Household | | |
| Water: (above minimum level) | | |
| Using public tap (more than 200m from dwelling) | 1 252 | 1 252 |
| Other water supply (more than 200m from dwelling) | 0 | 0 |
| No water supply | 0 | 0 |
| Below Minimum Service Sub-total | 1 252 | 1 252 |
| Below Minimum Service Level Percentage | 14.92% | 14.60% |
| Total number of Households (formal and informal) | 8 387 | 8 572 |
| <i>Include informal settlements</i> | | |

Table 57: Water Service Delivery Levels: Households

3.3.5 Employees: Water Services

The following table indicates the staff composition for this division:

| Employees: Water Services | | | | | |
|----------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 12 | 15 | 13 | 2 | 13.3 |
| 4 - 6 | 3 | 11 | 3 | 8 | 72 |
| 7 - 9 | 7 | 9 | 6 | 3 | 33.3 |
| 10 - 12 | 3 | 3 | 3 | 0 | 0 |
| 13 - 15 | 2 | 3 | 1 | 2 | 66.6 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 27 | 46 | 26 | 18 | 39.1 |

Table 58: Employees: Water Services

3.3.6 Capital: Water Services

The following table indicates the capital expenditure for this division:

| Capital Projects | 2019/20 | | | |
|-----------------------------------------------------------|-----------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Citrusdal boreholes rehabilitation (Drought Relief Grant) | 0 | 1 043 478 | 1 208 438 | 116% |
| Clanwilliam boreholes (Drought Relief Grant) | 0 | 2 000 000 | 2 030 818 | 102% |
| Desalination Plant (Drought Relief Grant) | 0 | 233 729 | 0 | 0% |
| Fencing high pressure reservoir Citrusdal | 300 000 | 431 160 | 431 160 | 100% |
| Generator - Amber road | 145 000 | 0 | 0 | 0% |
| New building chlor gas Citrusdal | 60 000 | 0 | 0 | 0% |
| New building toilette Citrusdal | 26 250 | 0 | 0 | 0% |
| Office Furniture/Equipment Clanwilliam | 7 500 | 13 304 | 13 817 | 104% |
| Reseal of reservoir Citrusdal | 150 000 | - | - | 0% |
| Water Equipment Citrusdal | - | 1 950 | - | 0% |
| Water Equipment Clanwilliam | 50 000 | 92 485 | 91 185 | (99%) |
| Water: Equipment | 40 000 | 145 842 | 177 997 | 122% |
| Water: Equipment Elands Bay & Lamberts Bay | 0 | 69 963 | 50 913 | (73%) |
| Water: Equipment Graafwater | 0 | 650 | 0 | 0% |
| WSIG: Lamberts Bay borehole development | 8 695 652 | 8 695 652 | 448 150 | (5%) |
| WSIG: Upgrade of Graafwater raw water infrastructure | 8 695 652 | 8 695 652 | 1 521 721 | (17%) |

Table 59: Capital Expenditure 2019/20: Water Services

3.4 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 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.

3.4.1 Highlights: Waste Water (Sanitation) Provision

The table below specify the highlight for the year:

| Highlight | Description |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Desludging of Citrusdal Waste Water Treatment Works (WWTW) | The existing Citrusdal WWTW is overloaded with sewer sludge and the project was initiated to conduct desludging and transport sludge to Lamberts Bay WWTW. This improves final effluent discharging into the Olifants River |

Table 60: Waste Water (Sanitation) Provision Highlights

3.4.2 Challenges: Waste Water (Sanitation) Provision

The table below specify the challenge for the year:

| Description | Actions to address |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Funding constraints to complete the Citrusdal WWTW | Re-submission of funding application 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 61: Waste Water (Sanitation) Provision Challenges

3.4.3 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 2018/19 and 2019/20:

| Description | 2018/19 | 2019/20 |
|-------------------------------------------------------|---------------|--------------|
| | Actual | Actual |
| Household | | |
| Sanitation/Sewerage: (above minimum level) | | |
| Flush toilet (connected to sewerage) | 4 586 | 4 780 |
| Flush Toilet (with Septic tank) | 514 | 512 |
| Chemical Toilet | 20 | 20 |
| Pit Toilet (ventilated) | 0 | 0 |
| Other toilet provisions (above minimum service level) | 379 | 379 |
| Minimum Service Level and Above Sub-Total | 5 499 | 5 693 |
| Minimum Service Level and Above Percentage | 83.39% | 84% |
| Bucket Toilet | | |
| Bucket Toilet | 0 | 0 |

| Description | 2018/19 | 2019/20 |
|-------------------------------------------------------|---------------|---------------|
| | Actual | Actual |
| Household | | |
| Sanitation/Sewerage: (above minimum level) | | |
| Other Toilet provisions (below minimum service level) | 0 | 0 |
| No toilet provisions | 2 152 | 2 152 |
| Below Minimum Service Level Sub-Total | 2 152 | 2 152 |
| Below Minimum Service Level Percentage | 28.13% | 27.43% |
| Total number of households | 7 651 | 7 845 |

Table 62: Waste Water (Sanitation) Provision Service Delivery Levels

3.4.4 Employees: Waste Water (Sanitation) Provision

The following table indicates the staff composition for this division:

| Employees: Sanitation Services | | | | | |
|--------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 14 | 23 | 12 | 11 | 47.8 |
| 4 - 6 | 2 | 10 | 3 | 7 | 70 |
| 7 - 9 | 4 | 5 | 2 | 3 | 60 |
| 10 - 12 | 0 | 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 |
| Total | 20 | 39 | 17 | 22 | 56.4 |

Table 63: Employees Waste Water (Sanitation) Provision

3.4.5 Capital: Waste Water (Sanitation) Provision

The following table indicates the capital expenditure for this division:

| Capital Projects | 2019/20 | | | |
|-----------------------------------------|---------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Elands Bay stormwater pipe | 70 000 | 0 | 0 | 0% |
| MIG: Citrusdal new WWTW | 0 | 3 106 217 | 3 363 278 | 108% |
| Office furniture/ equipment Clanwilliam | 7 500 | 6 937 | 6 401 | (92%) |

| Capital Projects | 2019/20 | | | |
|-----------------------------------------------|-----------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Purchase of land: Graafwater oxidation ponds | 0 | 200 000 | 200 000 | 100% |
| Sewerage: Equipment Citrusdal | 50 000 | 36 645 | 36 645 | 100% |
| Sewerage: Equipment Clanwilliam | 10 000 | 0 | 0 | 0% |
| Sewerage: Equipment Elands Bay | 75 000 | 11 673 | 37 209 | 319% |
| Sewerage: Equipment Graafwater | 50 000 | 26 780 | 26 780 | 100% |
| Sewerage: Equipment Lamberts Bay | 100 000 | 82 901 | 27 845 | (34%) |
| Sewerage: Infrastructure Lamberts Bay | 500 000 | 0 | 0 | 0% |
| Upgrade of sewerage pump station | 65 000 | 44 801 | 42 561 | (95%) |
| Upgrade of sewerage pump station Lamberts Bay | 125 000 | 0 | 0 | 0% |
| WSIG: Upgrade of Graafwater oxidation ponds | 8 695 652 | 8 695 652 | 1 562 449 | (18%) |

Table 64: Capital Expenditure 2019/20: Waste Water (Sanitation) Provision

3.5 ELECTRICITY

3.5.1 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 are on-going. The Department of Mineral Resources and Energy (DMRE) committed a contribution of 40% of the cost to build a 66 KV line and substation. Negotiations with other departments to secure the additional funding are in progress.

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.

3.5.2 Highlights: Electricity

The table below specifies the highlights for the year:

| Highlights | Description |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Elands Bay walkway | Streetlights were installed next to the walkway in Elands Bay to enhance the safety of the pedestrians |
| Electrification of low-cost houses in Lamberts Bay | 180 Low-cost houses received electricity for the first time and 400 plots were fully serviced and ready for connections. Streetlights were also installed |
| Upgrade of bulk electrical supply in Lamberts Bay | Building of a 11KV switch station and upgrade of the MV network to ensure a better supply |

Table 65: Electricity Highlights

3.5.3 Challenges: Electricity

The table below specifies the challenges for the year:

| Description | Actions to address |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Insufficient staff | Appoint more qualified personal |
| Insufficient bulk capacity in Clanwilliam | The construction of the 66KV line is in process. However, additional funds must be sourced to complete the line and to build a new substation in Clanwilliam |

Table 66: Electricity Challenges

3.5.4 Service Delivery Levels: Electricity

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

| Description | Households | |
|----------------------------------------------------------|-------------------|---------|
| | 2018/19 | 2019/20 |
| | Actual | Actual |
| | No. | No. |
| | Households | |
| Electricity | 7 690 | 7 873 |
| Total number of households | 10 200 | 10 486 |
| <i>Number of debtors according to the billing system</i> | | |

Table 67: Electricity Service Delivery Levels

3.5.5 Employees: Electricity

The following table indicates the staff composition for this division:

| Employees: Electricity Services | | | | | |
|---------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | 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 | 5 | 5 | 50 |
| 7 - 9 | 3 | 7 | 3 | 4 | 57.1 |
| 10 - 12 | 4 | 4 | 4 | 0 | 0 |
| 13 - 15 | 1 | 0 | 0 | 0 | 0 |
| 16 - 18 | 0 | 1 | 1 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 14 | 22 | 13 | 9 | 40.9 |

Table 68: Employees: Electricity Services

3.5.6 Capital: Electricity

The following table indicates the capital expenditure for this division:

| Capital Projects | 2019/20 | | | |
|------------------------------------------------------------------------|-----------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Electricity: Equipment | 100 000 | 17 441 | 17 441 | 100% |
| Electricity: Office furniture/equipment | 0 | 940 | 939 | 100% |
| Electricity: Upgrade network | 150 000 | 283 609 | 247 660 | (87%) |
| Electrification of low-cost houses - Lamberts Bay Ph1 & 2 - co-funding | 700 000 | 891 596 | 806 400 | (90%) |
| Generator (Citrusdal - Boschklouf boreholes) | 0 | 29 094 | 0 | 0% |
| INEP - Bulk electricity upgrade - Clanwilliam | 4 637 217 | 4 637 217 | 4 636 333 | 100% |
| INEP - electrification of low-cost houses - Lamberts Bay Ph1 & 2 | 3 747 130 | 3 747 130 | 3 747 130 | 100% |
| MIG: New street lighting for housing Ph1 - Lamberts Bay | 0 | 407 997 | 407 996 | 100% |
| MIG: New street lighting for housing Ph2 - Lamberts Bay | 0 | 1 102 420 | 1 102 373 | 100% |
| MIG: New street lighting for housing Riverview - Citrusdal | 0 | 210 309 | 210 308 | 100% |

| Capital Projects | 2019/20 | | | |
|------------------------------------------|---------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Replacement of streetlights - Elands Bay | 100 000 | 0 | 0 | 0% |
| Streetlights and spotlights | 225 000 | 191 000 | 162 297 | (85%) |
| Streetlights - Graafwater | 37 500 | 37 500 | 22 295 | (59%) |

Table 69: Capital Expenditure 2019/20: Electricity

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

3.6.1 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.

3.6.2 Highlights: Waste Management

The table below specifies the highlights for the year:

| Highlights | Description |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Illegal dumping | Awareness campaigns, distribution of pamphlets and cleaning areas |
| Develop Recycling Implementation Plan | Council adopted the plan to implement recycling and avail land to the recyclers |
| Registration on Integrated Pollution and Waste Information System (IPWIS) | Electronic collection of data on the waste disposal facilities (WDFs) |

Table 70: Waste Management Highlights

3.6.3 Challenges: Waste Management

The table below specifies the challenges for the year:

| Description | Actions to address |
|-------------------------------------|----------------------------------------------------------------------|
| 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 of refuse |

Table 71: Waste Management Challenges

3.6.4 Service Delivery Levels: Waste Management

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

| Description | Households | |
|----------------------------------------------------------|--------------|--------------|
| | 2018/19 | 2019/20 |
| | Actual | Actual |
| | No. | No. |
| <i>Solid Waste Removal: (Minimum level)</i> | | |
| Removed at least once a week | 5 512 | 5 512 |
| <i>Minimum Service Level and Above sub-total</i> | 5 512 | 5 512 |
| <i>Minimum Service Level and Above percentage</i> | 100% | 100% |
| <i>Solid Waste Removal: (Below minimum level)</i> | | |
| 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 |
| <i>Below Minimum Service Level sub-total</i> | 0 | 0 |
| <i>Below Minimum Service Level percentage</i> | 0% | 0% |
| Total number of households | 5 512 | 5 512 |

Table 72: Waste Management Service Delivery Levels

3.6.5 Employees: Waste Management

The following table indicates the staff composition for this division:

| Employees: Solid Waste Services | | | | | |
|---------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 30 | 32 | 32 | 0 | 0 |
| 4 - 6 | 2 | 4 | 0 | 4 | 100 |
| 7 - 9 | 7 | 12 | 9 | 3 | 25 |
| 10 - 12 | 0 | 2 | 0 | 2 | 100 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 1 | 1 | 1 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 40 | 51 | 42 | 9 | 17.6 |

Table 73: Employees: Waste Management

3.6.6 Capital: Waste Management

| Capital Projects | 2019/20 | | | |
|----------------------------------------------------|---------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Building dump site - Clanwilliam | 90 000 | 57 306 | 56 755 | (99%) |
| Fencing dump site - Clanwilliam | 30 000 | 0 | 0 | 0% |
| Fencing dump site - Citrusdal | 100 000 | 0 | 0 | 0% |
| Office furniture & equipment dump site - Citrusdal | 34 500 | 0 | 0 | 0% |
| Purchase of lockers | 40 000 | 0 | 0 | 0% |
| Refuse: Equipment Clanwilliam | 50 000 | 1 392 | 1 391 | 100% |

Table 74: Capital Expenditure 2019/20: Waste Management

3.7 HOUSING

3.7.1 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 75: 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 76: Housing Needs

3.7.2 Highlights: Housing

The table below specifies the highlights for the year:

| Highlights | Description |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Housing deliveries | 184 Units transferred to beneficiaries |
| Cederberg mortgages | 50 Cancellations of mortgages in favour of the Municipality cancelled - transfer of title deeds to follow soon |
| #Nolitterinmyarea campaign | Clean-up campaign in Khayelitsha informal settlement |
| Handover of title deeds | 239 Title deeds were transferred in Cederberg |
| COVID-19 homeless shelter | Securing 21 homeless people under lockdown regulations |
| Food relief project during COVID-19 | Assisting 5 000 vulnerable households with vegetable parcels |

Table 77: Housing Highlights

3.7.3 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 78: *Housing Challenges*

3.7.4 Service Delivery Levels

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

| Category | R per month | Number |
|--------------|-----------------|--------|
| Full Subsidy | R0 - R3 500 | 4 018 |
| Service Site | R3 501 - R7 000 | 808 |
| FLISP | R7001 - R22 000 | 650 |

Table 79: *Applicants on the Western Cape Housing Demand Database*

| Financial year | Number of housing units on waiting list | % Housing waiting list increase/(decrease) |
|----------------|-----------------------------------------|--------------------------------------------|
| 2018/19 | 5 262 | (18.2%) |
| 2019/20 | 5 476 | 4% |

Table 80: *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 | | | |
| 2018/19 | 44 021 | 43 578 | 98.99% | 184 | 356 |
| 2019/20 | 3 903 | 3 387 | 97.99% | 0 | 240 |

Table 81: *Houses Built and Sites Service*

3.7.5 Employees: Housing

The following table indicates the staff composition for this division:

| Employees: Housing | | | | | |
|--------------------|-----------|----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | 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 | 2 | 2 | 0 | 0 |
| 10 - 12 | 2 | 3 | 3 | 0 | 0 |
| 13 - 15 | 1 | 2 | 1 | 1 | 50 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 4 | 7 | 6 | 1 | 14.2 |

Table 82: Employees: Housing

3.7.6 Capital: Housing

| Capital Projects | 2019/20 | | | |
|----------------------------------------------------------|---------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| HSDG - Riverview: Upgrade existing main bus routes (Ph1) | 0 | 672 922 | 672 922 | 100% |
| Office Furniture - Clanwilliam | 10 000 | 0 | 0 | 0% |
| Office Furniture - Citrusdal | 10 000 | 0 | 0 | 0% |
| Office Furniture - Lamberts Bay | 5 000 | 0 | 0 | 0% |

Table 83: Capital Expenditure 2019/20: Housing

3.8 FREE BASIC SERVICES AND INDIGENT SUPPORT

3.8.1 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 2019/20 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 | % |
| 2018/19 | 2 041 | 2 041 | 100% | 2 040 | 99% | 1 951 | 95.5% | 2 008 | 98% |
| 2019/20 | 2 262 | 2 115 | 93% | 2 251 | 99% | 2 160 | 95.4% | 2 262 | 100% |

Table 84: 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 |
| 2018/19 | 2 041 | 50 | 132 215 | 7 690 | 200 | 3 306 204 | 22 | 120 | 188 765 |
| 2019/20 | 2 115 | 50 | 134 704 | 7 907 | 200 | 3 626 056 | 22 | 120 | 190 653 |

Table 85: 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 |
| 2018/19 | 2 040 | 6 | 14 229 | 5 614 | 20 | 617 993 |
| 2019/20 | 2 251 | 6 | 15 701 | 5 799 | 20 | 669 969 |

Table 86: 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 |
| 2018/19 | 1 951 | 172 | 335 572 | 4 586 | 206 | 538 896 |

| 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 |
| 2019/20 | 2 160 | 190 | 410 400 | 4 780 | 220 | 561 963 |

Table 87: 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 |
| 2018/19 | 2 008 | 130 | 261 040 | 5 512 | 130 | 478 400 |
| 2019/20 | 2 262 | 153 | 346 086 | 5 873 | 153 | 552 483 |

Table 88: Free Basic Refuse Removal Services to Indigent Households

| Financial Performance 2019/20: Cost to Municipality of Free Basic Services Delivered | | | | |
|--------------------------------------------------------------------------------------|-----------|-----------|-------------------|-----------|
| Services Delivered | 2018/19 | 2019/20 | | |
| | Actual | Budget | Adjustment Budget | Actual |
| | R | | | |
| Water | 894 976 | 961 099 | 961 099 | 896 080 |
| Sanitation | 3 363 793 | 3 562 057 | 3 562 057 | 3 578 558 |
| Electricity | 67 574 | 78 202 | 262 877 | 64 264 |
| Refuse | 420 366 | 450 143 | 450 143 | 422 514 |

Table 89: Cost to Municipality of Free Basic Services Delivered

COMPONENT B: ROAD TRANSPORT

3.9 ROADS AND STORMWATER

3.9.1 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. R31 million has been spent to date on the project with the implementation of Phases 1 to 4.

In the financial year under review, Phase 4 of this Citrusdal multi-year roads and storm water project was implemented and R9 332 665 was spent from the MIG allocation.

The objective of Phase 4, implemented in the 2019/20 financial year, was to rehabilitate the existing roads in Oranjeville in the town of Citrusdal, by means of repairing base failures with a 100mm Emulsion treated base (ETB) patch, resurfacing the roads with a 30mm asphalt overlay and constructing a new road (Canna Avenue). Other ancillary work such as replacing kerbs, road signs and markings were performed.

- 30mm Asphalt overlay: Fuchia Street (248m)
- 30mm Asphalt overlay: Eureka Street (261m)
- 30mm Asphalt overlay: Disa Street (275m)
- 30mm Asphalt overlay: Clarkia Street (262m)
- 30mm Asphalt overlay: Botterblom Street (218m)
- 30mm Asphalt overlay: Anemoon Street (324m)
- 30mm Asphalt overlay: Eike Street (475m)
- 30mm Asphalt overlay: Denne Street (215m)
- 30mm Asphalt overlay: Cedar Street (215m)
- 30mm Asphalt overlay: Bohemia Street (234m)
- 30mm Asphalt overlay: Akasia Street (190m)



- Repair of bituminous treated base (BTB) failures with ETB: Titus Street (344m)
- Repair of BTB failures: Kooperasie Street (220m)
- New road construction: Canna Street (115m)

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 R 100 689 was spent from own funds on the maintenance and rehabilitation of roads and stormwater in the 2019/20 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 for the upgrade of roads and stormwater infrastructure. Maintenance and cleaning of the existing stormwater system is conducted on an annual basis to alleviate blockages that cause flooding.

3.9.2 Highlights: Roads and Stormwater

The table below specify the highlight for the year:

| Highlight | Description |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Completed the rehabilitation of roads in Oranjeville, Citrusdal (Phase 4) | 30mm Asphalt overlay of 3.5 km of roads in Oranjeville and construction of new road (Canna Street: 115 m) |

Table 90: Roads and Stormwater Highlights

3.9.3 Challenges: Roads and Stormwater

The table below specify the challenge for the year:

| Description | Actions to address |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| PMS and Rural Roads Asset Management System (RRAMS) have identified roads requiring upgrades and repairs. Estimated costs require revision and budget secured for the implementation of recommendations | Utilise available PMS and RRAMS to identify roads requiring work to re-estimate costs required and budget accordingly or apply for funding |

Table 91: Roads and Stormwater Challenge

3.9.4 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) |
| 2018/19 | 18 | 1.75 | 0 | 2 |
| 2019/20 | 18 | 0 | 0.12 | 0.16 |

Table 92: 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) |
| 2018/19 | 101 | 5.26 | 0.71 | 0.645 | 4 |
| 2019/20 | 106 | 0.12 | 3.5 | 0 | 2 |

Table 93: 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 |
| 2018/19 | 0 | 0 | 0 | 34 324 | 4 371 | 2 600 |
| 2019/20 | 0 | 0 | 0 | 9 333 | 0 | 101 |

Table 94: Cost of Construction/Maintenance of Roads

3.9.5 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) |
| 2018/19 | 31 | 2.06 | 0 | 3 |
| 2019/20 | 31 | 0 | 0 | 12 |

Table 95: Stormwater Services Delivery Statistics

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

| Stormwater Measures | | | |
|---------------------|-----------|----------|------------|
| Year | New | Upgraded | Maintained |
| 2018/19 | 1 200 000 | 0 | 270 290 |
| 2019/20 | 0 | 0 | 101 000 |

Table 96: Stormwater Services Delivery Statistics - Financials

3.9.6 Employees: Roads

The following table indicates the staff composition for this division:

| Employees: Roads | | | | | |
|------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 23 | 25 | 21 | 4 | 16 |
| 4 - 6 | 1 | 9 | 1 | 8 | 88.8 |
| 7 - 9 | 9 | 11 | 9 | 2 | 18.1 |
| 10 - 12 | 0 | 0 | 0 | 0 | 0 |
| 13 - 15 | 1 | 1 | 0 | 1 | 100 |
| 16 - 18 | 1 | 1 | 1 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 35 | 47 | 32 | 15 | 31.9 |

Table 97: Employees: Roads

3.9.7 Employees: Stormwater

The following table indicates the staff composition for this division:

| Employees: Stormwater | | | | | |
|-----------------------|-----------|----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 3 | 3 | 3 | 0 | 0 |
| 4 - 6 | 0 | 0 | 0 | 0 | 0 |
| 7 - 9 | 0 | 0 | 0 | 0 | 0 |
| 10 - 12 | 0 | 0 | 0 | 0 | 0 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 3 | 3 | 3 | 0 | 0 |

Table 98: Employees: Waste Water (Stormwater)

3.9.8 Capital: Roads and Stormwater

| Capital Projects | 2019/20 | | | |
|------------------------------------------------------|---------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Infrastructure services - Roads - Clanwilliam | 180 000 | 0 | 0 | 0% |
| Roads: Equipment - Citrusdal | 50 000 | 17 567 | 17 567 | 100% |
| Roads: Equipment - Clanwilliam | 90 000 | 16 249 | 16 249 | 100% |
| Roads: Equipment Graafwater | 90 000 | 9 980 | 9 980 | 100% |
| Roads: Equipment - Lamberts Bay | 90 000 | 34 673 | 17 236 | (50%) |
| Speedbumps Dwars Street & Skool Street - Clanwilliam | 45 000 | 40 406 | 40 406 | 100% |
| Upgrade sidewalks Annemoon Ave - Citrusdal | 50 000 | 0 | 0 | 0% |

Table 99: Capital Expenditure 2019/20: Roads and Stormwater

COMPONENT C: PLANNING AND LOCAL ECONOMIC DEVELOPMENT (LED)

3.10 PLANNING

3.10.1 Introduction to Planning

Land use planning for Cederberg Municipality is handled by the Department of Town Planning, Building Control and Environmental Management. The 2018/19 planning challenges rolled over to the 2019/20 financial year due to budget constraints. The Municipality managed to attain and appoint an Environmental Officer. Council has approved the Cederberg Municipality Zoning Scheme By-law, which will be adopted in the 2020/21 financial year.

3.10.2 Highlights: Planning

The table below specifies the highlights for the year:

| Highlights | Description |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cederberg Municipality Zoning Scheme By-law | Council has approved the Cederberg Municipality Zoning Scheme By-law that complies with Spatial Planning and Land Use Management Act (SPLUMA). The scheme will be implemented in the 2020/21 financial year |
| Appointment of an Environmental Officer | Appointed an Environmental Officer in June 2019 to start in July 2019 to assist the Municipality with environmental compliances |
| Air Quality By-law | Air Quality By-law was adopted by Council on 13 December 2019 and published in Government Gazette on 13 May 2020 |
| Environmental Protection and Infrastructure Programmes (EPIP) | A 2019-2021 Working for the Coast Project has been established through the EPIP in order to support the |



| Highlights | Description |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Municipality through funding initiatives to enhance the protection of the environment |
| Air Quality Management Plan | The Air Quality Management Plan and Coastal Management Programme were adopted by Council on 13 December 2019 |
| Coastal Management Programme | Coastal clean-ups were done with local schools in Lamberts Bay in February 2020 to create awareness and to ensure a clean coastal environment |
| Estuarine Management Plans | The final Jakkalsvlei and Wadrift Estuarine Management Plans were received by the Department of Environmental Affairs and Development Planning in October 2019 and provided to Cederberg Municipality |
| Awareness Programmes | Held waste awareness and litter clean-up campaign at an informal settlement in December 2019 together with Clanwilliam tourism and Crystal Waters Homeowners Association. Water saving sign boards were placed on dustbins in Clanwilliam, Citrusdal and Lamberts Bay in January 2020 as a water conservation initiative for Cederberg. Recycling awareness talks were presented to local schools within Cederberg in September 2019 as well as a tree planting initiative for Arbor Month |
| Operational Plan for Public Launch Sites (PLS) | An operational plan for the public launch site in Elands Bay was completed in June 2020 |
| Building Control Portal | The building control portal, Collaborator was introduced by the Red Tape Reduction Unit of the Department of Economic Development and Tourism (DEDAT) in the 2019/20 financial year to fast track building plan submissions. The main objective is to reduce the bureaucratic blockages (non-essential procedures, forms etc) to make it easier and more cost-effective to do business |

Table 100: Planning Highlights

3.10.3 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 and 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 attendance of workshops |
| Temporary offices | Moved to temporary offices that is not equipped with the necessary facilities and storage areas. Permanent space must be obtained and equipped |

Table 101: Planning Challenges



3.10.4 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 | |
| | 2018/19 | 2019/20 | 2018/19 | 2019/20 |
| Planning application received | 0 | 0 | 100 | 82 |
| Applications not approved | 0 | 0 | 1 | 0 |
| Applications closed | 0 | 0 | 97 | 1 |
| Applications outstanding at year end | 0 | 0 | 2 | 4 |
| Awaiting DEA&DP decision | 0 | 0 | 1 | 0 |

Table 102: Applications for Land Use Development

| Type of service | 2018/19 | 2019/20 |
|--------------------------------------|---------------------|----------------------|
| Building plans application processed | 227 | 116 |
| Total surface (m ²) | 39 713 | 25 293 |
| Approximate value | R187 040 861 | R164 404 500 |
| Residential extensions | 6 716m ² | 13 748m ² |
| Land use applications processed | 97 | 89 |

Table 103: Additional Performance Town Planning and Building Control

3.10.5 Employees: Planning

The following table indicates the staff composition for this division:

| Employees: Planning | | | | | |
|---------------------|-----------|----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | 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 | 3 | 5 | 3 | 2 | 40 |
| 13 - 15 | 1 | 1 | 1 | 0 | 0 |
| 16 - 18 | 1 | 1 | 1 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 5 | 8 | 5 | 3 | 37.5 |

Table 104: Employees: Planning

3.10.6 Capital: Project Management and Town Planning

| Capital Projects | 2019/20 | | | |
|--------------------------------------------------------------|------------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Citrusdal WWTW (acceleration of housing delivery) | 0 | 607 007 | 607 007 | 100% |
| Elands Bay new pedestrian pathway lightning - MIG co-funding | 117 000 | 117 000 | 86 927 | (74%) |
| Building of vault door | 30 000 | 0 | 0 | 0% |
| MIG PMU computer equipment | 20 000 | 22 609 | 14 639 | (65%) |
| MIG: Upgrade roads and stormwater infrastructure - Citrusdal | 12 942 304 | 8 115 361 | 8 830 716 | 109% |
| Office furniture and equipment - Clanwilliam | 10 000 | 0 | 0 | 0% |
| Town planning: Equipment | 30 000 | 0 | 0 | 0% |

Table 105: Capital Expenditure 2019/20: Project Management and Town Planning

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

3.11.1 Introduction to LED

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.

3.11.2 Highlights: LED

The table below include the highlight with the implementation of the LED Strategy:

| Highlight | Description |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Waste management initiatives | The Municipality approved the allocation of land for various waste management initiatives, especially small businesses in waste management |

Table 106: LED Highlights

3.11.3 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 107: Challenges LED

3.11.4 Employees: LED

The following table indicates the staff composition for this division:

| Employees: LED | | | | | |
|------------------------|-----------|----------|-----------|----------------------------------|-----------------------------------|
| Job Level (T-grade) | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 0 | 0 | 0 | 0 | 0 |
| 4 - 6 | 0 | 0 | 0 | 0 | 0 |
| 7 - 9 | 0 | 0 | 0 | 0 | 0 |
| 10 - 12 | 1 | 1 | 1 | 0 | 0 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 1 | 1 | 1 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 2 | 2 | 2 | 0 | 0 |

Table 108: Employees: LED

3.12 TOURISM

3.12.1 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 economy.

Five strategic objectives were identified:

| Strategic Objective | Sub-Objective |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Tourism Development: 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</p> | <p>1.1 Community Based Tourism: 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</p> <p>1.2 Catalytic Tourism Development Projects: 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</p> <p>1.3 Extreme Sports Tourism: Develop the Cederberg's extreme and adventure sports potential as a vibrant tourism sub-sector in the region</p> <p>1.4 Niche Tourism: Develop viable niche tourism sectors specifically birding, mountain biking routes, cultural and heritage routes, botanical/herb-tourism and agro-tourism</p> <p>1.5 Events Tourism: 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</p> |
| <p>2 Tourism Transformation: 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</p> | <p>2.1 Institutional Arrangements: Review and improve the current local tourism institutional arrangements in line with national policy guidelines</p> <p>2.2 Representativeness: Develop and implement a realistic blueprint for participation and inclusion of all sectors of the community with a stake in tourism</p> <p>2.3 Compliance with relevant legislation: 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>3 Tourism Marketing: Market and promote the Cederberg area as a world class, year-round, outdoor-adventure and cultural tourism destination</p> | <p>3.1 Digital destination marketing strategy: Develop and implement a cutting-edge digital marketing strategy based on a cost-effective and efficient electronic marketing portal and website</p> <p>3.2 Media exposure: Exploit the region's media exposure to increase tourist numbers</p> <p>3.3 Information Portal: Develop a comprehensive information portal where users can access current and accurate regional tourism and related information</p> <p>3.4 Communication Strategy: Develop an internal and external communication plan to improve lines of communication to fast track tourism development</p> |
| <p>4. Tourism Funding and Resource Mobilization: Develop and implement a sustainable tourism funding and resource model in support of Cederberg's development, growth and marketing objectives</p> | <p>4.1 Funding of Local Tourism Office (LTO): Review and strengthen the current Municipal-LTO funding model in order to maximize marketing and development return on investment</p> <p>4.2 Resource Mobilization: Lobby national and provincial government, public entities, international funders and private companies to become partners in tourism development and marketing</p> |
| <p>5. Tourism Monitoring and Evaluation: Develop and implement a practical monitoring and evaluation system to monitor, review and assess the progress in tourism development and marketing</p> | <p>5.1 Tourism Research Intelligence: Set up a reliable tourism research and intelligence unit linked to a monitoring and evaluation component</p> <p>5.2 Source reliable tourism marketing statistics and development data that will assist in evaluating current initiatives and provide options for future developments</p> |

Table 109: Tourism Strategic Objectives



3.12.2 Highlights: Tourism

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

| Highlights | Description |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Partnering with Exchange, an international support agency | The Municipality partnered with Exchange to develop a new strategic approach for tourism. The strategy focuses on attracting key events to the Cederberg region and ensure that events draw increased visitor numbers |
| Adventure tourism growth | Adventure tourism is drawing huge numbers because of the Cederberg mountains, beaches and natural environment |

Table 110: Highlights: Tourism

3.12.3 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"> Fragmented marketing approach by tourism authorities Over-reliance on role of tourism information offices as sources of information Institutional arrangements to maximize utilization of funding | <ul style="list-style-type: none"> The Cederberg region to be marketed under a singular brand 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 Complete re-evaluation required of marketing initiatives and use of funding on overheads instead of programs and developmental initiatives |
| 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 and heritage tourism |

Table 111: Challenges: Tourism

3.12.4 Employees: Tourism

The following table indicates the staff composition for this division:

| Employees: Tourism | | | | | |
|------------------------|-----------|----------|-----------|-------------------------------------|--------------------------------------|
| Job Level (T-grade) | 2018/19 | 2019/20 | | | |
| | 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 | 1 | 1 | 0 | 0 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 1 | 1 | 0 | 0 |

Table 112: Employees: Tourism

COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.13 LIBRARIES

3.13.1 Introduction to Libraries

Cederberg Municipality have 6 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 113: Libraries in the Municipal Area

3.13.2 Highlights: Libraries

The table below specify the highlight for the year:

| Highlight | Description |
|---------------------|---------------------------------------------------------------------------------------------|
| Elandskloof Library | A temporary library has been opened in Elanskloof and it will be formally opened in 2020/21 |

Table 114: Libraries Highlights

3.13.3 Challenges: Libraries

The table below specifies the challenges for the year:

| Description | Actions to address |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------|
| Budgetary decrease | The Municipality have to add own funding because the Library Grant just make provision for salaries |
| Wupperthal Library moved to another building | Once the temporary housing project is completed, one of the structures can be used for a library |

Table 115: Libraries Challenges

3.13.4 Service Statistics for Libraries

The table below specifies the service statistics for the year:

| Service statistic | 2018/19 | 2019/20 |
|-----------------------------------------------|---------|---------|
| Library members | 6 569 | 10 050 |
| Books circulated | 135 569 | 155 136 |
| Exhibitions held | 228 | 216 |
| Internet users | 7 092 | 8 235 |
| New library service points or wheelie wagons | 1 | 1 |
| Children programs | 20 | 15 |
| Visits by school groups | 180 | 220 |
| Book group meetings for adults | 0 | 0 |
| Primary and Secondary Book Education Sessions | 8 | 0 |

Table 116: Service Statistics for Libraries

3.13.5 Employees: Library Services

The following table indicates the staff composition for this division:

| Employees: Libraries | | | | | |
|----------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 2 | 6 | 2 | 4 | 66.6 |
| 4 - 6 | 8 | 8 | 7 | 1 | 12.5 |
| 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 |
| Total | 17 | 21 | 16 | 5 | 23.8 |

Table 117: Employees: Libraries

3.14 CEMETERIES

3.14.1 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 honour their departed loved ones.

3.14.2 Highlights: Cemeteries

The table below specifies the highlights for the year:

| Highlights | Description |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expansion of the Clanwilliam Cemetery | The cemetery in Clanwilliam was expanded by 2 500 m ² and fenced. The work started in the previous financial year and was completed in 2019/20 |
| Upgrade and replace fence of the Clanwilliam Cemetery | The upgrade and replacement of the Clanwilliam Cemetery fence was finalised. The fence on the river side and the golf course side was in a poor condition |
| Cemeteries listed as Community Works Program (CWP's) priority | Cemeteries was listed on the CWP's priority tasks as part of the "clean & green" initiative. Previously the CWP teams only worked within towns, at schools and churches |

Table 118: Cemeteries Highlights

3.14.3 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 fencing | Procurement was done and will be completed in the new financial year |

Table 119: Cemeteries Challenges

3.14.4 Service Statistics for Cemeteries

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

| Type of service | 2018/19 | 2019/20 |
|-----------------|---------|---------|
| Burials | 179 | 111 |

Table 120: Service Statistics for Cemeteries

3.14.5 Capital: Community and Social Services

| Capital Projects | 2019/20 | | | |
|--------------------------------|---------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Upgrade community facilities | 70 000 | 28 106 | 28 106 | 100% |
| Upgrade taxi ranks - Citrusdal | 0 | 29 160 | 29 160 | 100% |

Table 121: Capital Expenditure: Community and Social Services

COMPONENT G: SECURITY AND SAFETY

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

3.15 LAW ENFORCEMENT

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

3.15.1 Highlights: Law Enforcement

The table below specifies the highlights for the year:

| Highlights | Description |
|----------------------------------|--------------------------------------------------------------------|
| Addressing of illegal structures | About 480 inspection/visits to informal settlements were conducted |
| Addressing illegal house shops | About 210 inspections were conducted |

Table 122: Law Enforcement Highlights

3.15.2 Challenges: Law Enforcement

The table below specifies the challenges for the year:

| Description | Actions to address |
|--------------------------------------------------------|------------------------------------------------------------------------------------|
| Limited skills | Budgetary provision must be made to provide training for skills development |
| Limited patrol vehicles, uniforms and safety equipment | Budgetary provision must be made to procure vehicles, uniform and safety equipment |

Table 123: Law Enforcement Challenges

3.15.3 Service Statistics for Law Enforcement

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

| Details | 2018/19 | 2019/20 |
|---------------------------------------------------|---------|---------|
| Number of by-law infringements attended | 129 | 276 |
| Number of officers in the field on an average day | 3.6 | 5 |
| Number of officers on duty on an average day | 4 | 8 |

Table 124: Service Statistics for Law Enforcement

3.15.4 Employees: Law Enforcement

The following table indicates the staff composition for this division:

| Employees: Law Enforcement | | | | | |
|----------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | 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 | 13 | 5 | 27.7 |
| 10 - 12 | 0 | 0 | 0 | 0 | 0 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 2 | 18 | 13 | 5 | 27.7 |

Table 125: Employees: Law Enforcement

3.16 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

3.16.1 Highlights: Traffic Services

The table below specifies the highlights for the year:

| Highlights | Description |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Combat illegal taxi operators in the area of jurisdiction | Many illegal taxis are being impounded and fined |
| Promote safety roads | With the limited resources and staff our officers keep our communities safe. No serious accidents occurred in CBD areas of our towns |
| COVID-19 awareness campaigns conducted in conjunction with other roll players | Visit the different towns with sports personalities and creating awareness about COVID-19 |
| Daily roadblocks on promoting safe entrances to our towns | Daily roadblocks established in Clanwilliam and Citrusdal |

Table 126: Traffic Services Highlights

3.16.2 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 in Citrusdal area and N7 | Budgetary provision must be made to deploy more personnel |

Table 127: Traffic Services Challenges

3.16.3 Additional Performance Service statistics for Traffic Services

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

| Details | 2018/19 | 2019/20 |
|---------------------------------------------------|-----------|-----------|
| Motor vehicle licenses processed | 24 144 | 14 243 |
| Learner driver licenses processed | 1 550 | 370 |
| Driver licenses processed | 1 352 | 353 |
| Driver licenses issued | 481 | 844 |
| Fines issued for traffic offenses | 50 367 | 26 155 |
| R-value of fines collected | 3 205 800 | 3 917 100 |
| Roadblocks held | 50 | 245 |
| Complaints attended to by Traffic Officers | 67 | 73 |
| Awareness initiatives on public safety | 3 | 2 |
| Number of road traffic accidents during the year | 328 | 139 |
| Number of officers in the field on an average day | 0.3 | 3 |
| Number of officers on duty on an average day | 2.6 | 3 |

Table 128: Service Statistics for Traffic Services

3.16.4 Employees: Traffic Services

The following table indicates the staff composition for this division:

| Employees: Traffic Services | | | | | |
|-----------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 2 | 2 | 1 | 1 | 50 |
| 4 - 6 | 3 | 10 | 4 | 6 | 60 |
| 7 - 9 | 1 | 3 | 2 | 1 | 33.3 |
| 10 - 12 | 8 | 22 | 6 | 16 | 75.7 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 1 | 1 | 0 | 1 | 100 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 15 | 38 | 13 | 25 | 65.7 |

Table 129: Employees: Traffic Services

3.17 FIRE SERVICES AND DISASTER MANAGEMENT

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.

3.17.1 Highlights: Fire Services and Disaster Management

The table below specifies the highlights for the year:

| Highlights | Description |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Delay in the spread of COVID-19 in the municipal area | Application of strict curfew regulations and controlling and monitoring of the Disaster Management Act |
| Non-drowning festive season | Employment of lifeguards and awareness programmes contributed to a non-drowning festive season |
| Fire and disaster awareness campaigns | Transferring of skills, fire education and mitigation of fire and disaster with the community |

Table 130: Fire Services and Disaster Management Highlights

3.17.2 Challenges: Fire Services and Disaster Management Services

The table below specifies the challenges for the year:

| Challenges | Actions to overcome |
|------------------------------------------------|-------------------------------------------------------------------------------|
| Limited staff, 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 131: Fire Services and Disaster Management Challenges

3.17.3 Service Statistics for Fire Services and Disaster Management

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

| Details | 2018/19 | 2019/20 |
|--------------------------------------|-------------------------------|-----------------------|
| Operational callouts | 149 | 115 |
| Awareness initiatives on fire safety | 14 initiatives / 5 137 people | 10 initiatives/ 5 000 |
| Total fires attended in the year | 112 | 115 |
| Average turnout time - urban areas | 2 hours | 2 hours |
| Average turnout time - rural areas | 3 hours | 3 hours |

Table 132: Service Statistics for Fire Services

3.17.4 Employees: Fire Services and Disaster Management

The following table indicates the staff composition for this division:

| Employees: Fire Services and Disaster Management | | | | | |
|--------------------------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | 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 | 19 | 0 | 19 | 100 |
| 7 - 9 | 0 | 1 | 0 | 1 | 100 |
| 10 - 12 | 0 | 1 | 1 | 0 | 0 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 21 | 1 | 20 | 95.2 |

Table 133: Employees: Fire Services and Disaster Management

3.17.5 Capital: Public Safety

The following table indicates the capital expenditure for this division:

| Capital Projects | 2019/20 | | | |
|-----------------------------------------------------|---------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Fencing of Traffic Centre Citrusdal | 100 000 | 0 | 0 | 0% |
| Firearm safes | 30 000 | 0 | 0 | 0% |
| Office furniture Citrusdal | 22 500 | 6 412 | 0 | 0% |
| Office furniture Clanwilliam | 0 | 1 300 | 0 | 0% |
| Office furniture Clanwilliam | 22 500 | 1 735 | 1 735 | 100% |
| Office furniture Lamberts Bay | 5 000 | 0 | 0 | 0% |
| Upgrade traffic building Clanwilliam | 100 000 | 0 | 0 | 0% |
| Upgrade - Vehicle Test Centre equipment Citrusdal | 580 368 | 567 859 | 493 790 | (87%) |
| Upgrade - Vehicle Test Centre equipment Clanwilliam | 580 368 | 567 859 | 493 790 | (87%) |

Table 134: Capital Expenditure 2019/20: Public Safety

COMPONENT H: SPORT AND RECREATION

3.18 SPORT AND RECREATION

3.18.1 Introduction to Sport and Recreation

Sport and recreation continue to be important components of social and community well-being. The 2019/20 financial year was characterized by significant events that took place in the municipal area and a number of previously peripheral codes have become popular.

3.18.2 Highlights: Sport and Recreation

The table below specifies the highlights for the year:

| Highlights | Description |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sport councils were established in three of the major towns in Cederberg | The sport council will work in conjunction with the Municipality on sport issues and provide community level guidance on sport development initiatives |
| Processes to develop a Cederberg Sport Policy and Sport Facilities Policy started in October 2019 with the establishment of sport councils | This draft policy needs to be tabled before Council. If approved, this will be the guiding document with regards to our engagements with partners in the sport arena and sport development for Cederberg |

Table 135: Sport and Recreation Highlights

3.18.3 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 and 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 |
| Graafwater sports field needs urgent attention | Budgetary provision must be made and application for external funding |

Table 136: Sport and Recreation Challenges

3.18.4 Service Statistics for Sport and Recreation

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

| Type of service | 2018/19 | 2019/20 |
|-----------------------------------------------------|------------|------------|
| Community parks | | |
| Number of parks with play park equipment | 5 | 5 |
| Number of wards with community parks | 4 | 4 |
| Sport fields | | |
| Number of wards with sport fields | 6 | 6 |
| Number of sport associations utilizing sport fields | 20 | 20 |
| R-value collected from utilization of sport fields | R60 268.36 | R37 562.26 |
| Sport halls | | |
| 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 | R10 386.01 | R6 321.36 |

Table 137: Service Statistics for Sport and Recreation

3.18.5 Employees: Resorts and Caravan Parks

The following table indicates the staff composition for this division:

| Employees: Resorts and Caravan Parks | | | | | |
|--------------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 15 | 15 | 12 | 3 | 20 |
| 4 - 6 | 6 | 7 | 6 | 1 | 14.2 |
| 7 - 9 | 0 | 0 | 0 | 0 | 0 |
| 10 - 12 | 0 | 0 | 0 | 0 | 0 |
| 13 - 15 | 1 | 1 | 1 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 22 | 23 | 19 | 4 | 17.3 |

Table 138: Employees: Resorts and Caravan Parks

3.18.6 Employees: Parks and Gardens

The following table indicates the staff composition for this division:

| Employees: Parks and Gardens | | | | | |
|------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 22 | 33 | 25 | 8 | 24.2 |
| 4 - 6 | 2 | 5 | 0 | 5 | 100 |
| 7 - 9 | 3 | 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 |
| Total | 27 | 42 | 28 | 14 | 33.3 |

Table 139: Employees: Parks and Gardens

3.18.7 Capital: Sport and Recreation

The following table indicates the capital expenditure for this division:

| Capital Projects | 2019/20 | | | |
|----------------------------------------------------------------|-----------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Lamberts Bay sport field - upgrade pavilion | 200 000 | 0 | 0 | 0% |
| Office furniture & equipment - Citrusdal | 22 500 | 2 422 | 2 450 | 101% |
| Office furniture & equipment - Clanwilliam | 7 500 | 6 937 | 6 401 | 92% |
| Office furniture/equipment resorts - Clanwilliam | 22 500 | 27 805 | 29 783 | 107% |
| Office furniture/equipment resorts - Lamberts Bay & Elands Bay | 20 000 | 4 805 | 4 155 | 86% |
| Parks & gardens: Elands Bay tables and chairs | 14 000 | 0 | 0 | 0% |
| Parks & gardens: Equipment Graafwater | 0 | 24 000 | 24 000 | 100% |
| Parks & gardens: Equipment - Lamberts Bay | 50 000 | 8 261 | 8 261 | 100% |
| Parks & gardens: Equipment - Citrusdal | 25 000 | 21 235 | 21 235 | 100% |
| Upgrade & beautification: Caravan park- Elands Bay | 50 000 | 0 | 0 | 0% |
| Upgrade & beautification: Caravan park - Lamberts Bay | 150 000 | 136 998 | 136 998 | 100% |
| Upgrade ablution facilities: Cemeteries - Lamberts Bay | 300 000 | 0 | 0 | 0% |
| Upgrade kitchen - sports ground - Citrusdal | 20 000 | 0 | 0 | 0% |
| Upgrade playpark Jakaranda - Clanwilliam | 25 000 | 0 | 0 | 0% |
| Upgrade sport fields - Clanwilliam | 3 000 000 | 82 249 | 82 249 | 100% |
| Vehicles - trailer - Citrusdal | 45 000 | 0 | 0 | 0% |

Table 140: Capital Expenditure 2019/20: Sport and Recreation

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.

3.19 EXECUTIVE AND COUNCIL

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

3.19.1 Highlights: Executive and Council

The table below specifies the highlights for the year:

| Highlights | Description |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Clean audit achieved in 2019/20 financial year (3 consecutive years) | The Municipality maintained its clean audit status |
| Establishment of shelters for the homeless during COVID-19 pandemic | The Municipality restored the dignity of the homeless people not only by offering a shelter, but also offered life skills, entrepreneurial skills and development programmes |

Table 141: Executive and Council Highlights

3.19.2 Challenges: Executive and Council

The table below specifies the challenges for the year:

| Description | Actions to address |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Adopt and implement turnaround strategy through measures such as administrative restructuring, financial monitoring, control and financial oversight |
| COVID-19 | The Municipality instituted stringent measures to effectively and efficiently manage COVID-19 funding pertaining to personal protective equipment (PPE) |
| Incomplete infrastructure projects | To secure MIG funding as well as co-funding for the completion of incomplete infrastructure projects |
| Housing project in Lamberts Bay | Formal applications have been submitted to the Department of Human Settlements |
| Review of macro and micro organogram | To reorganise the macro and micro organogram to improve good corporate governance and service delivery |

Table 142: Executive and Council Challenges

3.19.3 Employees: Area Management

The following table indicates the staff composition for this division:

| Employees: Area Management | | | | | |
|----------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 3 | 3 | 3 | 0 | 0 |
| 4 - 6 | 2 | 2 | 2 | 0 | 0 |
| 7 - 9 | 0 | 0 | 0 | 0 | 0 |
| 10 - 12 | 3 | 3 | 1 | 2 | 66.6 |
| 13 - 15 | 2 | 3 | 1 | 2 | 66.6 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 10 | 11 | 7 | 4 | 36.3 |

Table 143: Employees: Area Management

3.19.4 Employees: Administrative Services

The following table indicates the staff composition for this division:

| Employees: Administrative Services | | | | | |
|------------------------------------|-----------|-----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 3 | 3 | 3 | 0 | 0 |
| 4 - 6 | 10 | 11 | 8 | 3 | 27.2 |
| 7 - 9 | 1 | 1 | 1 | 0 | 0 |
| 10 - 12 | 7 | 7 | 6 | 1 | 14.2 |
| 13 - 15 | 2 | 1 | 1 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 23 | 23 | 19 | 4 | 17.3 |

Table 144: Employees: Administrative Services

3.19.5 Employees: Thusong Centres

The following table indicates the staff composition for this division:

| Employees: Thusong Centres | | | | | |
|----------------------------|-----------|----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 1 | 1 | 1 | 0 | 0 |
| 4 - 6 | 2 | 4 | 2 | 2 | 50 |
| 7 - 9 | 0 | 0 | 0 | 0 | 0 |
| 10 - 12 | 0 | 1 | 1 | 0 | 0 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 3 | 6 | 4 | 2 | 33.3 |

Table 145: Employees: Thusong Centres

3.20 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.

3.20.1 Highlights: Financial Services

The table below specify the highlight for the year:

| Highlight | Description |
|-------------------------------------|-------------------------------------------------------------------------------------------|
| Reactivation of Credit Control Unit | More effective staff appointed in the unit resulting in an increase in collection of debt |

Table 146: Financial Services Highlights

3.20.2 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 |

| Description | Actions to address |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 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 |
| 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 147: Financial Services Challenges

3.20.3 Debt Recovery

The following table represents the debt recovery for the financial years 2018/19 and 2019/20:

| Details of the types of account raised and recovered | Debt Recovery | | | | | |
|------------------------------------------------------|----------------|------------------------------------|------------------------------------------------------------|----------------|------------------------------------|------------------------------------------------------------|
| | 2018/19 | | | 2019/20 | | |
| | 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 | 42 146 144 | 38 334 319 | 90.96% | 45 526 373 | 40 582 028 | 89.14% |
| Electricity | 84 699 555 | 81 914 243 | 96.71% | 97 603 904 | 92 474 038 | 94.74% |
| Water | 25 746 763 | 16 155 875 | 62.75% | 28 020 766 | 18 156 897 | 64.80% |
| Sanitation | 9 648 703 | 7 230 185 | 74.93% | 9 105 511 | 5 074 283 | 55.73% |
| Refuse | 8 792 479 | 6 502 622 | 73.96% | 10 032 749 | 6 230 478 | 62.10% |

Table 148: Debt Recovery

3.20.4 Employees: Financial Services

The following table indicates the staff composition for this division:

| Employees: Finance | | | | | |
|--------------------|-----------|------------------|--------------------------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts (approved) | Employees (posts filled) | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 0 - 3 | 0 | 1 | 0 | 1 | 100 |
| 4 - 6 | 14 | 14 | 11 | 3 | 21.4 |
| 7 - 9 | 13 | 13 | 9 | 4 | 30.7 |
| 10 - 12 | 9 | 14 | 11 | 3 | 21.4 |
| 13 - 15 | 2 | 6 | 5 | 1 | 16.6 |
| 16 - 18 | 3 | 3 | 2 | 1 | 33.3 |

| Employees: Finance | | | | | |
|--------------------|-----------|------------------|--------------------------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts (approved) | Employees (posts filled) | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 35 | 51 | 38 | 13 | 25.4 |

Table 149: Employees: Financial Services

3.20.5 Capital: Finance and Administration

The following table indicates the capital expenditure for this division:

| Capital Projects | 2019/20 | | | |
|---------------------------------------------|-----------|-------------------|--------------------|---------------------------------|
| | Budget | Adjustment Budget | Actual Expenditure | Variance from adjustment budget |
| Backup & recovery project | 80 000 | 0 | 0 | 0% |
| Computer equipment | 0 | 15 014 | 0 | 0% |
| Fencing & safety gate Citrusdal head office | 0 | 28 275 | 28 275 | 100% |
| Fencing of workshop - Citrusdal | 200 000 | 0 | 0 | 0% |
| New vehicles (loan) | 3 000 000 | 0 | 0 | 0% |
| Office furniture/equipment | 20 000 | 650 | 15 013 | 2310% |
| Office furniture (telephone system) | 0 | 0 | 748 550 | 0% |
| Office furniture (computer equipment) | 12 500 | 0 | 0 | 0% |
| Office furniture EPWP own | 10 000 | 0 | 0 | 0% |
| Office furniture/equipment | 155 000 | 139 738 | 92 474 | 66% |
| Office furniture/equipment - Citrusdal | 10 000 | 0 | 0 | 0% |
| Office furniture/equipment - Elands Bay | 10 000 | 0 | 0 | 0% |
| Office furniture/equipment - Elands Bay | 10 000 | 0 | 0 | 0% |

Table 150: Capital Expenditure 2019/20: Finance and Administration



3.21 HUMAN RESOURCE SERVICES

3.21.1 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 2019/20 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 2019/20 financial year, the Cederberg Municipality has filled 44 vacancies, of which 43 were external appointments, whilst 22 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 2020/21 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 2019/20 | | | | |
|--------------------------------------|----|-------------------------------------------------------------------------|--------------------|----------------------------------------|
| Injuries | | Compensation for Occupational Injuries and Diseases (COID) Applications | Disabling Injuries | Schedule 8 Investigations (Ill Health) |
| Temp | 0 | 0 | 0 | 0 |
| Perm | 14 | 14 | 0 | 0 |

Table 151: Occupational Health and Safety 2019/20

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 15 injuries in 2018/19 to 14 injuries in the 2019/20 financial year and were reported to the Compensation for Occupational Injuries and Diseases (COID).

3.21.2 Highlights: Human Resource Services

The table below specifies the highlights for the year:

| Highlights | Description |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Appointed a medical surveillance team through tender processes | This forms part of the employee wellness. 262 employees were tested and examined in the Cederberg region |
| COVID-19 screenings | 267 COVID-19 screening were completed during the pandemic. Screening protocol tests are done daily |
| Water NQF5 learners completed Water Learnership Course | 10 Learners received National Certificates in a sanitation project co-ordination by the Energy & Water Sector Education Training Authority (EWSETA) |

Table 152: Human Resources Highlights

3.21.3 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 153: Human Resources Challenges

3.21.4 Employees: Human Resources

The following table indicates the staff composition for this division:

| Employees: Human Resource Services | | | | | |
|------------------------------------|-----------|------------------|--------------------------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | 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 | 2 | 3 | 0 | 3 | 100 |
| 7 - 9 | 0 | 2 | 2 | 0 | 0 |
| 10 - 12 | 3 | 3 | 3 | 0 | 0 |
| 13 - 15 | 1 | 1 | 1 | 0 | 0 |
| 16 - 18 | 1 | 1 | 1 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 7 | 10 | 7 | 3 | 30 |

Table 154: Employees: Human Resources

3.22 INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES

3.22.1 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.

3.22.2 Highlights: ICT Services

The table below specifies the highlights for the year:

| Highlights | Description |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Voice over Internet Protocol (VoIP) telephone system | The Municipality has acquired a VOIP telephone system to minimize the cost of operations while enhancing productivity |
| Upgrade of wide area network (WAN) | The Municipality has acquired and installed WAN infrastructure and manage it in-house. No longer dependant on service providers |
| Upgrade of server room | The municipal server room did not adhere to the ICT standards and was upgraded to comply with legislation |



| Highlights | Description |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fibre Optic Internet | The Municipality is in the process of installing fast and reliable internet services to all towns. This will be to the benefit of the community and businesses |

Table 155: ICT Highlights

3.22.3 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 156: ICT Challenges

3.22.4 Employees: ICT Services

The following table indicates the staff composition for this division:

| Employees: ICT Services | | | | | |
|-------------------------|-----------|------------------|--------------------------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | 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 | 2 | 0 | 2 | 100 |
| 13 - 15 | 1 | 2 | 2 | 0 | 0 |
| 16 - 18 | 0 | 0 | 0 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 2 | 5 | 2 | 3 | 60 |

Table 157: Employees: ICT Services

3.23 LEGAL SERVICES

Legal Services is responsible for the finalisation of most 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.

3.23.1 Highlights: Legal Services

The table below specifies the highlights for the year:

| Highlights | Description |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continuance of a law library with all relevant court cases and legal commentary in relation to current local government matters | Relevant legal related commentary pertains to case law, legal topics etc. being sent via email to management |
| Legal support and assistance to colleagues in the organisation with legal matters, as well as assistance to legal practitioners in the private sector | Legal support and assistance to colleagues with regards to legal documentation and any legal commentary where necessary |
| Proactively supported the risk section with clarification of lockdown regulations and all applicable forms and permits to be used during this period | Strengthened the risk unit internally and externally by soliciting all relevant information from the Health Department in the fight against the COVID-19 pandemic |

Table 158: Legal Services Highlights

3.23.2 Challenges: Legal Services

The table below specify the challenge for the year:

| Description | Actions to address |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Budgetary constraints remain a serious challenge in the legal section | The allocation of dedicated budget to this section is of paramount importance in order to appoint legal practitioners to assist with the workload |

Table 159: Legal Services Challenges

3.23.3 Employees: Legal Services

The following table indicates the staff composition for this division:

| Employees: Legal Services | | | | | |
|---------------------------|-----------|-------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | | 2019/20 | | |
| | 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 | 2 | 0 | 2 | 100 |

| Employees: Legal Services | | | | | |
|---------------------------|-----------|----------|-----------|----------------------------------|-----------------------------------|
| Job Level | 2018/19 | 2019/20 | | | |
| | Employees | Posts | Employees | Vacancies (fulltime equivalents) | Vacancies (as a % of total posts) |
| | No. | No. | No. | No. | % |
| 7 - 9 | 1 | 0 | 0 | 0 | 0 |
| 10 - 12 | 0 | 3 | 0 | 3 | 100 |
| 13 - 15 | 0 | 0 | 0 | 0 | 0 |
| 16 - 18 | 1 | 1 | 1 | 0 | 0 |
| 19 - 20 | 0 | 0 | 0 | 0 | 0 |
| Total | 2 | 6 | 1 | 5 | 83.3 |

Table 160: Employees: Legal Services

3.24 PROCUREMENT SERVICES

3.24.1 Highlights: Procurement Services

The table below specifies the highlights for the year:

| Highlights | Description |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Compliance | The Supply Chain Management Policy of Cederberg Municipality complies with the prescribed framework as set out in Section 110-119 of the MFMA, 2003 |
| Transparency | Provide the public with timely, accessible and accurate information. All supply chain management contracts in terms of Section 75 (1)(g) of the MFMA are published on the municipal website |

Table 161: Procurement Services Highlight

3.24.2 Challenges: Procurement Services

The table below specifies the challenges for the year:

| Description | Actions to address |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Inadequate sourcing of goods and services | The setting of clear objectives for all projects and procurement. Development of procurement strategies for each project |
| Too much decentralisation of the procurement system | Centralisation of the procurement system |

Table 162: Procurement Services Challenges

3.24.3 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 | 2 362 | 197 | 10 |
| Orders processed | 2 323 | 194 | 10 |
| Requests cancelled or referred back | 39 | 3.25 | 0.2 |

Table 163: Service Statistics for Procurement Division

3.24.4 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 | 19 | R1 782 601 | 79% |
| Clause 36(1)(a)(ii)-Sole Supplier | 6 | R98 139 | 4% |
| 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 | 1 | R394 347 | 17% |
| Total | 26 | R2 275 087 | 100% |

Table 164: Statistics of Deviations from the SCM Policy

COMPONENT I: SERVICE DELIVERY PRIORITIES FOR 2020/21

3.25 SERVICE DELIVERY PRIORITIES FOR 2020/21

The main development and service delivery priorities for 2020/21 forms part of the Municipality's Top Layer SDBIP for 2020/21 and are indicated in the table below as per strategic objective:

3.25.1 Improve and sustain basic service delivery and infrastructure development

| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------|---------------|
| TL1 | The percentage of the municipal capital budget actually spent on capital projects as at 30 June 2021 (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 2021 | All | 90.00% |
| TL25 | 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 2021 | Number of residential properties which are billed for water or have pre paid meters | All | 5 779 |
| TL26 | 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 2021 | Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) | All | 7 877 |
| TL27 | 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 2021 | Number of residential properties which are billed for sewerage | All | 4 758 |
| TL28 | Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2021 | Number of residential properties which are billed for refuse removal | All | 5 862 |
| TL29 | Provide free basic water to indigent households as per the requirements in the indigent policy as at 30 June 2021 | Number of households receiving free basic water | All | 2 001 |
| TL30 | Provide free basic electricity to indigent households as per the requirements in the indigent policy as at 30 June 2021 | Number of households receiving free basic electricity | All | 2 280 |
| TL31 | Provide free basic sanitation to indigent households as per the requirements in the indigent policy as at 30 June 2021 | Number of households receiving free basic sanitation services | All | 1 911 |
| TL32 | Provide free basic refuse removal to indigent households as per the requirements in the indigent policy as at 30 June 2021 | Number of households receiving free basic refuse removal | All | 2 009 |
| TL38 | 90% of the approved capital budget spent for the entrance upgrade and beautification of resort in Clanwilliam by 30 June 2021 [(Total | % of budget spent by 30 June 2021 | All | 90.00% |



| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------|---------------|
| | actual expenditure on the project/ Approved capital budget for the project)x100] | | | |
| TL39 | 90% of the approved capital budget spent for the upgrade of the Clanwilliam Sports Field by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL40 | 90% of the approved maintenance budget spent for electricity services by 30 June 2021 [(Actual expenditure on maintenance/total approved maintenance budget)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL41 | 90% of the approved maintenance budget spent for roads and stormwater by 30 June 2021 [(Actual expenditure on maintenance/total approved maintenance budget)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL42 | 90% of the approved maintenance budget spent for waste water by 30 June 2021 [(Actual expenditure on maintenance/total approved maintenance budget)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL43 | 100% of the MIG grant spent by 30 June 2021 [(Actual expenditure on MIG funding received/total MIG funding received)x100] | % of budget spent by 30 June 2021 | All | 100.00% |
| TL44 | 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% |
| TL45 | 90% of the approved maintenance budget spent for water by 30 June 2021 [(Actual expenditure on maintenance/total approved maintenance budget)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL46 | 90% of the approved capital budget spent for the upgrade of the electricity network within Cederberg by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL47 | 90% of the approved capital budget spent for the replacement of street lights in Cederberg by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL48 | Limit unaccounted for water to less than 15% by 30 June 2021 {(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% |
| TL49 | 90% of the approved capital budget spent for the upgrade of community facilities in Cederberg by 30 June 2021 {(Actual expenditure divided by the total approved project budget) x 100} | % of budget spent by 30 June 2021 | All | 90.00% |
| TL50 | Develop 2 boreholes for Clanwilliam and 2 boreholes for Citrusdal by 30 June 2021 | Number of boreholes developed by 30 June 2021 | All | 4 |

| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------|---------------|
| TL51 | 90% of the INEP funding for Clanwilliam spent by 30 June 2021 [(Actual expenditure on INEP funding received/total INEP funding received)x100] | % of INEP funding spent by 30 June 2021 | All | 90.00% |
| TL53 | Report bi-annually to Council during the 2020/21 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 | 2 |
| TL56 | 90% of the approved capital budget spent for the Citrusdal WWTW by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |

Table 165: Improve and sustain basic service delivery and infrastructure development

3.25.2 Financial viability and economically sustainability

| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------|---------------|
| TL15 | Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2021 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Re | % of debt coverage by 30 June 2021 | All | 45.00% |
| TL16 | Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 (Total outstanding service debtors/ revenue received for services) | % of outstanding service debtors by 30 June 2021 | All | 30.00% |
| TL17 | Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 ((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 |
| TL18 | 90% of the Financial Management Grant spent by 30 June 2021 [(Total actual grant expenditure/Total grant allocation received)x100] | % of Financial Management Grant spent by 30 June 2021 | All | 90.00% |
| TL19 | 90% of the approved capital budget spent for Fleet Management by 31 June 2021 [(Total actual expenditure / Approved capital budget for fleet management)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL20 | Submit financial statements to the Auditor-General by 31 August 2020 | Approved financial statements submitted to the Auditor-General by 31 August 2020 | All | 1 |
| TL21 | Achievement of a payment percentage of 85% by 30 June 2021 ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100 | Payment % achieved by 30 June 2021 | All | 85.00% |
| TL22 | Achieve an unqualified audit opinion for the 2019/20 financial year | Unqualified Audit opinion received | All | 1 |



| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|------|--------------------------------------------------------------|------------------------------------------------------------|-------|---------------|
| TL23 | Submit the draft main budget to Council by 31 March 2021 | Draft main budget submitted to Council by 31 March 2021 | All | 1 |
| TL24 | Submit the adjustments budget to Council by 28 February 2021 | Adjustment budget submitted to Council by 28 February 2021 | All | 1 |

Table 166: Financial viability and economically sustainability

3.25.3 Good governance, community development & public participation

| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------|---------------|
| TL2 | Develop and submit the risk based audit plan for 2021/22 to the Audit Committee by 30 June 2021 | Risk based audit plan submitted to the Audit Committee by 30 June 2021 | All | 1 |
| TL3 | Compile and submit the draft annual report for 2019/20 to Council by 31 January 2021 | Draft annual report for 2019/20 submitted to Council by 31 January 2021 | All | 1 |
| TL4 | Compile and submit the final annual report and oversight report for 2019/20 to Council by 31 March 2021 | Final annual report and oversight report for 2019/20 submitted to Council by 31 March 2021 | All | 1 |
| TL5 | Submit the final reviewed IDP to Council by 31 May 2021 | Final IDP submitted to Council by 31 May 2021 | All | 1 |
| TL7 | Complete the annual Risk Assessment and submit the strategic and operational risk register to the Risk Committee by 30 June 2021 | Strategic and operational risk register submitted to the Risk Committee by 30 June 2021 | All | 1 |
| TL14 | Address 100% of ICT Audit findings by 30 June 2021 | % of Audit findings addressed by 30 June 2021 | All | 100.00% |
| TL52 | 90% of the approved maintenance budget spent for municipal buildings by 30 June 2021 [(Actual expenditure on maintenance/total approved maintenance budget)x100] | % of budget spent by 30 June 2021 | All | 90.00% |

Table 167: Good governance, community development & public participation

3.25.4 Facilitate, expand and nurture sustainable economic growth and eradicate poverty

| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|-----|----------------------------------------------------------------|----------------------------------------------------------------------|-------|---------------|
| TL6 | Create 200 jobs opportunities in terms of EPWP by 30 June 2021 | Number of job opportunities created in terms of EPWP by 30 June 2021 | All | 200 |

Table 168: Facilitate, expand and nurture sustainable economic growth and eradicate poverty



3.25.5 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 |
|------|------------------------------------------------------------------------|------------------------------------------------------|-------|---------------|
| TL33 | Construct 100 top structures in Lamberts Bay Pr.No.114 by 30 June 2021 | Number of top structures constructed by 30 June 2021 | All | 100 |

Table 169: Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. housing development and informal settlement upgrade

3.25.6 To facilitate social cohesion, safe and healthy communities

| Ref | KPI | Unit of Measurement | Wards | Annual Target |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------|---------------|
| TL10 | 90% of the approved capital budget spent for the upgrading of Thusong Centre in Clanwilliam by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL11 | 90% of the approved capital budget spent for the upgrading of Thusong Centre in Citrusdal by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL34 | Develop a Social Development Framework and submit to Council by 30 June 2021 | Social Development Framework submitted to Council by 30 June 2021 | All | 1 |
| TL35 | Spend 90% of the approved project budget to assist vulnerable groups by 30 June 2021 [(Total expenditure on project/ Approved budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL36 | 90% of the approved capital budget spent to upgrade the vehicle test centre equipment in Clanwilliam by 30 June 2021 [(Total actual expenditure / Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL37 | 90% of the approved capital budget spent to upgrade the vehicle test centre equipment in Citrusdal by 30 June 2021 [(Total actual expenditure / Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL54 | 90% of the approved capital budget spent for the fencing of Khayelitsha in Clanwilliam by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL55 | 90% of the approved capital budget spent for the fencing: rugby and football field Oranjeville in Citrusdal by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |

Table 170: To facilitate social cohesion, safe and healthy communities



3.25.7 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 |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------|---------------|
| TL8 | 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 2021 | Number of people employed | All | 1 |
| TL9 | The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2021 [(Actual amount spent on training/total operational budget)x100] | % of the municipality's personnel budget on training by 30 June 2021 (Actual amount spent on training/total personnel budget)x100 | All | 0.50% |
| TL12 | 90% of the approved capital budget spent for the IT equipment and software by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |
| TL13 | 90% of the approved capital budget spent on the Nutanix Virtualization Project by 30 June 2021 [(Total actual expenditure on the project/ Approved capital budget for the project)x100] | % of budget spent by 30 June 2021 | All | 90.00% |

Table 171: 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 334 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 172: 2019/20 EE Actual by Racial Classification

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

Table 173: 2019/20 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 | 36 | 0 | 1 | 44 |

Table 174: EE Population 2019/20 (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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior management | 0 | 8 | 0 | 2 | 1 | 2 | 0 | 0 | 13 |
| Professionally qualified and experienced specialists and mid- management | 0 | 9 | 0 | 1 | 0 | 4 | 0 | 1 | 15 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 5 | 31 | 0 | 2 | 1 | 27 | 0 | 2 | 68 |
| Semi-skilled and discretionary decision making | 6 | 49 | 1 | 1 | 3 | 30 | 0 | 2 | 92 |
| Unskilled and defined decision making | 20 | 79 | 0 | 0 | 12 | 23 | 0 | 0 | 134 |
| Temporary employees | 2 | 5 | 0 | 0 | 0 | 5 | 0 | 0 | 12 |
| Total | 33 | 181 | 1 | 6 | 17 | 91 | 0 | 5 | 334 |

Table 175: 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 | 6 | 0 | 0 | 6 |
| Financial and Administration Services | 4 | 69 | 0 | 3 | 76 |
| Integrated and Development Services | 8 | 73 | 1 | 5 | 87 |
| Technical Services | 36 | 126 | 0 | 3 | 165 |
| Total | 48 | 274 | 1 | 11 | 334 |

Table 176: Departments: Race



4.2.2 Vacancy Rate

The approved organogram for the Municipality had 343 posts for the 2018/19 financial year and 534 in the 2019/20 financial year. Posts vacant at the end of 2018/19 resulted in a funded vacancy rate of 3.6% compared to 334 funded posts of which 21 posts were vacant in 2019/20, resulting in a funded vacancy rate of 5.7%. The total vacancy rate in terms of the organogram is 37%.

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

| Per Functional Level | | |
|---------------------------------------|------------|------------|
| Functional area | Filled | Vacant |
| Municipal Manager | 6 | 9 |
| Financial and Administration Services | 76 | 25 |
| Integrated Development Services | 87 | 74 |
| Technical Services | 165 | 92 |
| Total | 334 | 200 |

Table 177: 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 | 1 | 1 |
| Chief Financial Officer | 1 | 1 |
| Other Section 57 Managers | 1 | 1 |
| Senior management (T14-T19) | 7 | 23 |
| Total | 10 | 26 |

Table 178: 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 2019/20.

| Employee Movement | | | | | |
|-------------------------|-----------|-----------|----------|----------|-----------|
| Movement Type | African | Coloured | Indian | White | Total |
| Termination | 3 | 17 | 0 | 2 | 22 |
| Recruited Internal | 1 | 0 | 0 | 0 | 1 |
| Recruited External | 6 | 36 | 0 | 1 | 43 |
| Transferred / Placement | 0 | 0 | 0 | 0 | 0 |
| Total | 10 | 53 | 0 | 3 | 66 |

Table 179: 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 from 15 employees injured in the 2018/19 financial year compared to 14 employees in the 2019/20 financial year.

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

| Directorates | 2018/19 | 2019/20 |
|------------------------------------|-----------|-----------|
| Municipal Manager | 0 | 0 |
| Corporate and Strategic Services | 2 | 0 |
| Financial Services | 1 | 1 |
| Community and Development Services | 1 | 1 |
| Technical Services | 11 | 12 |
| Total | 15 | 14 |

Table 180: 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 |



| Policies | |
|---------------------------|-----|
| Induction Programme | Yes |
| Recruitment and Selection | Yes |
| Employment Equity | Yes |
| Substance Abuse | Yes |
| Smoking | Yes |
| Overtime | Yes |
| Unauthorized Absence | Yes |

Table 181: 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 2019/20 financial year was R673 175. The actual spent on training for the same financial year was R445 259 which amounts to 66.14% spent. The tables below show the number of individuals (headcount) trained:

| Occupational Category | Female | | | | Male | | | | Total |
|----------------------------------------|----------|-----------|----------|----------|-----------|-----------|----------|----------|------------|
| | A | C | I | W | A | C | I | W | |
| Legislators | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 2 |
| Managers | 1 | 1 | 0 | 0 | 0 | 7 | 0 | 1 | 10 |
| Professionals | 0 | 4 | 0 | 0 | 0 | 10 | 0 | 2 | 16 |
| Technicians and Trade Workers | 0 | 0 | 0 | 0 | 1 | 4 | 0 | 2 | 7 |
| Community and Personal Service Workers | 1 | 7 | 0 | 1 | 2 | 11 | 0 | 0 | 22 |
| Clerical and Administrative Workers | 0 | 6 | 0 | 0 | 0 | 2 | 0 | 0 | 8 |
| Sales Workers | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 2 |
| Machine Operators and Drivers | 0 | 0 | 0 | 0 | 5 | 11 | 0 | 0 | 16 |
| Elementary Workers | 6 | 4 | 0 | 0 | 9 | 49 | 0 | 0 | 68 |
| Total | 8 | 24 | 0 | 1 | 17 | 96 | 0 | 5 | 151 |

Table 182: Skills Matrix



4.4.2 Skills Development - Budget Allocation

| Year | Total Allocated | Total Spend | % Spent |
|---------|-----------------|-------------|---------|
| 2018/19 | 585 799 | 554 694 | 94.69% |
| 2019/20 | 673 175 | 445 259 | 66.14% |

Table 183: 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)) |
|------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Financial Officials | | | |
| Accounting officer | 3 | 0 | 3 |
| Chief financial officer | 0 | 0 | 0 |
| Senior managers | 0 | 0 | 0 |
| Any other financial officials | 8 | 0 | 8 |
| Supply Chain Management Officials | | | |
| Heads of supply chain management units | 1 | 0 | 1 |

Table 184: 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 | 2018/19 | 2019/20 | | |
|----------------------------------------------------------|--------------|-----------------|-----------------|--------------|
| Description | Actual | Original Budget | Adjusted Budget | Actual |
| | R | R | R | R |
| Councillors (Political Office Bearers plus Other) | | | | |
| Salary | 4 061 | 4 327 | 4 224 | 4 313 |
| Pension Contributions | 519 | 563 | 535 | 510 |
| Medical Aid Contributions | 110 | 156 | 142 | 142 |
| Motor vehicle allowance | 257 | 277 | 75 | 75 |
| Cell phone allowance | 445 | 170 | 600 | 529 |
| Housing allowance | 0 | 0 | 0 | 0 |
| Other benefits or allowances | 0 | 0 | 0 | 0 |
| In-kind benefits | 0 | 0 | 0 | 0 |
| Sub Total | 5 392 | 5 493 | 5 576 | 5 569 |
| Senior Managers of the Municipality | | | | |
| Basic Salary and Wages | 4 958 | 2 910 | 4 118 | 1 969 |
| Pension Contributions | 212 | 271 | 209 | 308 |
| Medical Aid Contributions | 39 | 69 | 52 | 66 |
| Performance Bonus | 409 | 161 | 307 | 100 |
| Motor vehicle allowance | 396 | 432 | 417 | 316 |
| Cell phone allowance | 54 | 162 | 80 | 50 |
| Housing allowance | 0 | 0 | 0 | 0 |
| Other benefits or allowances | 27 | 29 | 14 | 26 |
| Leave Pay Out | 0 | 0 | 0 | 0 |
| Long Service Awards | 0 | 0 | 0 | 0 |
| Sub Total | 6 095 | 4 034 | 5 197 | 2 835 |
| Other Municipal Staff | | | | |
| Basic Salaries and Wages | 66 851 | 79 946 | 76 520 | 76 957 |
| Pension Contributions | 10 384 | 12 668 | 11 617 | 11 422 |
| Medical Aid Contributions | 3 672 | 5 040 | 4 520 | 4 068 |



| Financial year | 2018/19 | 2019/20 | | |
|------------------------------|----------------|-----------------|-----------------|----------------|
| Description | Actual | Original Budget | Adjusted Budget | Actual |
| | R | R | R | R |
| Motor vehicle allowance | 4 289 | 4 793 | 4 676 | 5 174 |
| Cell phone allowance | 356 | 368 | 376 | 361 |
| Housing allowance | 639 | 812 | 514 | 505 |
| Overtime | 3 791 | 4 088 | 4 709 | 4 268 |
| Other benefits or allowances | 6 631 | 7 337 | 7 402 | 6 697 |
| Leave Pay Out | 1 230 | 507 | 1 391 | 2 600 |
| Long Service Awards | 344 | 394 | 505 | 475 |
| Sub Total | 98 187 | 115 953 | 112 230 | 112 527 |
| Total Municipality | 109 674 | 125 480 | 123 003 | 120 931 |

Table 185: Personnel Expenditure



CHAPTER 5

This chapter provides details regarding the financial performance of the Municipality for the 2019/20 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 2019/20 financial year:

| Financial Summary | | | | | | |
|----------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| R'000 | | | | | | |
| Description | 2018/19 | 2019/20 | | | 2019/20 %Variance | |
| | Actual | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| Financial Performance | | | | | | |
| Property rates | 42,146 | 46,909 | 46,019 | 45,526 | -3.04 | -1.08 |
| Service charges | 128,888 | 154,477 | 145,988 | 144,763 | -6.71 | -0.85 |
| Investment revenue | 893 | 2,013 | 288 | 506 | -298.08 | 43.05 |
| Transfers recognised - operational | 62,085 | 84,703 | 92,868 | 64,462 | -31.40 | -44.07 |
| Other own revenue | 42,314 | 41,742 | 41,551 | 31,691 | -31.71 | -31.11 |
| Total revenue (excluding capital transfers and contributions) | 276,326 | 329,843 | 326,713 | 286,947 | -14.95 | -13.86 |
| Employee costs | 104,282 | 119,499 | 116,879 | 115,364 | -3.58 | -1.31 |
| Remuneration of councillors | 5,392 | 5,493 | 5,576 | 5,570 | 1.38 | -0.11 |
| Debt Impairment | 38,387 | 35,532 | 44,925 | 45,905 | 22.60 | 2.14 |
| Depreciation & asset impairment | 16,635 | 23,355 | 20,132 | 18,882 | -23.69 | -6.62 |
| Finance charges | 8,456 | 8,449 | 8,681 | 9,786 | 13.66 | 11.30 |
| Bulk Purchases | 71,810 | 82,383 | 86,299 | 84,185 | 2.14 | -2.51 |
| Other Materials | 0 | 9,328 | 8,482 | 0 | 0 | 0 |
| Contracted Services | 16,696 | 35,861 | 42,719 | 18,206 | -96.97 | -134.65 |
| Transfers and grants | 1,066 | 4,121 | 4,645 | 1,144 | -260.10 | -305.92 |
| Other expenditure | 27,654 | 20,061 | 20,121 | 24,163 | 16.98 | 16.73 |
| Loss on disposal of PPE | 468 | 0 | 0 | 141 | 100.00 | 100.00 |
| Total Expenditure | 290,846 | 344,082 | 358,459 | 323,347 | -6.41 | -10.86 |
| Surplus/(Deficit) | (14,521) | (14,239) | (31,746) | (36,400) | 60.88 | 12.79 |
| Transfers recognised -capital | 83,599 | 47,434 | 51,993 | 29,691 | -59.76 | -75.11 |
| Contributions recognised - capital & contributed assets | 11,477 | 0 | 0 | 0 | 0 | 0 |



| Financial Summary | | | | | | |
|-----------------------------------------------------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|
| R'000 | | | | | | |
| Description | 2018/19 | 2019/20 | | 2019/20 %Variance | | |
| | Actual | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| Surplus/(deficit) after capital transfers & contributions | 80,555 | 33,195 | 20,247 | (6,709) | 594.81 | 401.81 |
| Capital Expenditure & Funds Sources | | | | | | |
| Capital Expenditure | | | | | | |
| Transfers recognized - capital | 83,743 | 47,434 | 51,993 | 29,691 | -59.76 | -75.11 |
| Public contributions & donations | 11,477 | 0 | 0 | 0 | 0 | 0 |
| Borrowing | 0 | 3,000 | 0 | 0 | 0 | 0 |
| Internally generated funds | 9,655 | 10,265 | 4,612 | 4,892 | -109.81 | 5.73 |
| Total sources of capital funds | 104,874 | 60,699 | 56,606 | 34,584 | -75.51 | -63.68 |
| Financial Position | | | | | | |
| Total current assets | 57,159 | 50,898 | 52,204 | 61,341 | 17.02 | 14.90 |
| Total non-current assets | 681,989 | 733,124 | 718,145 | 692,632 | -5.85 | -3.68 |
| Total current liabilities | 97,514 | 50,842 | 55,527 | 127,079 | 59.99 | 56.30 |
| Total non-current liabilities | 79,732 | 137,197 | 133,202 | 71,701 | -91.35 | -85.77 |
| Community wealth/equity | 561,902 | 595,983 | 581,619 | 555,193 | -7.35 | -4.76 |
| Cash Flows | | | | | | |
| Net cash from (used) operating | 83,044 | 65,473 | 53,937 | 47,344 | -38.29 | -13.93 |
| Net cash from (used) investing | (90,860) | (60,699) | (56,606) | (33,769) | -79.75 | -67.63 |
| Net cash from (used) financing | (3,529) | (275) | (3,970) | (4,078) | 93.25 | 2.65 |
| Cash/cash equivalents at the year end | (11,345) | 4,500 | (6,639) | 9,497 | 52.62 | 169.90 |
| Cash Backing/Surplus Reconciliation | | | | | | |
| Cash and investments available | 0 | 5,005 | 549 | (56,454) | 108.87 | 100.97 |
| Application of cash and investments | 0 | 4,310 | 0 | 0 | 0 | 0 |
| Balance -surplus (shortfall) | 0 | 9,315 | 549 | (56,454) | 116.50 | 100.97 |
| Asset Management | | | | | | |
| Asset register summary (WDV) | 681,989 | 733,124 | 718,145 | 692,632 | -5.85 | -3.68 |
| Depreciation & asset impairment | 16,635 | 23,355 | 20,132 | 18,882 | -23.69 | -6.62 |
| Renewal of existing assets | 64,184 | 26,991 | 18,690 | 11,889 | -127.03 | -57.21 |
| Repairs and maintenance | 12,933 | 30,631 | 29,527 | 9,892 | -209.67 | -198.51 |
| Free Services | | | | | | |
| Cost of free basic services provided | 4,747 | 5,359 | 5,012 | 4,961 | -8.02 | -1.03 |
| Revenue cost of free services provided | 3,268 | 23,784 | 26,388 | 3,474 | -584.68 | -659.64 |
| Households Below Minimum Service Level | | | | | | |
| Water | 0 | 0 | 0 | 0 | 0 | 0 |



| Financial Summary | | | | | | |
|---------------------|---------|-----------------|-----------------|--------|-------------------|-----------------|
| R'000 | | | | | | |
| Description | 2018/19 | 2019/20 | | | 2019/20 %Variance | |
| | Actual | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| Sanitation/sewerage | 0 | 0 | 0 | 0 | 0 | 0 |
| Energy | 0 | 0 | 0 | 0 | 0 | 0 |
| Refuse | 0 | 0 | 0 | 0 | 0 | 0 |

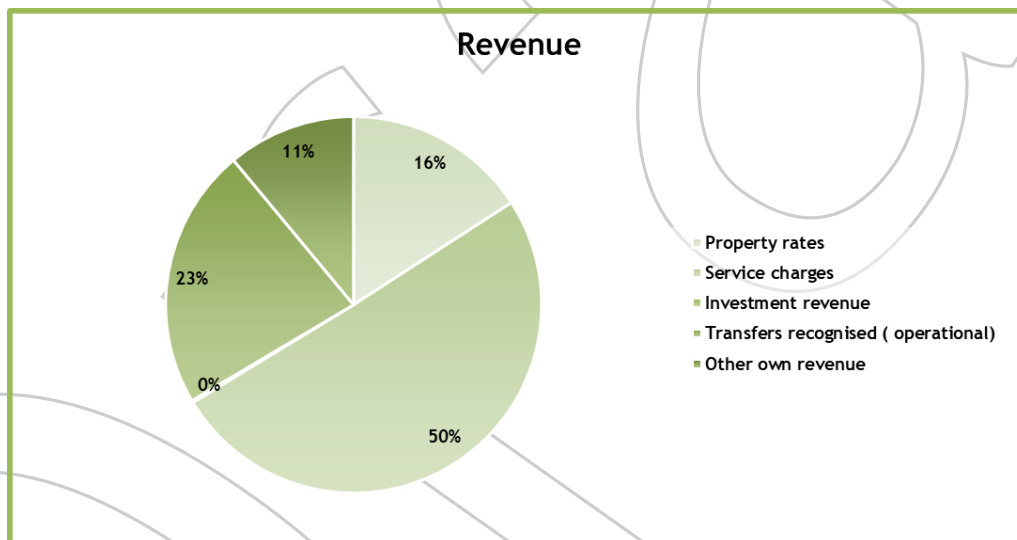
Variations are calculated by dividing the difference between actual and original/adjustments budget by the actual.

Table 186: Financial Performance 2019/20

| Financial Year | Revenue | | | | Operating expenditure | | | |
|----------------|---------|---------|----------|-----|-----------------------|---------|--------|----|
| | Budget | Actual | Diff. | % | Budget | Actual | Diff. | % |
| | R'000 | | | | R'000 | | | |
| 2018/19 | 309,091 | 290,846 | (18,245) | -6 | 324,135 | 276,326 | 47,809 | 15 |
| 2019/20 | 326,713 | 286,947 | (39,766) | -12 | 358,459 | 323,347 | 35,112 | 10 |

Table 187: Performance Against Budgets

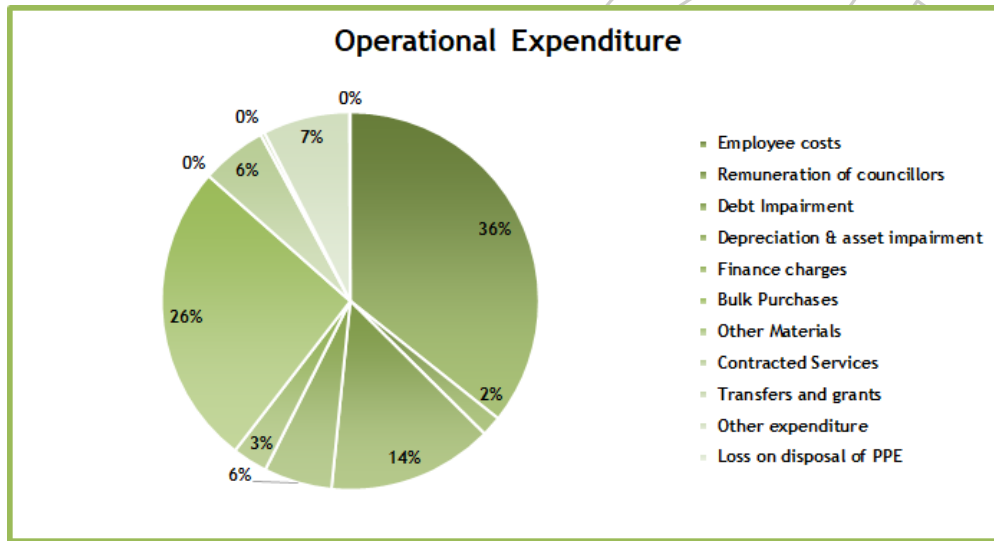
The following graph indicates the various types of revenue items in the municipal budget for 2019/20



Graph 5: Revenue



The following graph indicates the various types of expenditure items in the municipal Budget for 2019/20



Graph 6: Operating Expenditure

5.1.1 Revenue Collection by Vote

The table below indicates the revenue collection performance by vote:

| Vote Description | 2018/19 | 2019/20 | | | 2019/20 % Variance | |
|---------------------------------------------|--------------------------|-----------------|-----------------|---------|--------------------|-----------------|
| | Actual (Audited Outcome) | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| | R'000 | | | | % | |
| Vote 1 - Executive and Council | 40,042 | 43,112 | 44,149 | 43,112 | 0.00 | -2.41 |
| Vote 2 - Office of Municipal Manager | 40 | 150 | 297 | 16 | -835.83 | -1755.88 |
| Vote 3 - Financial Administrative Services | 56,981 | 55,232 | 53,992 | 59,745 | 7.55 | 9.63 |
| Vote 4 - Community Development Services | 34,501 | 7,334 | 7,515 | 7,075 | -3.67 | -6.23 |
| Vote 5 - Corporate and Strategic Services | 412 | 5,969 | 5,297 | 652 | -815.55 | -712.49 |
| Vote 6 - Planning and Development Services | 239,427 | 18,158 | 11,782 | 13,121 | -38.39 | 10.21 |
| Vote 7 - Risk Management and Legal Services | 0 | 0 | 0 | 0 | 0 | 0 |
| Vote 7 - Public Safety | 0 | 24,529 | 28,927 | 16,211 | 0 | 0 |
| Vote 8 - Electricity | 0 | 111,632 | 108,879 | 109,471 | 0 | 0 |
| Vote 9 - Waste Management | 0 | 14,336 | 10,045 | 14,278 | 0 | 0 |
| Vote 10 - Waste Water Management | 0 | 12,889 | 27,260 | 13,957 | 0 | 0 |
| Vote 11 - Water | 0 | 61,865 | 54,351 | 36,588 | 0 | 0 |
| Vote 12 - Housing | 0 | 17,860 | 23,785 | 0 | 0 | 0 |
| Vote 13 - Road Transport | 0 | 0 | 0 | 0 | 0 | 0 |
| Vote 14 - Sports and Recreation | 0 | 4,211 | 2,426 | 2,413 | 0 | 0 |



| Vote Description | 2018/19 | 2019/20 | | | 2019/20 % Variance | |
|------------------------------|--------------------------|-----------------|-----------------|----------------|--------------------|-----------------|
| | Actual (Audited Outcome) | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| | R'000 | | | | % | |
| Total Revenue by Vote | 371,401 | 377,277 | 378,707 | 316,639 | -19.15 | -19.60 |

Table 188: Revenue by Vote

5.1.2 Revenue Collection by Source

The table below indicates the revenue collection performance by source for the 2019/20 financial year:

| Description | 2018/19 | 2019/20 | | | 2019/20 % Variance | |
|----------------------------------------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|-----------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| | R'000 | | | | % | |
| Property rates | 42,146 | 46,909 | 46,019 | 45,526 | -3.04 | -1.08 |
| Service Charges - electricity revenue | 84,700 | 101,751 | 97,153 | 97,604 | -4.25 | 0.46 |
| Service Charges - water revenue | 25,747 | 31,523 | 29,117 | 28,021 | -12.50 | -3.91 |
| Service Charges - sanitation revenue | 9,649 | 11,110 | 10,125 | 9,106 | -22.02 | -11.20 |
| Service Charges - refuse revenue | 8,792 | 10,092 | 9,592 | 10,033 | -0.59 | 4.39 |
| Rentals of facilities and equipment | 3,274 | 529 | 441 | 2,871 | 81.57 | 84.64 |
| Interest earned - external investments | 893 | 2,013 | 288 | 506 | -298.08 | 43.05 |
| Interest earned - outstanding debtors | 3,996 | 3,745 | 4,996 | 4,984 | 24.85 | -0.25 |
| Fines | 22,245 | 20,929 | 24,461 | 13,205 | -58.49 | -85.23 |
| Licences and permits | 0 | 0 | 0 | 0 | 0 | 0 |
| Agency services | 3,333 | 3,383 | 3,687 | 2,736 | -23.63 | -34.75 |
| Transfers recognised - operational | 62,085 | 84,703 | 92,868 | 64,462 | -31.40 | -44.07 |
| Other revenue | 9,466 | 13,156 | 7,967 | 7,895 | -66.64 | -0.91 |
| Gains on disposal of PPE | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue (excluding capital transfers and contributions) | 276,326 | 329,843 | 326,713 | 286,947 | -14.95 | -13.86 |

Table 189: Revenue by Source



5.1.3 Operational Services Performance

The table below indicates the operational services performance for the 2019/20 financial year:

| Financial Performance of Operational Services | | | | | | |
|-----------------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|-----------------|
| Description | 2018/19 | 2019/20 | | | 2019/20 % Variance | |
| | Actual | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| | R'000 | | | | % | |
| <u>Operating Cost</u> | | | | | | |
| Water | 28,437 | 30,221 | 32,916 | 30,071 | -0.50 | -9.46 |
| Waste water (sanitation) | 14,612 | 15,045 | 12,337 | 13,726 | -9.61 | 10.12 |
| Electricity | 82,098 | 94,308 | 99,992 | 99,149 | 4.88 | -0.85 |
| Waste management | 15,289 | 19,617 | 17,069 | 16,887 | -16.17 | -1.08 |
| Housing | 1,970 | 21,280 | 25,298 | 2,062 | -932.22 | -1127.17 |
| Component A: sub-total | 142,405 | 180,472 | 187,611 | 161,895 | -11.47 | -15.88 |
| Roads and stormwater | 11,517 | 15,040 | 12,993 | 12,324 | -22.04 | -5.43 |
| Component B: sub-total | 11,517 | 15,040 | 12,993 | 12,324 | -22.04 | -5.43 |
| Planning | 3,107 | 4,715 | 3,873 | 3,648 | -29.25 | -6.18 |
| Local Economic Development | 1,837 | 2,852 | 2,348 | 2,153 | -32.46 | -9.07 |
| Component C: sub-total | 4,944 | 7,567 | 6,222 | 5,801 | -30.44 | -7.25 |
| Libraries | 4,519 | 4,929 | 4,785 | 4,754 | -3.68 | -0.65 |
| Component D: sub-total | 4,519 | 4,929 | 4,785 | 4,754 | -3.68 | -0.65 |
| Environmental Protection | 0 | 0 | 0 | 0 | 0 | 0 |
| Component E: sub-total | 0 | 0 | 0 | 0 | 0 | 0 |
| Traffic & licensing | 26,881 | 26,967 | 29,827 | 21,281 | -26.72 | -40.16 |
| Fire Services and Disaster Management | 1,150 | 3,326 | 3,948 | 3,834 | 13.25 | -2.99 |
| Component F: sub-total | 28,031 | 30,293 | 33,775 | 25,114 | -20.62 | -34.48 |
| Holiday Resorts and Campsites | 4,731 | 5,540 | 5,039 | 4,929 | -12.41 | -2.25 |
| Swimming pools - stadiums and sport ground | 6,210 | 7,690 | 7,431 | 7,102 | -8.28 | -4.64 |
| Community halls facilities Thusong centres | 384 | 1,167 | 968 | 778 | -49.87 | -24.40 |
| Component G: sub-total | 11,325 | 14,397 | 13,439 | 12,809 | -12.40 | -4.92 |
| Financial Services | 36,709 | 36,047 | 42,321 | 47,406 | 23.96 | 10.73 |
| Office of the MM | 12,251 | 15,242 | 14,557 | 13,809 | -10.38 | -5.42 |
| Administration | 35,181 | 34,396 | 36,951 | 34,548 | 0.44 | -6.96 |
| Human Resources | 3,963 | 5,699 | 5,805 | 4,888 | -16.58 | -18.75 |
| Component H: sub-total | 88,105 | 91,384 | 99,634 | 100,651 | 9.21 | 1.01 |
| Total Expenditure | 290,846 | 344,082 | 358,459 | 323,347 | -6.41 | -10.86 |



| Financial Performance of Operational Services | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------|-----------------|--------|--------------------|-----------------|
| Description | 2018/19 | 2019/20 | | | 2019/20 % Variance | |
| | Actual | Original Budget | Adjusted Budget | Actual | Original Budget | Adjusted Budget |
| | R'000 | | | | % | |
| Operating Cost | | | | | | |
| <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 190: 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 | 2018/19 | 2019/20 | | | Variance to Budget |
|-----------------------------------------------------------------------------------------------------------------|---------------|-----------------|-----------------|---------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | |
| | R'000 | | | | |
| Total Operational Revenue | 30,148 | 35,778 | 33,683 | 29,816 | -19.99 |
| Expenditure: | | | | | |
| Bulk Purchases | 945 | 914 | 914 | 800 | -14.18 |
| Contracted Services | 8,740 | 8,182 | 11,447 | 10,579 | 22.66 |
| Debt Impairment | 3,093 | 6,288 | 5,334 | 4,037 | -55.77 |
| Depreciation and Amortisation | 2,320 | 1,185 | 1,705 | 1,535 | 22.79 |
| Employee Related Costs | 11,393 | 12,002 | 11,917 | 11,684 | -2.72 |
| Other Expenditure | 1,946 | 1,650 | 1,598 | 1,435 | -14.99 |
| Total Operational Expenditure | 28,437 | 30,221 | 32,916 | 30,071 | -0.50 |
| Net Operational (Service) Expenditure | 1,711 | 5,557 | 767 | (255) | 2281.78 |
| <i>Variances are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 191: Financial Performance: Water Services



5.2.2 Waste Water (Sanitation)

| Description | 2018/19 | 2019/20 | | | |
|--------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 13,271 | 12,889 | 15,458 | 10,851 | -18.79 |
| Expenditure: | | | | | |
| Contracted Services | 2,412 | 2,016 | 2,126 | 1,814 | -11.12 |
| Debt Impairment | 5,342 | 5,002 | 3,510 | 5,225 | 4.27 |
| Depreciation and Amortisation | 2,184 | 2,910 | 2,240 | 2,518 | -15.55 |
| Employee Related Costs | 3,561 | 3,937 | 3,510 | 3,428 | -14.85 |
| Other Expenditure | 1,114 | 1,180 | 951 | 740 | -59.42 |
| Total Operational Expenditure | 14,612 | 15,045 | 12,337 | 13,726 | -9.61 |
| Net Operational (Service) | (1,341) | (2,156) | 3,121 | (2,875) | 25.02 |

Variances are calculated by dividing the difference between the actual and original budget by the actual

Table 192: Financial Performance: Waste Water (Sanitation) Services

5.2.3 Electricity

| Description | 2018/19 | 2019/20 | | | |
|--------------------------------------|---------------|-----------------|-----------------|---------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 85,934 | 103,247 | 98,774 | 99,367 | -3.91 |
| Expenditure: | | | | | |
| Bulk Purchases | 70,865 | 81,469 | 85,385 | 83,384 | 2.30 |
| Contracted Services | 395 | 400 | 305 | 176 | -127.40 |
| Debt Impairment | 785 | 735 | 2,882 | 4,543 | 83.82 |
| Depreciation and Amortisation | 3,362 | 3,722 | 4,097 | 4,001 | 6.98 |
| Employee Related Costs | 5,455 | 6,581 | 5,913 | 5,860 | -12.31 |
| Other Expenditure | 1,236 | 1,401 | 1,410 | 1,185 | -18.21 |
| Total Operational Expenditure | 82,098 | 94,308 | 99,992 | 99,149 | 4.88 |
| Net Operational (Service) | 3,836 | 8,939 | (1,217) | 217 | -4014.97 |

Variances are calculated by dividing the difference between the actual and original budget by the actual

Table 193: Financial Performance: Electricity



5.2.4 Waste Management

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 9,232 | 14,336 | 10,045 | 14,278 | -0.41 |
| Expenditure: | | | | | |
| Contracted Services | 1,275 | 2,060 | 1,856 | 1,532 | -34.47 |
| Debt Impairment | 3,757 | 3,517 | 2,556 | 3,635 | 3.24 |
| Depreciation and Amortisation | 1,072 | 2,511 | 1,536 | 1,103 | -127.71 |
| Employee Related Costs | 7,805 | 9,781 | 9,460 | 9,289 | -5.29 |
| Other Expenditure | 1,379 | 1,748 | 1,661 | 1,328 | -31.66 |
| Total Operational Expenditure | 15,289 | 19,617 | 17,069 | 16,887 | -16.17 |
| Net Operational (Service) | (6,057) | (5,281) | (7,024) | (2,609) | -102.45 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 194: Financial Performance: Waste Management

5.2.5 Housing

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|---------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 16,688 | 17,860 | 23,112 | 0 | 0 |
| Expenditure: | | | | | |
| Contracted Services | 234 | 18,375 | 23,163 | 56 | -32902.44 |
| Depreciation and Amortisation | 0 | 30 | 30 | 26 | -15.31 |
| Employee Related Costs | 1,732 | 2,592 | 1,899 | 1,882 | -37.70 |
| Other Expenditure | 3 | 283 | 206 | 98 | -189.74 |
| Total Operational Expenditure | 1,970 | 21,280 | 25,298 | 2,062 | -932.22 |
| Net Operational (Service) | 14,719 | (3,420) | (2,186) | (2,062) | -65.87 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 195: Financial Performance: Housing



5.2.6 Roads and Stormwater

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 0 | 0 | 0 | 0 | 0 |
| Expenditure: | | | | | |
| Contracted Services | 664 | 1,206 | 933 | 587 | -105.44 |
| Depreciation and Amortisation | 3,314 | 5,424 | 4,187 | 4,471 | -21.32 |
| Employee Related Costs | 5,209 | 6,324 | 5,807 | 5,719 | -10.58 |
| Other Expenditure | 2,330 | 2,086 | 2,065 | 1,547 | -34.87 |
| Total Operational Expenditure | 11,517 | 15,040 | 12,993 | 12,324 | -22.04 |
| Net Operational (Service) | (11,517) | (15,040) | (12,993) | (12,324) | -22.04 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 196: Financial Performance: Roads and Stormwater

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

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-----------------|--------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 5,649 | 5,190 | 3,037 | 3,412 | -52.12 |
| Expenditure: | | | | | |
| Contracted Services | 149 | 382 | 307 | 83 | -360.72 |
| Depreciation and Amortisation | 0 | 46 | 49 | 48 | 3.73 |
| Employee Related Costs | 2,792 | 4,053 | 3,346 | 3,392 | -19.50 |
| Other Expenditure | 167 | 234 | 172 | 126 | -86.01 |
| Total Operational Expenditure | 3,107 | 4,715 | 3,873 | 3,648 | -29.25 |
| Net Operational (Service) | 2,542 | 475 | (837) | (236) | 300.93 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 197: Financial Performance: Planning



5.2.8 LED

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 0 | 0 | 0 | 0 | 0 |
| Expenditure: | | | | | |
| Contracted Services | 25 | 141 | 34 | 24 | -478.80 |
| Depreciation and Amortisation | 0 | 2 | 0 | 0 | 0 |
| Employee Related Costs | 990 | 1,773 | 1,828 | 1,828 | 2.99 |
| Other Expenditure | 182 | 386 | 301 | 266 | -45.01 |
| Transfers and grants | 640 | 550 | 185 | 35 | -1471.43 |
| Total Operational Expenditure | 1,837 | 2,852 | 2,348 | 2,153 | -32.46 |
| Net Operational (Service) | (1,837) | (2,852) | (2,348) | (2,153) | -32.46 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 198: Financial Performance: LED

5.2.9 Libraries

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-----------------|--------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 4,465 | 4,621 | 4,629 | 4,615 | -0.13 |
| Expenditure: | | | | | |
| Contracted Services | 2 | 0 | 0 | 0 | 0 |
| Depreciation and Amortisation | 0 | 149 | 146 | 146 | -2.03 |
| Employee Related Costs | 4,324 | 4,710 | 4,547 | 4,547 | -3.59 |
| Other Expenditure | 194 | 70 | 92 | 61 | -14.21 |
| Total Operational Expenditure | 4,519 | 4,929 | 4,785 | 4,754 | -3.68 |
| Net Operational (Service) | (54) | (308) | (156) | (139) | -121.51 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 199: Financial Performance: Libraries



5.2.10 Traffic and Law Enforcement

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 24,122 | 24,279 | 28,105 | 15,471 | -56.93 |
| Expenditure: | | | | | |
| Contracted Services | 1,325 | 720 | 1,716 | 1,591 | 54.75 |
| Debt Impairment | 17,171 | 15,670 | 17,194 | 9,084 | -72.51 |
| Depreciation and Amortisation | - | 24 | 239 | 21 | -13.66 |
| Employee Related Costs | 7,546 | 9,712 | 9,990 | 9,937 | 2.27 |
| Other Expenditure | 839 | 841 | 687 | 647 | -29.98 |
| Total Operational Expenditure | 26,881 | 26,967 | 29,827 | 21,281 | -26.72 |
| Net Operational (Service) | (2,758) | (2,689) | (1,722) | (5,809) | 53.72 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 200: Financial Performance: Traffic and Law Enforcement

5.2.11 Fire Services and Disaster Management

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 632 | 250 | 822 | 740 | 0 |
| Expenditure: | | | | | |
| Contracted Services | 4 | 15 | 11 | 2,557 | 99.41 |
| Depreciation and Amortisation | 0 | 9 | 9 | 3 | -251.26 |
| Employee Related Costs | 268 | 597 | 542 | 536 | -11.30 |
| Other Expenditure | 878 | 161 | 242 | 187 | 14.07 |
| Transfers and Grants | 0 | 2,545 | 3,145 | 551 | -361.73 |
| Total Operational Expenditure | 1,150 | 3,326 | 3,948 | 3,834 | 13.25 |
| Net Operational (Service) | (518) | (3,076) | (3,126) | (3,094) | 0.58 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 201: Financial Performance: Fire Services and Disaster Management



5.2.12 Holiday Resorts and Campsites

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | % |
| Total Operational Revenue | 2,775 | 4,210 | 2,403 | 2,391 | -76.04 |
| Expenditure: | | | | | |
| Contracted Services | 39 | 163 | 59 | 59 | -176.43 |
| Depreciation and Amortisation | 0 | 145 | 142 | 153 | 5.34 |
| Employee Related Costs | 4,379 | 4,645 | 4,507 | 4,409 | -5.36 |
| Other Expenditure | 314 | 587 | 332 | 308 | -90.81 |
| Total Operational Expenditure | 4,731 | 5,540 | 5,039 | 4,929 | -12.41 |
| Net Operational (Service) | (1,956) | (1,330) | (2,636) | (2,537) | 47.56 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 202: Financial Performance: Holiday Resorts and Campsites

5.2.13 Stadiums and Sport Ground

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | % |
| Total Operational Revenue | 72 | 1 | 23 | 22 | 95.66 |
| Expenditure: | | | | | |
| Contracted Services | 204 | 298 | 340 | 284 | -4.99 |
| Depreciation and Amortisation | 28 | 463 | 448 | 495 | 6.44 |
| Employee Related Costs | 5,287 | 5,951 | 5,854 | 5,807 | -2.47 |
| Other Expenditure | 691 | 978 | 789 | 516 | -89.56 |
| Total Operational Expenditure | 6,210 | 7,690 | 7,431 | 7,102 | -8.28 |
| Net Operational (Service) | (6,138) | (7,689) | (7,408) | (7,080) | -8.60 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 203: Financial Performance: Swimming Pools and Sport Grounds



5.2.14 Community Facilities and Thusong Centres

| Description | 2018/19 | Contracted Services | | | |
|------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------|-----------------|--------------|--------------------|
| | Actual | Depreciation and Amortisation | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 274 | 392 | 300 | 119 | -228.06 |
| Expenditure: | | | | | |
| Contracted Services | 199 | 549 | 299 | 142 | -287.39 |
| Depreciation and Amortisation | 0 | 27 | 32 | 29 | 8.41 |
| Employee Related Costs | 133 | 518 | 544 | 531 | 2.37 |
| Other Expenditure | 51 | 73 | 93 | 77 | 5.17 |
| Total Operational Expenditure | 384 | 1,167 | 968 | 778 | -49.87 |
| Net Operational (Service) | (109) | (775) | (668) | (659) | -17.60 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 204: Financial Performance: Community Facilities and Thusong Centres

5.2.15 Financial Services

| Description | 2018/19 | 2019/20 | | | |
|------------------------------------------------------------------------------------------------------------------|---------------|-----------------|-----------------|---------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 55,361 | 53,147 | 51,907 | 57,660 | 7.83 |
| Expenditure: | | | | | |
| Contracted Services | 963 | 1,052 | 1,056 | 1,013 | -3.83 |
| Debt Impairment | 2,591 | 2,426 | 7,336 | 12,839 | 81.10 |
| Depreciation and Amortisation | 3,583 | 408 | 622 | 829 | 50.78 |
| Employee Related Costs | 15,704 | 18,308 | 18,471 | 17,225 | -6.28 |
| Finance Charges | 8,456 | 8,449 | 8,681 | 9,786 | 13.66 |
| Other Expenditure | 4,944 | 5,404 | 6,155 | 5,571 | 3.00 |
| Loss on Disposal of PPE | 468 | - | - | 141 | 100.00 |
| Total Operational Expenditure | 36,709 | 36,047 | 42,321 | 47,406 | 23.96 |
| Net Operational (Service) | 18,652 | 17,100 | 9,586 | 10,254 | -66.76 |
| <i>Variations are calculated by dividing the difference between the actual and original budget by the actual</i> | | | | | |

Table 205: Financial Performance: Financial Services



5.2.16 Office of the Municipal Manager

| Description | 2018/19 | 2019/20 | | | |
|--------------------------------------|---------------|-----------------|-----------------|---------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 40,081 | 43,112 | 44,149 | 43,112 | 0 |
| Expenditure: | | | | | |
| Contracted Services | 873 | 877 | 1,567 | 1,458 | 39.88 |
| Depreciation and Amortisation | 0 | 82 | 96 | 89 | 7.66 |
| Employee Related Costs | 3,506 | 5,457 | 4,764 | 4,462 | -22.29 |
| Other Expenditure | 2,369 | 3,128 | 2,463 | 2,134 | -46.56 |
| Remuneration of Councillors | 5,392 | 5,493 | 5,576 | 5,570 | 1.38 |
| Transfers and grants | 111 | 205 | 91 | 95 | -115.14 |
| Total Operational Expenditure | 12,251 | 15,242 | 14,557 | 13,809 | -10,38 |
| Net Operational (Service) | 27,830 | 27,870 | 29,593 | 29,303 | 4.89 |

Variations are calculated by dividing the difference between the actual and original budget by the actual

Table 206: Financial Performance: Office of the Municipal Manager

5.2.17 Administration

| Description | 2018/19 | 2019/20 | | | |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 3,892 | 9,815 | 9,295 | 4,874 | -101.36 |
| Expenditure: | | | | | |
| Contracted Services | 5,270 | 5,677 | 6,686 | 4,784 | -18.67 |
| Depreciation and Amortisation | 0 | 1,081 | 913 | 896 | -20.59 |
| Employee Related Costs | 20,875 | 19,310 | 20,547 | 20,856 | 7.41 |
| Other Expenditure | 8,962 | 8,037 | 8,380 | 7,583 | -5.98 |
| Transfers and grants | 74 | 291 | 425 | 428 | 32.02 |
| Total Operational Expenditure | 35,181 | 34,396 | 36,951 | 34,548 | 0.44 |
| Net Operational (Service) | (31,289) | (24,582) | (27,656) | (29,674) | 17.16 |

Variations are calculated by dividing the difference between the actual and original budget by the actual

Table 207: Financial Performance: Administration



5.2.18 Human Resources

| Description | 2018/19 | | 2019/20 | | |
|--------------------------------------|----------------|-----------------|-----------------|----------------|--------------------|
| | Actual | Original Budget | Adjusted Budget | Actual | Variance to Budget |
| | R'000 | | | | |
| Total Operational Revenue | 277 | 716 | 971 | 219 | -227.14 |
| Expenditure: | | | | | |
| Contracted Services | 37 | 745 | 557 | 511 | -45.90 |
| Depreciation and Amortisation | 0 | 34 | 12 | 17 | 0.00 |
| Employee Related Costs | 2,846 | 3,248 | 3,431 | 3,424 | 5.15 |
| Other Expenditure | 773 | 1,142 | 1,006 | 752 | -51.79 |
| Transfers and grants | 307 | 530 | 799 | 184 | -188.25 |
| Total Operational Expenditure | 3,963 | 5,699 | 5,805 | 4,888 | -16.58 |
| Net Operational (Service) | (3,686) | (4,982) | (4,834) | (4,669) | -6.71 |

Variations are calculated by dividing the difference between the actual and original budget by the actual

Table 208: Financial Performance: Human Resources

5.3 GRANTS

5.3.1 Grant Performance

| Description | 2018/19 | | 2019/20 | | | 2019/20 Variance | |
|--------------------------------------------------|--------------------------|----------------|--------------------|---------------|-----------------|--------------------|--|
| | Actual (Audited Outcome) | Budget | Adjustments Budget | Actual | Original Budget | Adjustments Budget | |
| | R'000 | | | | | % | |
| Operating Transfers and Grants | | | | | | | |
| National Government: | 77,734 | 108,549 | 108,549 | 83,689 | -29.70 | -29.70 | |
| Equitable share | 45,080 | 49,201 | 49,201 | 49,201 | 0.00 | 0.00 | |
| Expanded Public Works Programme | 1,819 | 1,954 | 1,954 | 1,954 | 0.00 | 0.00 | |
| Municipal Infrastructure Grant | 9,634 | 15,667 | 15,667 | 16,618 | 5.72 | 5.72 | |
| Integrated National Electrification Grant | 8,000 | 9,642 | 9,642 | 9,641 | -0.01 | -0.01 | |
| Finance Management Grant | 1,620 | 2,085 | 2,085 | 2,085 | 0.00 | 0.00 | |
| Water Services Infrastructure Grant | 6,681 | 30,000 | 30,000 | 4,058 | -639.22 | -639.22 | |
| Municipal Disaster Relief Grant (Drought Relief) | 4,899 | 0 | 0 | 0 | 0 | 0 | |
| Municipal Disaster Relief Grant (COVID-19) | 0 | 0 | 0 | 132 | 100.00 | 100.00 | |
| Provincial Government: | 67,945 | 23,588 | 36,262 | 10,414 | -126.51 | -248.22 | |
| Human Settlement Development Grant | 44,566 | 17,860 | 23,785 | 0 | 0 | 0 | |
| Library Services MRF | 4,466 | 4,599 | 4,599 | 4,594 | -0.10 | -0.10 | |



| | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|---------------|---------------|---------------|
| Community Development Grant | 79 | 0 | 334 | 329 | 100.00 | -1.57 |
| Acceleration of housing deliveries | 11,723 | 0 | 698 | 698 | 100.00 | 0.00 |
| Transport Infrastructure Grant | 70 | 69 | 69 | 0 | 0 | 0 |
| Financial Management Support Grant | 966 | 480 | 955 | 0 | 0 | 0 |
| Thusong Service Centre | 181 | 200 | 209 | 29 | -581.31 | -611.63 |
| Municipal Capacity Building Grant | 0 | 0 | 265 | 34 | 100.00 | -678.15 |
| Financial Management Capacity Building Grant | 92 | 380 | 648 | 500 | 23.94 | -29.67 |
| Graduate Internship Grant | 40 | 0 | 173 | 16 | 100.00 | -978.62 |
| Municipal Drought Relief | 5,129 | 0 | 3,769 | 3,663 | 0 | 0 |
| Emergency and Disaster - COVID-19 | 0 | 0 | 759 | 550 | 0 | 0 |
| Municipal Disaster Grant (Drought Relief) | 632 | 0 | 0 | 0 | 0 | 0 |
| Other grant providers: | 5 | - | 50 | 50 | 0.00 | 0.00 |
| West Coast District Municipality (COVID-19) | 0 | 0 | 50 | 50 | 0 | 0 |
| ASLA | 5 | 0 | 0 | 0 | 0 | 0 |
| Total Operating Transfers and Grants | 145,684 | 132,137 | 144,861 | 94,153 | -40.34 | -53.86 |
| <i>Variations are calculated by dividing the difference between actual and original/adjustments budget by the actual</i> | | | | | | |

Table 209: Grant Performance for 2019/20

5.3.2 Conditional Grants

| Details | 2018/19 | 2019/20 | | | 2019/20 Variance | |
|------------------------------------------------------|--------------------------|---------|--------------------|--------|------------------|--------------------|
| | Actual | Budget | Adjustments Budget | Actual | Variance | |
| | Actual (Audited Outcome) | | | | Budget | Adjustments Budget |
| | R'000 | | | | | % |
| Operating Expenditure of Transfers and Grants | | | | | | |
| National Government | | | | | | |
| Finance Management | 1,620 | 2,085 | 2,085 | 2,085 | 0 | 0 |
| EPWP Incentive | 1,819 | 1,954 | 1,954 | 1,954 | 0 | 0 |
| Municipal Infrastructure Grant (PMU) | 747 | 763 | 761 | 761 | -0.34 | 0 |
| Municipal Infrastructure Grant (VAT) | 1,160 | 1,941 | 1,941 | 1,928 | -0.70 | -0.70 |
| Water Services Infrastructure Grant (VAT) | 870 | 3,913 | 3,913 | 526 | -643.92 | -643.92 |
| Integrated National Electrification Grant (VAT) | 1,043 | 1,258 | 1,258 | 1,258 | -0.01 | -0.01 |
| Municipal Disaster Relief Grant (Drought Relief) | 639 | 0 | 0 | 0 | 0 | 0 |
| Municipal Disaster Relief Grant (COVID-19) | 0 | 0 | 0 | 132 | 100.00 | 100.00 |
| Provincial Government | | | | | | |
| PGWC Financial Management Capacity Building Grant | 92 | 380 | 648 | 500 | 23.94 | -29.67 |
| Transport Infrastructure Grant | 70 | 69 | 69 | 0 | 0 | 0 |



| | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|---------------|----------------|
| Library Services: MRFG | 4,446 | 4,599 | 4,599 | 4,594 | -0.10 | -0.10 |
| Thusong Service Centre (Sustainability Operational Support) | 181 | 200 | 209 | 29 | -581.31 | -611.63 |
| CDW Support | 79 | 0 | 334 | 329 | 100.00 | -1.57 |
| Human Settlement Development Grant | 315 | 17,860 | 23,112 | 0 | 0 | 0 |
| Acceleration of housing deliveries (VAT) | 1,529 | 0 | 91 | 91 | 100.00 | 0 |
| Municipal Drought Support (VAT) | 1,037 | 0 | 492 | 424 | 100.00 | -15.93 |
| Graduate Internship Grant | 40 | 0 | 173 | 16 | 100.00 | -978.62 |
| Municipal Capacity Building Grant | 0 | 0 | 265 | 34 | 100.00 | -678.15 |
| Financial Management Support Grant | 679 | 480 | 955 | 0 | 0 | 0 |
| Emergency and Disaster - COVID-19 | 0 | 0 | 759 | 550 | 100.00 | -38.00 |
| Municipal Disaster Grant (Drought Relief) | 632 | 0 | 0 | 0 | 0 | 0 |
| Capital Expenditure of Transfers and Grants | | | | | | |
| National Government | | | | | | |
| Municipal Infrastructure Grant (MIG) | 7,726 | 12,962 | 12,965 | 13,929 | 6.94 | 6.92 |
| Water Services Infrastructure Grant | 5,811 | 26,087 | 26,087 | 3,532 | 0.00 | 0.00 |
| Integrated National Electrification Grant (INEG) | 6,957 | 8,384 | 8,384 | 8,383 | -0.01 | -0.01 |
| Municipal Disaster Relief Grant (Drought Relief) | 4,260 | 0 | 0 | 0 | 0 | 0 |
| Provincial Government: | | | | | | |
| Human Settlement Development Grant (Beneficiaries) | 44,251 | 0 | 673 | 0 | 0 | 0 |
| Municipal Drought Support | 4,093 | 0 | 3,277 | 3,239 | 100.00 | -1.17 |
| Acceleration of housing deliveries | 10,194 | 0 | 607 | 607 | 100.00 | 0.00 |
| Library Services: MRFG | 20 | 0 | 0 | 0 | 0 | 0 |
| Financial Management Support Grant | 287 | 0 | 0 | 0 | 0 | 0 |
| Total | 100,599 | 82,936 | 95,610 | 44,902 | -84.70 | -112.93 |
| <i>Variations are calculated by dividing the difference between actual and original/adjustments budget by the actual</i> | | | | | | |

Table 210: Conditional Grant

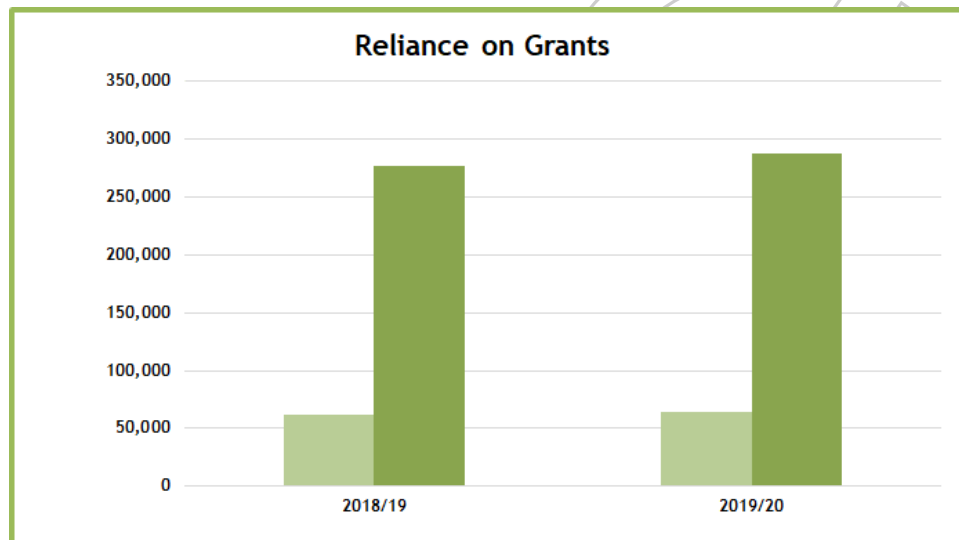
5.3.3 Level of Reliance on Grants & Subsidies

| Financial year | Total grants and subsidies received | Total Operating Revenue | Percentage |
|----------------|-------------------------------------|-------------------------|------------|
| | R'000 | | % |
| 2018/19 | 62,085 | 276,326 | 22.47 |
| 2019/20 | 64,462 | 286,947 | 22.46 |

Table 211: 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 Three Largest Assets

| Asset 1 | | |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Name | Desalination (Drought Relief Grant) | |
| Description | Desalination plant | |
| Asset Type | Infrastructure | |
| Key Staff Involved | Ben Schippers | |
| Asset Value as at 30 June 2020 | 2018/19 R million | 2019/20 R million |
| | 58,789 | 58,789 |
| Capital Implications | N/A | |
| Future Purpose of Asset | Desalination plant | |
| Describe Key Issues | Funding submissions to complete the desalination plant were made to the Department of Water and Sanitation. R36 million was gazetted for the 2020/21 financial year | |
| Policies in Place to Manage Asset | Asset Management Policy | |

Table 212: Asset 1



| Asset 2 | | |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Name | Citrusdal WWTW | |
| Description | Waste Water Treatment | |
| Asset Type | Infrastructure | |
| Key Staff Involved | Phemelo Majeni | |
| Asset Value as at 30 June 2020 | 2018/19 R million | 2019/20 R million |
| | 49,379 | 50,243 |
| Capital Implications | N/A | |
| Future Purpose of Asset | Waste Water Treatment | |
| Describe Key Issues | Funding is required to complete the mechanical and electrical phase of the project. Funding requests had been submitted to the Department of Water and Sanitation and the Municipal Infrastructure Grant (MIG). The project is on the approved Detail Project Implementation Plan of the MIG 2020/21 and 2021/22 financial year | |
| Policies in Place to Manage Asset | Asset Management Policy | |

Table 213: Asset 2

| Asset 3 | | |
|-----------------------------------|----------------------------------------|-------------------|
| Name | Upgrade Roads and Stormwater Citrusdal | |
| Description | Roads, Pavements & Bridges | |
| Asset Type | Infrastructure | |
| Key Staff Involved | Phemelo Majeni | |
| Asset Value as at 30 June 2020 | 2018/19 R million | 2019/20 R million |
| | 20,075 | 28,906 |
| Capital Implications | N/A | |
| Future Purpose of Asset | Roads, Pavements & Bridges | |
| Describe Key Issues | N/A | |
| Policies in Place to Manage Asset | Asset Management Policy | |

Table 214: Asset 3

5.4.2 Repairs and Maintenance

| Description | 2018/19 | 2019/20 | | | |
|-------------------------------------|---------|-----------------|-------------------|--------|-----------------|
| | Actual | Original Budget | Adjustment Budget | Actual | Budget variance |
| | | R' 000 | | | |
| Repairs and Maintenance Expenditure | 12,933 | 30,631 | 29,527 | 9,892 | -66.50 |

Table 215: Repairs & Maintenance



5.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.5.1 Liquidity Ratio

| Description | Basis of calculation | 2018/19 | 2019/20 |
|-----------------------------------------|-----------------------------------------------------------|---------|---------|
| Current Ratio | Current assets/current liabilities | 0.59 | 0.48 |
| Current Ratio adjusted for aged debtors | Current assets less debtors > 90 days/current liabilities | 0.59 | 0.48 |
| Liquidity Ratio | Monetary assets/current liabilities | 0.57 | 0.47 |

Table 216: Liquidity Financial Ratio

5.5.2 IDP Regulation Financial Viability Indicators

| Description | Basis of calculation | 2018/19 | 2019/20 |
|----------------------------------------------|-----------------------------------------------------------------------------------------------|---------|---------|
| Cost Coverage | (Available cash + Investments)/monthly fixed operational expenditure | 0.24 | -0.51 |
| Total Outstanding Service Debtors to Revenue | Total outstanding service debtors/annual revenue received for services | 0.25 | 0.18 |
| Debt coverage | (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | 40.21 | 40.10 |

Table 217: Financial Viability National KPAs

5.5.3 Borrowing Management

| Description | Basis of calculation | 2018/19 | 2019/20 |
|------------------------------------------|--------------------------------------------------|---------|---------|
| Capital Charges to Operating Expenditure | Interest & Principal Paid /Operating Expenditure | 2.03% | 1.99% |

Table 218: Borrowing Management

5.5.4 Employee costs

| Description | Basis of calculation | 2018/19 | 2019/20 |
|----------------|--------------------------------------------------|---------|---------|
| Employee costs | Employee costs/(Total Revenue - capital revenue) | 37.74% | 40.20% |

Table 219: Employee Costs

5.5.5 Repairs & Maintenance

| Description | Basis of calculation | 2018/19 | 2019/20 |
|-----------------------|-----------------------------------------------|---------|---------|
| Repairs & Maintenance | R&M (Total Revenue excluding capital revenue) | 4.68% | 3.45% |

Table 220: Repairs & Maintenance



COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.6 SOURCES OF FINANCE

5.6.1 Capital Expenditure by New Assets Program

| Description | 2018/19 | 2019/20 | | | Planned Capital expenditure | | |
|-----------------------------------------------|-----------------|-----------------|-------------------|--------------------|-----------------------------|---------------|---------------|
| | Audited outcome | Original Budget | Adjustment Budget | Actual Expenditure | 2020/21 | 2021/22 | 2021/22 |
| R'000 | | | | | | | |
| Capital expenditure by Asset Class | | | | | | | |
| Infrastructure - Total | 96,452 | 50,023 | 53,450 | 32,153 | 58,345 | 56,950 | 58,066 |
| Infrastructure: Road transport - Total | 40,136 | 13,287 | 8,829 | 8,871 | 1,455 | 2,860 | 8,049 |
| Roads, Pavements & Bridges | 32,248 | 13,217 | 8,829 | 8,871 | 1,275 | 2,660 | 7,799 |
| Storm water | 7,887 | 70 | 0 | 0 | 180 | 200 | 250 |
| Infrastructure: Electricity - Total | 12,108 | 9,714 | 11,442 | 11,430 | 20,456 | 13,083 | 8,736 |
| Generation | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transmission & Reticulation | 9,280 | 9,714 | 11,442 | 11,430 | 20,456 | 13,083 | 8,736 |
| Street Lighting | 2,828 | 0 | 0 | 0 | 0 | 0 | 0 |
| Infrastructure: Water - Total | 24,091 | 17,541 | 20,669 | 5,928 | 26,517 | 29,068 | 6,793 |
| Dams & Reservoirs | 10,149 | 8,846 | 8,696 | 5,928 | 26,367 | 26,577 | 300 |
| Water purification | 4,119 | 8,696 | 11,973 | 0 | 150 | 60 | 0 |
| Reticulation | 9,824 | 0 | 0 | 0 | 0 | 2,431 | 6,493 |
| Infrastructure: Sanitation - Total | 20,117 | 9,261 | 12,454 | 5,925 | 9,798 | 11,938 | 34,489 |
| Reticulation | 9,923 | 565 | 45 | 104 | 80 | - | - |
| Sewerage purification | 10,194 | 8,696 | 12,409 | 5,821 | 9,718 | 11,938 | 34,489 |
| Infrastructure: Other - Total | 0 | 220 | 57 | 0 | 120 | 0 | 0 |
| Waste Management | 0 | 220 | 57 | 0 | 120 | 0 | 0 |
| Transportation | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gas | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community - Total | 6,954 | 1,516 | 5,995 | 4,001 | 3,829 | 606 | 100 |
| Parks & gardens | 0 | 39 | 0 | 0 | 220 | 60 | 230 |
| Sports fields & stadia | 2,634 | 3,420 | 219 | 219 | 0 | 0 | 0 |
| Swimming pools | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community halls | 95 | 70 | 28 | 28 | 0 | 30 | 50 |
| Libraries | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Recreational facilities | 1,133 | 0 | 0 | 0 | 3,865 | 2,049 | 740 |
| Fire, safety & emergency | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Security and policing | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Buses | 0 | 0 | 0 | 29 | 0 | 30 | 50 |
| Cemeteries | 139 | 300 | 0 | 0 | 60 | 80 | 300 |



| Description | 2018/19 | 2019/20 | | | Planned Capital expenditure | | |
|------------------------------------------------|-----------------|-----------------|-------------------|--------------------|-----------------------------|---------------|---------------|
| | Audited outcome | Original Budget | Adjustment Budget | Actual Expenditure | 2020/21 | 2021/22 | 2021/22 |
| R'000 | | | | | | | |
| Social rental housing | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital expenditure by Asset Class | 4,421 | 6,846 | 2,908 | 2,154 | 3,728 | 1,639 | 1,371 |
| Heritage assets - Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Investment properties - Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Housing development | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other assets | 4,224 | 6,846 | 2,908 | 2,154 | 3,728 | 1,639 | 1,371 |
| General vehicles | 103 | 0 | 0 | 0 | 1,625 | 30 | 80 |
| Specialised vehicles | 0 | 3,045 | 0 | 0 | 0 | 0 | 0 |
| Plant & equipment | 831 | 2,651 | 2,469 | 1,188 | 1,515 | 610 | 450 |
| Computers - hardware/equipment | 650 | 118 | 38 | 20 | 288 | 224 | 271 |
| Furniture and other office equipment | 2,614 | 547 | 173 | 918 | 100 | 190 | 100 |
| Markets | 0 | 0 | 0 | 0 | 100 | 15 | 20 |
| Other Buildings | 25 | 486 | 28 | 28 | 100 | 570 | 450 |
| Other Land | 0 | 0 | 200 | 0 | 0 | 0 | 0 |
| Intangibles | 1,019 | 0 | 0 | 287 | 0 | 0 | 0 |
| Computers - software & programming | 1,019 | 0 | 0 | 287 | 0 | 0 | 0 |
| Total Capital Expenditure on new assets | 46,352 | 68,091 | 105,621 | 104,239 | 60,699 | 80,245 | 85,549 |

Table 221: 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 2019/20 financial year:

| Capital Expenditure: Funding Sources | | | | | | |
|--------------------------------------|-----------------|----------------------|-------------------|--------|---------------------------|-----------------------|
| Details | 2018/19 | 2019/20 | | | | |
| | Audited outcome | Original Budget (OB) | Adjustment Budget | Actual | Adjustment to OB Variance | Actual to OB Variance |
| Source of Finance | | | | | | |
| Description | R'000 | | | | | % |
| External loans | 0 | 3,000 | 0 | 0 | 0 | 0 |
| Public contributions and donations | 11,477 | 0 | 0 | 0 | 0 | 0 |
| Grants and subsidies | 83,743 | 47,434 | 51,993 | 29,691 | 9.61 | -47.02 |



| Capital Expenditure: Funding Sources | | | | | | |
|--------------------------------------|------------------------|----------------------|-------------------|---------------|---------------------------|-----------------------|
| Details | 2018/19 | 2019/20 | | | | |
| | <i>Audited outcome</i> | Original Budget (OB) | Adjustment Budget | Actual | Adjustment to OB Variance | Actual to OB Variance |
| Source of Finance | | | | | | |
| Description | R'000 | | | | % | |
| Own funding | 9,655 | 10,265 | 4,612 | 4,892 | -55.07 | 2.73 |
| Total | 104,874 | 60,699 | 56,606 | 34,584 | -6.74 | -36.28 |
| Percentage of Finance | | | | | | |
| External loans | 0 | 5 | 0 | 0 | | |
| Public contributions and donations | 11 | 0 | 0 | 0 | | |
| Grants and subsidies | 80 | 78 | 92 | 86 | | |
| Own funding | 9 | 17 | 8 | 14 | | |
| Capital Expenditure | | | | | | |
| Description | R'000 | | | | % | |
| Water and sanitation | 20,117 | 9,261 | 12,454 | 5,925 | 34.48 | -70.50 |
| Electricity | 12,108 | 9,714 | 11,442 | 11,430 | 17.79 | -0.13 |
| Housing | 0 | 0 | 0 | 0 | 0 | 0 |
| Roads and storm water | 40,136 | 13,287 | 8,829 | 8,871 | -33.56 | 0.32 |
| Other | 32,513 | 28,437 | 23,881 | 8,358 | -16.02 | -54.59 |
| Total | 104,874 | 60,699 | 56,606 | 34,584 | -6.74 | -36.28 |
| Percentage of Expenditure | | | | | | |
| Water and sanitation | 19 | 15 | 22 | 17 | | |
| Electricity | 12 | 16 | 20 | 33 | | |
| Housing | 0 | 0 | 0 | 0 | | |
| Roads and stormwater | 38 | 22 | 16 | 26 | | |
| Other | 31 | 47 | 42 | 24 | | |

Table 222: Capital Expenditure by Funding Source



5.6.2 Capital Spending on Largest Capital Projects

| Name of Project | 2019/20 | | | | |
|-------------------------------------------------------------|--------------------------------------------------------------------|-------------------|--------------------|-------------------|---------------------|
| | Original Budget | Adjustment Budget | Actual Expenditure | Original Variance | Adjustment variance |
| | R'000 | | | % | |
| MIG Upgrade Roads and Stormwater Citrusdal | 12,942 | 11,222 | 8,831 | -31.77% | -21.31% |
| Integrated National Electrification Programme | 4,447 | 6,149 | 6,064 | 36.36% | -1.39% |
| Integrated National Electrification Programme - Clanwilliam | 4,637 | 4,637 | 4,636 | -0.02% | -0.02% |
| Clanwilliam Boreholes (Drought Relief Grant) | 0 | 3,043 | 3,239 | 0 | 6.43% |
| MIG: Citrusdal New WWTW | 0 | 607 | 3,106 | 0 | 411.73% |
| Name of Project - A | MIG Upgrade Roads And Stormwater Citrusdal | | | | |
| Objective of Project | Upgrade Roads And Stormwater In Citrusdal | | | | |
| Delays | None | | | | |
| Future Challenges | None | | | | |
| Anticipated citizen benefits | Citrusdal | | | | |
| Name of Project - B | Integrated National Electrification Programme | | | | |
| Objective of Project | Electrification Of Housing In Lamberts Bay | | | | |
| Delays | None | | | | |
| Future Challenges | None | | | | |
| Anticipated citizen benefits | Lamberts Bay | | | | |
| Name of Project - C | Integrated National Electrification Programme - Clanwilliam | | | | |
| Objective of Project | Electrification Of Housing In Clanwilliam | | | | |
| Delays | None | | | | |
| Future Challenges | None | | | | |
| Anticipated citizen benefits | Clanwilliam | | | | |
| Name of Project - D | Clanwilliam Boreholes (Drought Relief Grant) | | | | |
| Objective of Project | Boreholes In Clanwilliam | | | | |
| Delays | None | | | | |
| Future Challenges | None | | | | |
| Anticipated citizen benefits | Clanwilliam | | | | |
| Name of Project - E | MIG: Citrusdal New WWTW | | | | |
| Objective of Project | Upgrade WWTW In Citrusdal | | | | |
| Delays | None | | | | |
| Future Challenges | None | | | | |
| Anticipated citizen benefits | Citrusdal | | | | |

Table 223: 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 - Sanitation | 3,106 | 3,106 | 3,106 | 0.00 | 0.00 |
| Reticulation | 3,106 | 3,106 | 3,106 | 0.00 | 0.00 |
| Infrastructure - Electricity | 1,721 | 1,721 | 1,721 | 0.00 | 0.00 |
| Reticulation | 1,721 | 1,721 | 1,721 | 0.00 | 0.00 |
| Roads Infrastructure | 8,135 | 8,138 | 8,152 | 0.20 | 0.17 |
| Total | 12,962 | 12,965 | 12,978 | 0.12 | 0.10 |

* 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 224: 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 | 2018/19 | 2019/20 | | |
| | Audited Outcome | Original Budget | Adjusted Budget | Actual |
| | R'000 | | | |
| Cash flow from operating activities | | | | |
| Receipts | | | | |
| Ratepayers and other | 166,809 | 204,655 | 183,750 | 175,861 |
| Government - operating | 31,312 | 84,703 | 90,625 | 88,293 |
| Government - capital | 83,599 | 47,434 | 49,895 | 29,691 |
| Interest | 893 | 5,571 | 3,274 | 506 |
| Dividends | 0 | 0 | 0 | 0 |



| Cash Flow Outcomes | | | | |
|---------------------------------------------------|------------------------|-----------------|-----------------|-----------------|
| R'000 | | | | |
| Description | 2018/19 | 2019/20 | | |
| | <i>Audited Outcome</i> | Original Budget | Adjusted Budget | Actual |
| | R'000 | | | |
| Payments | | | | |
| Suppliers and employees | (196,143) | (270,839) | (266,474) | (242,081) |
| Finance charges | (2,360) | (1,930) | (2,472) | (3,781) |
| Transfers and Grants | (1,066) | (4,121) | (4,662) | (1,144) |
| Net cash from/(used) operating activities | 83,044 | 65,473 | 53,937 | 47,344 |
| Cash flows from investing activities | | | | |
| Receipts | | | | |
| Proceeds on disposal of PPE | 702 | 0 | 0 | 67 |
| 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 |
| Payments | | | | |
| Capital assets | (91,562) | (60,699) | (56,606) | (33,835) |
| Net cash from/(used) investing activities | (90,860) | (60,699) | (56,606) | (33,769) |
| Cash flows from financing activities | | | | |
| Receipts | | | | |
| Consumer Deposits | 101 | 3,000 | - | - |
| Borrowing long term/refinancing | - | 142 | 142 | 53 |
| Payments | | | | |
| Repayment of borrowing | (3,630) | (3,417) | (4,112) | (4,131) |
| Net cash from/(used) financing activities | (3,529) | (275) | (3,970) | (4,078) |
| Net increase/ (decrease) in cash held | (11,345) | 4,500 | (6,639) | 9,497 |
| Cash/cash equivalents at the year begin: | 18,532 | 505 | 7,187 | 7,187 |
| Cash/cash equivalents at the yearend: | 7,187 | 5,005 | 549 | 16,685 |

Table 225: 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 | | | | | | |
| 2018/19 | 28,417 | 47,118 | 24,952 | - | 4,516 | 105,003 |
| 2019/20 | 32,871 | 61,786 | 32,454 | - | 8,118 | 135,230 |
| Difference | 4,454 | 14,668 | 7,503 | - | 3,602 | 30,226 |
| % growth year on year | 16 | 31 | 30 | #DIV/0! | 80 | 29 |

Note: Figures exclude provision for bad debt

Table 226: 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 | | | | |
| 2018/19 | 18,694 | 15,783 | 22,270 | 48,256 | 105,003 |
| 2019/20 | 17,531 | 19,550 | 32,726 | 65,423 | 135,230 |
| Difference | (1,163) | 3,767 | 10,456 | 17,167 | 30,226 |
| % growth year on year | -6 | 24 | 47 | 36 | 29 |

Note: Figures exclude provision for bad debt

Table 227: 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 | 2018/19 | 2019/20 |
| | R'000 | |
| Long-term loans (annuity/reducing balance) | 15,157 | 12,753 |
| Financial leases | 5,425 | 4,446 |
| Total | 20,581 | 17,199 |

Table 228: Actual Borrowings



5.10.2 Municipal Investments

| Actual Investments | | |
|--------------------|--------------|--------------|
| R'000 | | |
| Investment type | 2018/19 | 2019/20 |
| | Actual | |
| | R'000 | |
| Deposits - Bank | 3,735 | 7,767 |
| Total | 3,735 | 7,767 |

Table 229: *Municipal Investments*

5.10.3 Grants Made by the Municipality

| All Organisation or Person in receipt of Grants provided by the municipality | Conditions attached to funding | Value 2019/20 | Total Amount committed over previous and future years |
|------------------------------------------------------------------------------|--------------------------------|---------------|-------------------------------------------------------|
| | | R'000 | |
| Bursaries | n/a | 184 | 1,471 |
| Tourism | n/a | 0 | 880 |
| Festivals | n/a | 15 | 603 |
| Sport Councils | n/a | 63 | 393 |
| ATKV | n/a | 20 | 0 |
| National Sea Rescue Institute | n/a | 94 | 44 |
| Wupperthal Support | n/a | 19 | 60 |
| Social Relief | n/a | 862 | 948 |

Table 230: *Grants Made by the Municipality*



CHAPTER 6

COMPONENT A: AUDITOR-GENERAL OPINION 2018/19

6.1 AUDITOR-GENERAL REPORT 2018/19

| 2019/20 | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Main Issues under emphasis of matter | Corrective steps implemented/to be implemented |
| Restatement of corresponding figures | |
| 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 2019/20 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 |
| Material Losses and impairments | |
| As disclosed in note 3 to the financial statements the municipality provided for impairment of receivables from exchange transactions amounting to R43.2 million (2018/19 : 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 (2018/19: 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 231: AG Report on Financial Performance 2018/19

COMPONENT B: AUDITOR-GENERAL OPINION 2019/20

6.2 AUDITOR-GENERAL REPORT 2019/20

Information not available at date of submission

| 2019/20 | |
|---------------------------------------------|------------------------------------------------|
| Main Issues under emphasis of matter | Corrective steps implemented/to be implemented |
| Restatement of corresponding figures | |
| | |
| Material Losses and impairments | |
| | |
| | |



| 2019/20 | |
|--------------------------------------|------------------------------------------------|
| Main Issues under emphasis of matter | Corrective steps implemented/to be implemented |
| Significant uncertainties | |
| | |

Table 232: AG Report on Financial Performance 2019/20

List of Abbreviations

LIST OF ABBREVIATIONS

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

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