

2020/2021 ANNUAL REPORT



March 2022

CONTENTS

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1	MAYOR’S FOREWORD	1
1.2	EXECUTIVE SUMMARY	5
1.2.1	MUNICIPAL MANAGER’S OVERVIEW	5
1.2.2	MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW	9
1.2.3	SERVICE DELIVERY OVERVIEW	11
1.2.4	FINANCIAL HEALTH OVERVIEW	12
1.2.5	ORGANISATIONAL DEVELOPMENT OVERVIEW	16
1.2.6	AUDITOR GENERAL REPORT	16
1.2.7	STATUTORY ANNUAL REPORT PROCESS	24

CHAPTER 2 – GOVERNANCE

2.1	INTRODUCTION	25
2.2	POLITICAL AND ADMINISTRATIVE GOVERNANCE	25
2.2.1	INTRODUCTION	25
2.2.2	POLITICAL GOVERNANCE	25
2.2.3	ADMINISTRATIVE GOVERNANCE	27
2.3	INTERGOVERNMENTAL RELATIONS	29
2.3.1	NATIONAL INTERGOVERNMENTAL STRUCTURES	29
2.3.2	PROVINCIAL INTERGOVERNMENTAL STRUCTURES	29
2.3.3	DISTRICT INTERGOVERNMENTAL STRUCTURES	29
2.4	PUBLIC ACCOUNTABILITY AND PARTICIPATION	29
2.4.1	PUBLIC MEETINGS	29
2.4.2	IDP PARTICIPATION AND ALIGNMENT	31
2.5	CORPORATE GOVERNANCE	31
2.5.1	OVERVIEW	31
2.5.2	INTERNAL AUDIT	31
2.5.3	RISK MANAGEMENT	32
2.5.4	ANTI-CORRUPTION AND FRAUD	32
2.5.5	PERFORMANCE AND RISK AUDIT COMMITTEE	33
2.5.6	SUPPLY CHAIN MANAGEMENT	33
2.5.7	BY-LAWS	34

2.5.8	MUNICIPAL WEBSITE- CURRENT YEAR	34
2.5.9	PUBLIC SATISFACTION ON MUNICIPAL SERVICES	34
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE		
3.1	KPI'S AND TARGETS FROM THE IDP FOR 2017/2018	37
3.2	BASIC SERVICES	46
3.2.1	WATER SERVICES	46
3.2.2	SEWERAGE SERVICES	50
3.2.3	ELECTRICITY DISTRIBUTION	53
3.2.4	REFUSE REMOVAL	60
3.2.5	HOUSING	63
3.2.6	FREE BASIC SERVICES AND INDIGENT SUPPORT	68
3.3	ROAD TRANSPORT	70
3.3.1	PROCLAIMED ROADS, STREETS AND STORM WATER	70
3.4	PLANNING AND ECONOMIC DEVELOPMENT	74
3.4.1	BUILT ENVIRONMENT	74
3.4.2	ECONOMIC DEVELOPMENT	78
3.5	COMMUNITY AND SOCIAL SERVICES	80
3.5.1	COMMUNITY DEVELOPMENT AND THUSONG SERVICE CENTRES	80
3.5.2	LIBRARIES	87
3.5.3	CEMETERIES	90
3.6	OCCUPATIONAL HEALTH AND SAFETY (INCLUDING POLLUTION CONTROL)	91
3.7	SECURITY AND SAFETY	94
3.7.1	TRAFFIC AND LAW ENFORCEMENT SERVICES (INCLUDING LICENCING AND REGISTRATION SERVICES)	94
3.7.2	FIRE FIGHTING SERVICES	99
3.7.3	CIVIL PROTECTION (INCLUDING DISASTER MANAGEMENT)	103
3.8	SPORT AND RECREATION	104
3.8.1	SPORT, PARKS AND RECREATIONAL AREAS AND SWIMMING POOLS	104
3.8.2	CARAVAN PARK YZERFONTEIN	108
3.8.3	HARBOUR YZERFONTEIN	110
3.9	CORPORATE MANAGEMENT	111
3.9.1	MANAGEMENT CIVIL ENGINEERING SERVICES	111
3.9.2	MANAGEMENT CORPORATE SERVICES	121
3.9.3	MANAGEMENT DEVELOPMENT SERVICES	128

Annual Report for 2020/2021

3.9.4	MANAGEMENT ELECTRICAL ENGINEERING SERVICES	136
3.9.5	MANAGEMENT FINANCIAL SERVICES	142
3.9.6	MANAGEMENT OFFICE OF THE MUNICIPAL MANAGER	150
3.9.7	MANAGEMENT PROTECTION SERVICES	154
3.10	OTHER SERVICES	161
3.10.1	ASSET AND FLEET MANAGEMENT	161
3.10.2	BUDGET OFFICE AND COSTING	164
3.10.3	EXPENDITURE	165
3.10.4	FINANCIAL STATEMENTS AND CONTROL	168
3.10.5	FINANCIAL SYSTEMS ADMINISTRATION	171
3.10.6	INCOME	176
3.10.7	LEGAL AND CREDIT CONTROL	179
3.10.8	SECRETARIAT AND ARCHIVES	182
3.10.9	MARKETING AND TOURISM	186
3.10.10	STRATEGIC MANAGEMENT	188
3.10.11	INTERNAL AUDIT (INCLUDING RISK MANAGEMENT)	191
3.10.12	HUMAN RESOURCES	197
3.10.13	INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES	201
3.10.14	SUPPLY CHAIN MANAGEMENT	205
3.10.15	MUNICIPAL PROPERTY MAINTENANCE	208
3.10.16	TOWN AND COMMUNITY HALLS (INCLUDING PROPERTY AND LEGAL)	211

CHAPTER 4 –ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1	INTRODUCTION	215
4.2	MUNICIPAL PERSONNEL	215
4.3	MANAGING THE MUNICIPAL WORKFORCE	218
4.3.1	HR POLICIES AND PLANS	218
4.3.2	INJURIES, SICKNESS AND SUSPENSIONS	220
4.3.3	PERFORMANCE REWARDS	221
4.4	CAPACITATING THE MUNICIPAL WORKFORCE	221
4.4.1	INTRODUCTION	221
4.4.2	SKILLS DEVELOPMENT AND TRAINING	221
4.5	MANAGING THE WORKFORCE EXPENDITURE	224
4.5.1	INTRODUCTION	224

4.5.2	EMPLOYEE EXPENDITURE	224
CHAPTER 5 – FINANCIAL PERFORMANCE		
5.1	INTRODUCTION	226
5.2	STATEMENTS OF FINANCIAL PERFORMANCE	226
5.2.1	INTRODUCTION	226
5.2.2	STATEMENTS OF FINANCIAL PERFORMANCE	227
5.2.3	GRANTS	231
5.2.4	ASSET MANAGEMENT	233
5.2.5	FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS	234
5.3	SPENDING AGAINST CAPITAL BUDGET	235
5.3.1	INTRODUCTION	235
5.3.2	CAPITAL EXPENDITURE	235
5.3.3	SOURCES OF FINANCE	235
5.3.4	CAPITAL SPENDING ON 5 LARGEST PROJECTS	236
5.3.5	BASIC SERVICE AND INFRASTRUCTURE BACKLOGS OVERVIEW	236
5.4	CASH FLOW MANAGEMENT AND INVESTMENTS	237
5.4.1	INTRODUCTION	237
5.4.2	CASH FLOW	237
5.4.3	BORROWING AND INVESTMENTS	239
5.4.4	PUBLIC PRIVATE PARTNERSHIPS	240
CHAPTER 6 –AUDITOR GENERAL AUDIT FINDINGS		
6.1	INTRODUCTION	241
6.2	AUDITOR-GENERAL OPINION (PREVIOUS YEAR)	242
6.2.1	AUDITOR GENERAL REPORTS	242
6.3	AUDITOR-GENERAL OPINION (CURRENT YEAR)	243
6.3.1	AUDITOR GENERAL REPORTS	243
GLOSSARY		245
APPENDICES		247

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1. MAYOR’S FOREWORD



It is my privilege to present the 2020/2021 Annual Report of Swartland Municipality – a municipality that has once again performed admirably despite the continued difficult economic climate as well as the complex social environment in which local government has to operate at present.

Swartland Municipality has once again made good progress towards the fulfilment of its vision of *hope and dignified life for all people*.

Swartland Municipality included the local community to participate in the affairs of the municipality. It engaged through a number of platforms when it comes to municipal affairs i.e. ward committee meetings, Swartland Municipal Advisory Forum and one on one engagements with stakeholders. I also conducted public meetings in all towns whereby ward priorities and challenges were discussed and split per town. However, Swartland believes that it can still improve its ‘policy performance’ and the delivery thereon by working more closely with citizens, communities, civil society organizations, interest groups, businesses and other stakeholders.

It has not been an easy task, particularly as the frustrations of communities regarding matters over which municipalities have no control, such as inadequate National Government funding for human settlement projects, are directed at municipalities as the sphere of government closest and most accessible to the communities. The Municipality experienced the second highest in-migration in the Western Cape, at an annual rate of 4.7%. Population wise (133 762 in 2016) Swartland Municipality is now the sixth largest municipality in the Western Cape and the largest in the West Coast District.

We have implemented the 3rd revision of the 2017-2022 IDP during the 2020/2021 financial year, and there are five strategic goals on which we have focused, namely:

PEOPLE: Improve quality of life for citizens

ECONOMY: Inclusive economic growth

ENVIRONMENT: Quality and sustainable living environment

INSTITUTIONS: Caring, competent and responsive institutions, organisations and businesses

SERVICES: Sufficient, affordable and well-run services

Key performance indicators and targets were assigned to each of the strategic goals, which include service delivery improvements throughout the Swartland area. These indicators have been measured and monitored on a monthly basis throughout the year and all related information was captured on an electronic performance management system.

According to Ratings Afrika (November 2020) Swartland strengthened its financial stability and improved its score from 83 in 2018 to 84 in 2019 and weakened slightly to 82 in 2020. Swartland still rates under the top 5 leading municipalities in South Africa.

We are proud to say that all our Strategic documents have been aligned with Provincial and National Government policies and directives, namely:

- Sustainable Development Goals (United Nations General Assembly)
- National Development Plan
- Integrated Urban Development Framework
- Medium-Term Strategic Framework
- Back to Basics Approach
- Western Cape Provincial Strategic Plan (2019-2024)
- Western Cape Provincial Spatial Development Framework
- West Coast District IDP

The Municipality continued to set an example of good and responsible financial management and again performed well in 2020/2021. It maintained the good liquidity levels of the previous year and ended the year with a cash surplus of R9.8 million after the exclusion of non-cash transactions.

One of the most important contributors to a municipality's financial health is how well its ratepayers and customers pay their municipal accounts. However, the recovery of debt in areas where Eskom provides power directly to the people remains a problem. Without adequate revenue, not even the most basic services can be rendered properly, nor can infrastructure such as roads and electricity, water and sewerage networks be maintained or upgraded. I would like to thank our Councillors for helping to instil this culture of payment in our communities.

The Municipality has done well in terms of basic service delivery. 100% of the registered urban residential properties have access to minimum service delivery levels or above. There are however some informal sites and backyard dwellers that do not have formal access to services.

The Municipality continued to support registered indigent and poor households in the form of a monthly subsidy on their household accounts to cover the basic fees with regard to sewerage (R234.35 pm), refuse removal (R131.52 pm), water (R116.71 pm) and electricity (R55.51). Indigent households received 50 kWh of free electricity, 6 kl of water per month, free refuse removal per month, free access to sanitation and free rates if the value of the property is less than R105 000 (R15 000 impermissible tax excluded).

Vandalism and theft is unfortunately also a growing problem in parts of the municipal area and is costing the Municipality a substantial amount annually. The time has come for a major educational drive to address this problem and to convince communities that vandalism is to their own detriment. The assistance and co-operation of ward councillors and ward committee members can be invaluable in this regard.

An extensive range of programmes and projects were carried out in the field of social development in 2020/2021. Programmes were implemented according to the six focus areas of the Swartland Social Development Policy and Strategy of 2013, focussing on early childhood development (ages 0-6), child development (ages 7-14), youth development (ages 14-35), collaboration and co-ordination, access to economy and vulnerable groups.

The Provincial Department of Environmental Affairs and Development Planning selected Swartland Municipality to participate in the Regional Socio Economic Programme (RSEP). RSEP is an urban upgrading project that is currently being implemented in wards 8-11 (Malmesbury) with a focus on crime prevention, community participation and infrastructural upgrades.

An extension of the RSEP for Darling started in the 2020/2021 financial year.

In respect of job creation, 302 job opportunities were created through the Municipality's registered Expanded Public Works Programme (EPWP) projects in the 2020/2021 financial year. 211 jobs were also created through the Municipality's own capital projects (contracts greater than R200 000).

A verification process carried out in conjunction with the Provincial Human Settlement Department showed that at the end of June 2021 there were 15 087 families waiting for houses.

There is a continuous stream of new arrivals at informal settlements as well as backyard dwellers in Swartland and it is often they who are the most militant in their demands for housing.

I would like to conclude by thanking my fellow-councillors as well as the management for keeping Swartland Municipality at the forefront of service delivery, management excellence and dedication. Thank you also for your loyal support and for remaining positive.

ALDERMAN Tijmen van Essen
EXECUTIVE MAYOR

1.2. EXECUTIVE SUMMARY

1.2.1 MUNICIPAL MANAGER'S OVERVIEW



The operating environment for municipalities has been difficult and complex for several years now and the 2020/2021 financial year was no less challenging than the preceding years. However, I believe that we can once again look back on another good year with some notable achievements. The Municipality performed well overall and detailed information can be obtained elsewhere in this annual report. I would, however, like to highlight the following:

AUDIT:

The Municipality has up to the 2016/2017 financial year achieved seven clean audits and two unqualified audits for 2017/18 and 2018/19. For the 2019/2020 and 2020/2021 financial years the Municipality again received clean audits, which confirms its reputation as one of the best managed municipalities in South Africa. This in itself speaks to and is proof of the dedication of management and personnel to meet and maintain high standards

of performance at all times.

FINANCIAL HEALTH:

The Municipality has completed another year of improved service delivery without negatively impacting liquidity in the context of being able to fund operations and sustainably contributing to its reserves to fund future capital expansion and refurbishment. It ended the 2020/2021 year by improving on financial sustainability with a cash surplus of R9.8 million before contributing to the capital replacement reserve, a prerequisite for effective and sustained service delivery.

An excellent cash position was achieved with the improved current ratio result of 5.55: 1 for the year under review compared to the achievement of 5.24: 1 in 2019/2020, which illustrates management’s capacity to apply and influence sound financial and governance principles.

The 2020/2021 revenue collection rate amounted to 96.71% compared to an average of 95.34% for the previous four years. In order to determine the real collection rate, bad debts written-off is taken into consideration and is it the impairment of fines that impacts the ratio negatively. It is proof of a good culture of payment amongst the ratepayers of Swartland, as well as the Municipality’s excellent and diligent revenue management system and consistent application of the Debt Collection Policy of the municipality.

The Capital Replacement Reserve which is a cash-backed reserve established to enable the Municipality to finance future capital expenditure, amounted to R210.2 million at 30 June 2021, compared to R199.5 million at 30 June 2020 and R191.8 million as at June 2019.

Outstanding external loans amounted to R107.9 million at the end of the 2020/2021 financial year, compared to R118 million at 30 June 2020 and R129.7 million at 30 June 2019.

Personnel costs as a percentage of total expenditure amounted to 33.97% in 2020/2021, compared to 32.39% in 2019/2020. This is well within the national norm of between 25 to 40% and shows that personnel costs were well under control. The challenge is to keep this under control with the increasing demand of expectations regarding improved service delivery.

Total operating income increased by 8.03% from R852.6 million in 2019/2020 to R921 million at 30 June 2021. The increase in operating expenditure was limited to only 6.72% to R762.8 million over the same period.(These totals excludes Gains and Losses)

Operating expenditure versus budget for the year under review amounted to 93.28%, whilst 102.52% of the capital budget was spent. The latter is on standard for Swartland Municipality, as the average for the five years was 92.86%.

LOCAL ECONOMIC DEVELOPMENT:

The GDP growth of Swartland averaged 1.8% per annum over the period 2014-2018.

The three largest sectors in the Swartland area according to the GDP contribution, 2018 (SEP, 2020) were as follows:

1. Manufacturing (24.9%)
2. Wholesale and retail trade (17.8%)
3. Agriculture, forestry and fishing (14.7%)

The three largest sectors in the Swartland area according to the employment contribution, 2018 (SEP, 2020) were as follows:

1. Agriculture, forestry and fishing (28.8%)
2. Wholesale and retail trade (20.4%)
3. Community, social and personal services (12.1%)

SERVICES:

The five largest capital projects for 2020/2021 (April 2021 adjustments budget) were:

- Sewerage Moorreesburg (R41.8 million)
- Sewerage Darling (R22.3 million)
- Resealing of roads - Swartland (20.6 million)
- De Hoop project (Streets and Storm water) (R16.7 million)
- New roads - Swartland (R15.0 million)

Electricity losses were 5.37% for the rolling 12 months 2020/2021, compared to 6.01% in 2019/2020.

Water losses were 21.11% for the rolling 12 months 2020/2021, compared to 18.05% in 2019/2020.

During the 2020/2021 financial year 24.475km of roads was resealed. This is 41.8% more than the 16.551km of previous year. A total of 1011 potholes were repaired. It is noted that future spending on the resealing of roads must be increased in order to maintain the asset to an acceptable standard.

PLANNING AND DEVELOPMENT

A total of 967 building plan applications to the value of R513 million were approved in 2020/2021, compared to 724 building plans applications to the value of R440 million in 2019/2020 - an increase of 17% in total value.

IMPROVING ORGANISATIONAL MANAGEMENT AND PERFORMANCE

The Municipality once again performed well in terms of its Performance Management System and Service Delivery and Budget Implementation Plan (SDBIP), showing that it is a results-oriented organisation. 292 indicators for the Municipal Manager and Directors were measured during the year of which 12 were General KPI’s in terms of the Municipal Planning and Performance Management Regulations of 2001, 50 were indicators from the IDP and 230 were generic and other indicators. These results are reported on in Chapter 3 of this Report and reasons are given for the indicators that were rated lower than 3.

The following top ten risks of the municipality have been identified for which management action plans are indicated in the Risk Register and IDP:

- 1 Exposure to Coronavirus (COVID-19) / COVID-19 outbreak
- 2 Insufficient preparation for disasters
- 3 In-migration and population growth
- 4 Land invasion and Land grabs
- 5 Ageing and poorly maintained infrastructure
- 6 Lack of capacity in respect of infrastructure
- 7 Community safety and law compliance
- 8 Insufficient information for potential developers to invest in Swartland (choose to invest elsewhere)
- 9 Unsafe and unhealthy working conditions and environment
- 10 Unsatisfied/uninvolved/Uninformed clients

CHALLENGES OF THE 2020/2021 FINANCIAL YEAR:

The most important challenge was to maintain the high levels of service delivery which have become a hallmark of this Municipality while at the same time keeping it affordable for our ratepayers and users of services in the continued difficult economic climate.

The presence of informal settlements continued to impact on the percentages of households that could not be provided with minimum levels of service, often because they were inaccessible or situated too far from bulk infrastructure services to be connected.

There appeared to be a growing unhappiness with regard to housing matters especially with the reduction of the age limit from 40 years to 35 years. The challenge was to improve the community’s understanding of the responsibilities of the various spheres of Government with regard to the provision of housing as well as certain basic services. Ward councillors as well as ward committee members had an important role to play in this regard.

IN CONCLUSION:

I am pleased to report that the management team of Swartland Municipality is well settled. I could rely on a loyal and hard-working personnel corps in the year under review. I would therefore like to thank all for having helped to make 2020/2021 another success.

I would again like to thank Council, and in particular the Executive Mayor, the Executive Deputy Mayor, the Speaker, the Mayoral Committee and the chairpersons of the Portfolio Committees and each and every Councillors, for their support and positive leadership. This has helped to create an environment in which my team and I could stay focused on service delivery and overcoming difficult challenges that came our way.

Joggie Scholtz
MUNICIPAL MANAGER

1.2.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

(a) Population Details (2016 Community Survey)

Age Category	Male	Female	Total
Age: 00 - 04	6 095	6 349	12 444
Age: 05 - 09	5 714	5 828	11 542
Age: 10 - 19	11 062	11 141	22 203
Age: 20 - 29	11 792	11 483	23 275
Age: 30 - 39	10 165	10 455	20 620
Age: 40 - 49	9 359	8 629	17 988
Age: 50 - 59	6 838	6 707	13 545
Age: 60 - 69	3 817	4 094	7 911
Age: 70 +	1 601	2 634	4 235

(b) Households and poor households (2016 Community Survey and own 2021 figure)

Total Number Of Households	Households Earning Less than 2X State Pension Grant +10%
39 139	9 298

(c) Socio Economic Status

Year	Housing backlog as proportion of current demand	Unemployment Rate	Proportion of households with no income	Proportion of formally employed in low-skilled employment	Total registered patients receiving ART treatment	Illiterate people older than 14 years
2016 (CS)	14 607	10.40%	10.40%	49.97%	2 337	22.00%

(d) Economic Performance

Swartland contributed 27.3% to the West Coast District's GDP in 2018. The GDP growth of Swartland averaged 1.8% per annum over the period 2014 to 2018. This is marginally above the average of the District (2.7%). In 2018 the local economy in the Swartland municipal area was dominated by the manufacturing sector (24.9%), followed by wholesale and retail trade, catering and accommodation (17.8%) and agriculture, forestry and fishing sector (14.7%).

GDP contribution per sector - 2018

Sector	%
Finance, insurance; real estate and business services	9.2
Manufacturing	24.9
Agriculture, forestry and fishing	14.7
Wholesale and retail trade, catering and accommodation	17.8
General government	11.5
Construction	5.4
Transport, storage and communication	7.3
Community, social and personal services	6.8
Electricity, gas and water	2.3
Mining and quarrying	0.2
Total	100.0

Source: Swartland Socio-economic Profile, 2020

(e) Overview of Neighbourhoods within Swartland (2016 Community Survey)

Town	Households	Population
Abbotsdale	1 510	6 240
Chatsworth	1 380	5 980
Darling	3 000	12 370
Ilinge Lethu and Saamstaan	4 700	22 210
Kalbaskraal	790	3 470
Koringberg	320	1 810
Malmesbury	3 160	11 139
Moorreesburg	4 600	18 643
Other Urban Settlements	150	604
Riebeek Kasteel and Esterhof	1 810	8 465
Riebeek West and Ongegund	1 470	7 830
Riverlands	540	2 300
Swartland NU	11 879	16 471
Wesbank	2 880	14 060
Yzerfontein	950	2 170
TOTAL	39 139	133 762

(f) Comment on background data

None

1.2.3 SERVICE DELIVERY OVERVIEW

(a) Introduction

Basic Services were delivered as follows at 30 June 2021:

- Water - 21 446 households
- Electricity - 18 397 households
- Sanitation - 19 345 households
- Refuse removal - 20 635 households

Out of these free basic services were delivered to indigent household in the following manner:

- Electricity - 50 kWh free
- Water - 6 kl free

- Sanitation - R 234.35 per month levy (VAT excl)
- Refuse removal - R 131.52 per month levy for one removal per week (VAT excl)

(b) Proportion of poor households with access to basic services (current year)

Service	Access To Free Services	Free Access Percentage
Electricity Distribution	6 153	66.18%
Rates Services	8 290	89.16%
Refuse Removal	9 216	99.12%
Sewerage Services	8 883	95.54%
Water Services	9 298	100.00%

1.2.4 FINANCIAL HEALTH OVERVIEW

(a) Introduction

The municipality is currently still in a healthy financial position but good financial management practices and the effect of cost pressures on financial resources requires a continuous evaluation of the financial position of the municipality. These cost pressures include the maintenance of the ageing infrastructure, as well as items beyond the control of the municipality, such as the effect of Eskom increases of **6.9%** as well as the collective agreements on employee related costs of **6.2%**. Total revenue for the year amounts to **R 922.2m** while operating expenditure amounts to **R 780.4m**, with the budgeted surplus being **R 141.8m**.

The Municipal Finance Management Act 2003, together with the implementation of Generally Recognised Accounting Practices (GRAP) in local government, shifted the focus from the traditional "short-term balanced Income and Expenditure budgets" to sustainability over at least the medium term with emphasis on cash-funding. The municipality closed the financial year with more cash than the previous financial year and must still put controls in place to ensure that cash recourses do not deplete. The demand for infrastructure investment, and especially the replacement of ageing infrastructure, requires a significant amount of cash, and the municipality identified the preservation of its cash resources while also attending to the investment requirements, as a critical strategic area to be addressed in each future budget.

The population growth in the municipal area is amongst the highest in the Western Cape, standing on 133 762 according to the 2016 community survey. Naturally that requires additional capital infrastructure, as well as an increased demand for services. In terms of the Constitution, local government is entitled to its fair share of revenue raised nationally. This is being distributed in the form of an Equitable Share to all municipalities. With the population growth and increased unemployment, Swartland’s Equitable Share households also increases.

A benchmarking tool was developed for Municipalities, which they can use to measure itself against set benchmarks and against its peers, in order to continuously improve and to ensure financial viability. Below is a summary of the key benchmarks and the municipality’s results for the financial year.

(b) Ratios

Viability Information	Indicative Benchmark	Results for Swartland Municipality	
		Current Year	Previous Year
Current Ratio	2 : 1	5.55 : 1	5.24:1
Collection Rate	>95%	96.71%	95.34%
Cash Generated from Operations	20%	24.54%	25.34%
Cost Coverage (months)	>4 months	10 months	10 months
Debtors Turnover (days)	<75 days	39 days	36 days
Long-term debt as % of Revenue	<40%	12.16%	14.22%
Capital Cost	5%	2.88%	3.48%
Creditors Payment Period	<30 days	42 days	52 days
Cash Funded Budget	100%	100%	100%

From the above it is clear that the municipality equals or exceeds the benchmarks in nearly all areas and is on the right track in managing its financial resources. Some areas, however, indicate a decline against the previous year and will be continuously monitored and strategies developed to ensure acceptable levels.

(c) Financial Overview - 2020/2021

Description	Original Budget	Adjustment Budget	Actual
Grants	R206 217 885	R218 608 800	R209 895 022
Taxes, Levies and tariffs	R573 330 277	R578 626 127	R601 798 240
Other	R90 486 713	R85 782 417	R110 541 151
Income	R870 034 875	R883 017 344	R922 234 413
Less Expenditure	R797 918 539	R799 773 936	R780 448 704
Net Total	R72 116 336	R83 243 408	R141 785 709

(d) Operating Ratios

Expenditure Type	Ratio
1 Employees	33.20%
2 Contracted Services	6.62%
3 Other	60.18%

(e) Comment on operating ratios

Total revenue is **4.44%** under budget, mainly due to the following:

- **Service charges - water:** Water consumption increased significantly more than budgeted following the water restrictions that were removed in September 2020.
- **Rental of facilities and equipment:** Rental from a newly acquired building was expected, but the deed is not yet registered in the municipality's name therefore we could not charge any rental income (R389 000)
- **Fines, penalties and forfeits:** The value of fines issued and subsequent impairment increased significantly higher than our expectations during the adjustments budget stage.
- **Other Revenue:** Construction contracts revenue (R 2 757 192) , Development charges (R 600 000), Housing (R150 000) and Insurance proceeds (R118 000) cannot be budgeted for accurately due to the nature and timing of these amounts.
- **Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions):** This item cannot be budgeted for accurately due to the nature and timing of these amounts.
- **Gains:** This item cannot be budgeted for accurately due to the nature and timing of these amounts.

Total expenditure is **2.42%** over budget, mainly due to the following:

- **Contracted Services:** Repairs and maintenance was significantly less than expected (approximately R 4 million)
- **Grants and subsidies paid:** Due to various applicants not meeting the qualifying criteria, the bursary and title restoration projects did not meet its targets (Approximately R 150 000 shortfall on each).
- **Operational Costs:** Specific projects were not deemed necessary (R 9 million) and savings on the external computer services (R 1 million) and travel and subsistence (R 500 000) resulted in the majority of the budget differences.
- **Losses:** This item cannot be budgeted for accurately due to the nature and timing of these amounts.

Employee costs (including Councillors Remuneration) represent **33.97%** of total operating expenditure, which is in line with expected norms set by the National Treasury. Should depreciation and bulk purchases be excluded from expenses, the employee cost as a percentage of operating expenditure is **61.21%**, which is well above the benchmark.

Repairs and Maintenance costs represents **6.63%** of total operating expenditure. This is in line with National Treasury’s expected norm of **8%**. Should depreciation and bulk purchases be excluded from expenses, the repairs and maintenance as a percentage of operating expenditure is **11.95%** which is above the National Treasury’s expected norm.

Depreciation charges are well above the average as a result of the deemed cost approach as described in the financial overview above. Various discussions were held in this regard and it was decided to stay on the current method of calculating for only that portion that is affordable by the community to contribute to the CRR in cash.

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. It also improves understand ability for councillors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category;
- Clear separation of capital and operating receipts from government, which also enables cash from "Ratepayers and other" to be provide for as cash inflow based on actual performance. In other words the actual collection rate of billed revenue, and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long term borrowing (debt).

Swartland's cash coverage remained unchanged at 10 months compared to the previous financial year, which is well above the benchmark of between 1 to 3 months, keeping in mind that Unspent conditional grants, Depreciation and Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets are excluded.

(f) Total Capital Expenditure

Original Budget	Adjustment Budget	Actual Expenditure
R212 435 837	R212 204 973	R217 548 460

(g) Comment on capital expenditure

Expenditure on the capital budget was overspent by **2.52%**. The main reason were the following:

- The department of Financial services budget was overspend by an amount of R 9 950 664. This is mainly as a result of the deemed capital expenditure due to the vesting of properties.

(h) Cost containment measures

Cost Containment In-Year Report Measures	2020/2021 YTD Budget	Actual Expenditure Q1	Actual Expenditure Q2	Actual Expenditure Q3	Actual Expenditure Q4	Savings
Use of professional services	R 16 398 466	R 2 236 970	R 2 419 454	R 1 458 686	R 5 569 734	R 4 713 623
Travel and Subsistence	R 701 936	R 16 289	R 40 768	R 53 274	R 99 784	R 491 821
Domestic accommodation	R 130 188	R -	R 3 987	R -	R 4 870	R 121 331
Sponsorships, events and catering	R 469 737	R 49 828	R 36 935	R 55 057	R 186 558	R 141 359
Overtime Pay	R 12 004 651	R 2 821 639	R 3 072 126	R 3 133 723	R 4 079 701	-R 1 102 538
Communication	R 3 066 925	R 443 791	805 066	580 084	634 943	R 603 041
Telephone cost	R 716 710	R 114 056	R 154 054	R 159 846	R 188 713	R 100 040
Vehicles used for political office -bearers	None	None	None	None	None	
Number of Credit Cards	None	None	None	None	None	
Grand Total	R 33 488 613	R 5 682 573	R 6 532 390	R 5 440 669	R 10 764 303	

1.2.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality’s Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets.

1.2.6 AUDITOR GENERAL REPORT

Follows on the next page. The report was issued on 30 November 2021 in accordance with the requirements set in the MFMA section 126(3)(b).

Report of the auditor-general to the Western Cape Provincial Parliament and the council on the Swartland Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Swartland Municipality set out on pages 1 to 119, which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Swartland Municipality as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), the requirements of the Municipal Finance Management 56 of 2003 (MFMA) and the Division of Revenue Act 4 of 2020 (DoRA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

7. As disclosed in note 60 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of errors in the financial statements of the municipality at, and for the year ended, 30 June 2021.

Movement of impairments

8. As disclosed in note 3 to the financial statements, the municipality provided for the impairment of receivables from exchange transactions relating to service charges of R5,1 million (2019-20: R8,9 million).
9. As disclosed in note 4 to the financial statements, the municipality provided for the impairment of receivables from non-exchange transactions relating to fines of R29,1 million (2019-20: R25,4 million).

Material write-offs

10. As stated in the statement of financial performance, bad debts written off of R31,5 million (2019-20: R27,9 million) was approved and written off by the council. Of this, R19,6 million (2019-20: R24,2 million) related to traffic fines that were either written off or reduced.

Other matters

11. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited supplementary schedules

12. The supplementary information set out on pages 120 to 127 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Unaudited disclosure notes

13. In terms of section 125(2)(e) of the Municipal Finance Management Act 56 of 2003 (MFMA) the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

14. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the MFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
15. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

16. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
17. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

18. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected objective presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
19. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
20. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objective presented in the municipality's annual performance report for the year ended 30 June 2021:

Objective	Pages in the annual performance report
Strategic Goal 5 - Sufficient, affordable and well-run services	42-43

21. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
22. I did not identify any material findings on the usefulness and reliability of the reported performance information for this objective:
 - Strategic Goal 5 – sufficient, affordable and well-run services

Other matter

23. I draw attention to the matter below.

Achievement of planned targets

24. Refer to the annual performance report on pages 42-43 for information on the achievement of planned targets for the year.

Report on the audit of compliance with legislation

Introduction and scope

25. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
26. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

27. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report, which includes the mayor's foreword and the audit committee's report. The other information does not include the financial statements, the auditor's report and the selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.
28. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

29. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objective presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
30. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

31. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
32. I did not identify any significant deficiencies in internal control.

Auditor Genard

Cape Town
30 November 2021



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for the selected objective and on the municipality’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:
 - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality’s internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
 - conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a municipality to cease operating as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

1.2.7 STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	August
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Municipality submits draft Annual Performance Report including consolidated annual financial statements to Auditor General	October
5	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
6	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	February
7	Municipalities receive and start to address the Auditor General's comments	March-April
8	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
9	Audited Annual Report is made public and representation is invited	
10	Oversight Committee assesses Annual Report	
11	Council adopts Oversight report	April-May
12	Oversight report is made public	
13	Oversight report is submitted to relevant provincial councils	
14	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	

CHAPTER 2 – GOVERNANCE

2.1 INTRODUCTION

Governance is seen by Swartland Municipality as the exercise of economic, political and administrative authority to manage the municipality's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. To ensure good governance, which is – among other things – participatory, transparent and accountable – the Municipality views the four components dealt with in this Chapter as interrelated and mutually reinforcing.

2.2 POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.2.1 INTRODUCTION

Section 151(3) of the Constitution states that the council of a municipality has the right to govern, on its own initiative, the local government affairs of the local community. Political governance is the process of decision-making to formulate policy, whereas administrative governance is the system of policy implementation.

Swartland Municipality strives towards achieving the following characteristics of efficient government in both the above legs of governance: •Participation; •Rule of law; •Transparency; •Responsiveness; •Consensus orientation; •Equity; •Effectiveness and efficiency; •Accountability; and •Strategic vision.

2.2.2 POLITICAL GOVERNANCE

(a) Introduction

Swartland Municipality has a mayoral executive system combined with a ward participatory system, whereby executive leadership vests in the executive mayor who is assisted by a mayoral committee. In terms of delegation, all legislative powers vest in the executive mayor, except for those listed by law for exclusive decision-making by the full council.

Recommendations on their respective portfolios are made for consideration to the executive mayor by three committees, appointed in terms of section 80 of the Structures Act, 1998, i.e. committees dealing with matters relating to (1) Municipal Manager and Finance, (2) Technical (Civil and Electrical) Services and (3) Administration, Development and Protection Services. During January 2019 it was resolved by Council to restructure the portfolio committee in terms of section 79 of the Structures Act to establish four committees, i.e. (1) Municipal Manager, Administration and Finance, (2) Technical (Civil and Electrical) Services, (3) Development Services and (4) Protection Services.

Ward committees for each of the twelve wards within the municipal area contribute by advising the municipality on matters affecting the respective wards.

The Performance and Risk Audit Committee provides opinions and recommendations on the overall control environment, financial processes and performance to Council, and also provides comments to the Municipal Public Accounts Committee (MPAC) on the Annual Report.

Swartland Municipality has established a Municipal Public Accounts Committee (MPAC) as an oversight committee, comprised of non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report. The Municipal Public Accounts Committee's (MPAC) report will be published separately in accordance with MFMA guidance.

(b) Political structure

MAYOR



Ald T van Essen

DEPUTY MAYOR



Ald MSI Goliath

SPEAKER



Clr M Rangasamy

MAYORAL COMMITTEE MEMBERS



Clr M Stemele



Clr R vd Westhuizen



Clr M van Zyl



Clr P Solomons

(c) Councillors

The Municipal Council of the Municipality has twenty three councillors, as determined by the Provincial Minister, of which twelve are ward councillors and eleven are proportionally elected councillors. Refer to Appendix A where a full list of councillors can be found. Also refer to Appendix B which sets out committees and committee purposes.

(d) Political decision-taking

Section 53 of the Municipal Systems Act (Act 32 of 2000) 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 that was approved at the council meeting of May 2016.

▪ **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 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; and
 - 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 mayoral committee;
 - is the 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; and
 - performs the duties and exercise the responsibilities that were delegated to him by the council.
- **Mayoral Committee**
- its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
 - its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee;
 - its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Executive Mayor"; and
 - the committee has no powers of its own – decision making remains that of the Executive Mayor.

2.2.3 ADMINISTRATIVE GOVERNANCE

(a) Introduction

By law, the Municipal Manager automatically is the head of administration as well as the accounting officer. The Municipal Manager has extensive statutory and delegated powers and duties, as well as powers and duties that can be inferred from such statutory and delegated powers and duties.

The Municipal Manager is, amongst others, responsible –

- for the formation and development of an economical, effective, efficient and accountable administration;
- to ensure that the municipal "machine" operates efficiently, that the organizational structure is able to perform the various tasks and exercise the necessary controls;
- to fulfil a leadership role in the administration; this is of utmost importance to influence the actions of staff and to inspire and persuade them to work together to realize the municipality's goals;
- for the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan;
- for the financial responsibilities as accounting officer as determined by the MFMA.

The Municipal Manager is the chief adviser of the municipality and must advise the political structures and political office-bearers of the municipality. The Municipal Manager must see to the carrying out of the decisions of the political structures and political office-bearers of the municipality. The Municipal Manager must facilitate participation by the local community in the affairs of the municipality and must also develop and maintain a system whereby community satisfaction with municipal services is assessed.

The Swartland Municipality adopted an Integrated Development Plan for 2017-2022 with the following five strategic goals:

Annual Report for 2020/2021

- PEOPLE - Improved quality of life for citizens;
- ECONOMY - Inclusive economic growth;
- ENVIRONMENT - Quality and sustainable living environment;
- INSTITUTIONS - Caring, competent and responsive institutions, organisations and business; and
- SERVICES - Sufficient, affordable and well-run services.

The IDP strategic goals, objectives, initiatives, key performance indicators and annual targets are clearly linked with the annual budget and the Municipality's performance system. These linkages make it possible for the management team to work towards achieving the objectives and outcomes of the Municipality.

The Municipal Manager of a municipality is the accounting officer of the municipality and must provide guidance to political structures; political office bearers, and officials of the municipality.

(b) Top administrative structure

MUNICIPAL MANAGER



Joggie Scholtz

DIRECTORS

FINANCIAL SERVICES



Mark Bolton

CORPORATE SERVICES



Madelaine Terblanche

CIVIL ENGINEERING SERVICES



Louis Zikmann

ELECTRICAL ENGINEERING SERVICES



Roelof du Toit

DEVELOPMENT SERVICES



Jo-Ann Krieger

PROTECTION SERVICES



Philip Humphreys

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 NATIONAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on National level:

- SALGA meetings

2.3.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on Provincial level:

- SALGA meetings
- MinMayTech
- MinMay
- Premiers Coordinating Forum
- Municipal Managers Forum

2.3.3 DISTRICT INTERGOVERNMENTAL STRUCTURES

The Municipality attends the following meetings on District level:

- DCFTech
- DCF

2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4.1 PUBLIC MEETINGS

(a) Communication, participation and forums

Public participation in Swartland is done in a **structured** way. The directive from national government on how community participation should be structured is the ward committee system. Most of the liaison with communities is done through ward committee meetings.

Although ward committees provide for representation of communities on a geographical basis, there are also a number of sector interests not covered by ward committees that play a major role within the municipal area, such as education, business and agriculture. Liaison with and involvement of such sector groups is therefore also crucial in order to get a full picture of the current reality in our area. Liaison with sector groups is done mainly through the Swartland Municipal Advisory Forum (SMAF).

The Municipality also communicates through a well-structured website www.swartland.gov.za as well as its Facebook Page www.facebook.com/SwartlandMunicipality.

Public Meetings					
Nature and purpose of meeting	Date of meeting	Number of participating municipal councillors	Number of participating municipal administrators	Number of community members attending	Dates and manner of feedback given to the community
ECD Forum Policy Development	2020-10-17	0	1	14	N/a
Swartland Social Development Forum	2021-04-14	0	4	14	N/a
Swartland Local Drug Action Committee	2021-04-28	0	4	17	N/a
RSEP Launch	2021-05-28	2	5	17	N/a
Thusong Stakeholder Meeting	2021-05-31	0	2	18	N/a
Youth Development Active Citizenship, Arts and Culture Workshop	2021-06-04	0	7	23	N/a

(b) Ward committees

Section 152(1)(e) of the Constitution of the Republic of South Africa, read with sections 72 to 78 of the Structures Act, gives a direct mandate to municipalities to encourage the involvement of communities and community organisations in matters of local government and to establish community participatory systems.

Sections 8(g and h), 9(f) and 72 of the Structures Act, authorise municipalities to establish ward participatory systems as mechanisms to enhance participatory democracy in local government.

A ward committee is an advisory body of the community. A ward committee serves as the official public participatory structure of the Municipality and must as such –

- (a) assist the ward councillor in identifying challenges and needs of residents;
- (b) disseminate information in the ward concerning municipal affairs such as the budget, the integrated development plan (IDP) and service delivery options;
- (c) obtain inputs from residents regarding municipal affairs such as the budget, the integrated development planning and service delivery options;
- (d) receive queries and complaints from residents concerning municipal service delivery; and
- (e) interact with other forums and organisations on matters affecting the ward.

It was important to establish a ward committee for each of the twelve wards as soon as possible after the August 2016 elections. Thereafter much time was spent on induction, specifically on the Rules and Procedures for ward committees, the IDP and budget process. Ward committee members had the opportunity to participate in the development of Area Plans for each ward, containing, amongst others, the five most important service delivery priorities for each ward.

2.4.2 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

2.5 CORPORATE GOVERNANCE

2.5.1 OVERVIEW

The King-report listed discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as primary characteristics of good governance. These traits have to be evident in municipal operations from the municipal council at the top to departmental staff at the bottom.

Corporate governance is the system by which municipalities/companies are directed and controlled and is essentially for effective leadership. Leaders need to define strategy, provide direction and establish the ethics and values that will influence and guide practices and behaviour with regard to sustainability performance. The framework of rules and practices ensures accountability, fairness, and transparency in a municipality's relationship with its stakeholders (financiers, customers, suppliers, management, employees, government, and the community).

2.5.2 INTERNAL AUDIT

An Internal Audit Activity (IAA) exists within Swartland Municipality under the control and direction of the Performance and Risk Audit Committee. The purpose of Internal Audit is to provide an independent, objective assurance and consulting services designed to add value and improve the municipality's operations. The IAA helps Swartland Municipality accomplish its objectives by bringing a systematic, risk-based, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes. Furthermore, the IAA reports on matters relating to:

- Safeguarding of assets
- Internal Control
- Compliance with laws, regulations, policies, accounting practices and contractual obligations
- Reliability and integrity of information
- Risk and risk management
- Performance Management.

The Manager Internal Audit follows a risk based audit approach whereby an annual audit plan is compiled and approved by the Performance and Risk Audit Committee. Included in the plan are special tasks or projects requested by Management and the Audit Committee. Reporting is done on a monthly basis to the Municipal Manager regarding the activities of the unit such as audits and investigations performed, audit findings not yet implemented and any other concerns. Quarterly Performance and Risk Audit Committee meetings are held where risk management, performance management, audit reports issued and performance against the audit plan are discussed.

2.5.3 RISK MANAGEMENT

Risk Management is one of management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic and formalised process to identify, assess, manage, monitor, report and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Swartland Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

Risk Assessments are conducted bi-annually by Internal Audit, as part of their consulting service to Management, through facilitating the process of identifying and assessing risk per Directorate to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas. Management informs Internal Audit immediately when business processes change and/or when the severity of a risk area change due the increase or decrease in the likelihood rating for them to update the risk registers accordingly.

To mitigate the risks it is confronted with, Management implements control activities by establishing policies and appropriate procedures such as approvals, authorisations, segregation of duties, reconciliations and physical safeguards.

In addition, Internal Audit reports quarterly to the Performance and Risk Audit Committee on work performed and other operating measures that are of interest to the Audit Committee.

The following top five risks of the municipality have been identified for which management action plans are indicated in the IDP:

- Urbanisation placing increased demand on housing resources
- Ageing and poorly maintained infrastructure
- Land invasion, informal settlements and backyard dwellers increasing pressure on municipal infrastructure services
- Lack of capacity in respect of infrastructure
- Community safety and law compliance

2.5.4 ANTI-CORRUPTION AND FRAUD

Swartland Municipality subscribes to the principles of good corporate governance, which requires the conducting of business in an honest and transparent fashion. Consequently Swartland Municipality is committed to fight fraudulent behaviour at all levels within the organisation.

The Strategy is premised on the organisations core ethical values driving the business of Swartland, the development of its systems, policies and procedures, interactions with ratepayers, the public and other stakeholders, and even decision-making by individual managers representing the organisation. This means that in practice all departments and business units of Swartland and even external stakeholders must be guided by the Strategy as the point of reference for their conduct in relation to Swartland.

The policy of Swartland is zero tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and

other controls and checking mechanisms as prescribed in the systems, policies and procedures of Swartland.

It is the responsibility of all employees to immediately report all allegations or incidents of fraud and corruption to their immediate manager. All managers are responsible for the detection, prevention and investigation of fraud and corruption and must report all incidents and allegations of fraud and corruption to the Municipal Manager. The Municipal Manager will initiate an investigation into the matter. Should employees or any member of the public wish to report allegations of fraud and corruption anonymously, they can contact the Municipal Manager and/or the Internal Audit Unit directly or the Public Service Corruption Hotline on 0800 701 701.

Any fraud or corruption committed by an employee or any other person will be pursued by thorough investigation and to the full extent of the law, including (where appropriate) consideration of:

- In case of employees, taking disciplinary action within a reasonable period of time after the incident;
- Instituting civil action to recover losses;
- Initiating criminal prosecution by reporting the matter to the SAPS or any other relevant law enforcement agency; and
- Any other appropriate and legal remedy available.

Managers are required to ensure that losses or damages suffered by Swartland as a result of all reported acts committed or omitted by an employee, ratepayer or any other person are recovered from such an employee, ratepayer or other person if he or she is found to be liable for such losses.

Fraudulent and corruption awareness are done annually by means of newsletters, information notices with pay sheets and presentations by guest/specialist speakers. Policies, processes and systems are implemented by which the Municipality is directed, controlled and held to account with the trend towards greater corporate responsibility and the conduct of business within acceptable ethical standards. Transparency, accountability and openness are embedded in reporting and disclosure of information, both operational and financial to all stakeholders. Councillors' and Employees' work are governed by the municipality's rules, regulations and procedures and the Codes of Conduct for employees and Councillors to which they are expected to abide by, which includes guidelines on gifts, professional and personal behaviour and conflicts of interest. Segregation of duties exists within the procurement function and politicians are excluded from procurement and tender processes.

2.5.5 PERFORMANCE AND RISK AUDIT COMMITTEE

A combined Performance and Risk Audit Committee has been established and is functional. The overall responsibility of the committee is to assist Council members of Swartland Municipality in discharging their responsibilities relating to the safeguarding of assets, the operation of adequate and effective systems and control processes, the preparation of fairly presented financial statements in compliance with all applicable legal and regulatory requirements and accounting standards, and the oversight of the external and internal audit functions, as well as Performance- and Risk Management. The Performance and Risk Audit Committee is an advisory committee and not an executive committee and as such it must not perform any managerial functions or assume any management responsibilities. The Performance and Risk Audit Committee operates in accordance with their Charter which is approved by Council and is an independent function that excludes politicians and excludes officials as voting members.

2.5.6 SUPPLY CHAIN MANAGEMENT

The Supply Chain Policy of Swartland Municipality complies with the prescribed framework as set out in section 110-119 of the Municipal Finance Management Act, 2003. No shortfalls were identified regarding long term contracts.

2.5.7 BY-LAWS

(a) By-laws Introduced during financial year

Name	Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-law?	Public Participation Date	By-law Gazetted?	Date Of Publication
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(b) Comment on by-laws

By-laws are passed by the Council to regulate the affairs and the services it provides within its area of jurisdiction. A municipality derives the powers to pass a by-law from the Constitution of the Republic of South Africa, which gives certain specified powers and competencies to local government as set out in Part B of Schedule 4 and Part B of Schedule 5 to the Constitution.

2.5.8 MUNICIPAL WEBSITE - CURRENT YEAR

Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	
All current budget-related policies	Yes	
The previous year's annual report	Yes	
The annual report published/to be published	Yes	
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards	Yes	
All service delivery agreements	Yes	
All long-term borrowing contracts	Yes	
All supply chain management contracts above a prescribed value (R100 000)	Yes	Various dates during year
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during fin year	N/a	N/a: Not prescribed by legislation
Contracts agreed in to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/a	N/a
Public-private partnership agreements referred to in section 120	N/a	N/a
All quarterly reports tabled in the council in terms of section 52 (d)	Yes	-

2.5.9 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Client Satisfaction Survey - February 2017:

Question	Result
01. Electricity provision - general	3.75 (75.08%)
02. Speed with which new connections are done, meters are replaced	3.85 (77.00%)
03. Speed with which outages are repaired, notices regarding power outages are given, etc.	3.84 (76.80%)
04. Street lights	3.81 (76.11%)
05. Water provision - general	3.86 (77.26%)
06. Speed with which new connections are done	3.87 (77.40%)
07. Speed with which meters are replaced, damage to pipelines are repaired, etc.	3.86 (77.29%)
08. Sewerage - general	3.85 (77.02%)
09. Speed with which new connections are done	3.82 (76.39%)
10. Speed with which obstructions are cleared	3.82 (76.32%)
11. Speed with which conservancy tanks are drained	3.82 (76.36%)
12. Removal of domestic refuse, garden refuse	3.95 (78.93%)
13. Street refuse bins, cleaning of streets	3.81 (76.12%)
14. Reparation of potholes, tarring and resealing - streets and sidewalks	3.42 (68.43%)
15. Maintenance of gravel roads	3.42 (68.37%)
16. Weeding of sidewalks, spraying of insecticides	3.36 (67.18%)
17. Storm water	3.69 (73.88%)
18. Municipal cemeteries	3.55 (71.07%)
19. Sports fields - Preparation and maintenance	3.64 (72.88%)
20. Municipal swimming pools	3.90 (78.03%)
21. Parks and gardens	3.42 (68.40%)
22. Fire fighting and emergency services	3.51 (70.17%)
23. Traffic and law enforcement services	3.50 (70.05%)
24. Motor vehicle registrations and licences	3.87 (77.42%)
25. Libraries	3.96 (79.22%)
26. Approval of building plans	3.93 (78.62%)
27. Execution of building inspections	3.95 (78.99%)
28. Municipal accounts	3.96 (79.21%)
29. Do you know who your ward councillor is?	Yes: 41.0%, No: 59.0%
30. Do you know who serves on your ward committee?	Yes: 32.1%, No: 66.3%, Partially: 1.6%
31. Effectiveness and functioning of your ward committee	2.69 (53.89%)

Annual Report for 2020/2021

32. How was the service at the local office in respect of the handling of general enquiries?	3.93 (78.63%)
33. How was the service at the local office in respect of telephone etiquette?	3.94 (78.85%)
34. How was the service at the local office in respect of friendliness and helpfulness of staff?	3.97 (79.36%)
35. How was the service at the local office in respect of knowledge and expertise of staff?	3.96 (79.17%)
36. How was the service at the Malmesbury office in respect of the handling of general enquiries?	3.92 (78.31%)
37. How was the service at the Malmesbury office in respect of telephone etiquette?	3.92 (78.41%)
38. How was the service at the Malmesbury office in respect of friendliness and helpfulness of staff	3.93 (78.65%)
39. How was the service at the Malmesbury office in respect of knowledge and expertise of staff?	3.92 (78.44%)
40. How do you rate the Municipality's communication with rate payers?	3.86 (77.20%)

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE

3.1 TOP LEVEL REPORTING

3.1.1 KPI'S AND TARGETS FROM THE IDP FOR 2020/2021

Because Chapter 3 of the Annual Report is divided according to service and not according to IDP goals, the following table is added. It is taken from the Municipality's 2017-2022 Integrated Development Plan (IDP) that was approved by Council on 25 May 2017 and as amended on 28 May 2020 displays the top level indicators and targets according to the five strategic goals in Chapter 7 of the IDP. It also displays the general key performance indicators as prescribed in the Municipal Planning and Performance Management Regulations, 2001. The last column of the table refers to the sections in this chapter where the indicators are found under the relevant service.

(a) *Strategic Goal 1: Improved quality of life for citizens*

<i>Strategic Objective</i>	<i>Strategic Initiative</i>	<i>Key Performance Indicator</i>	<i>Target</i>	<i>Actual</i>	<i>Notes</i>	<i>Reference</i>
1.1 Facilitate access to the economy	Support local economic development through skills and enterprise development	Number of SMME training sessions	1 per quarter	9 for the year		3.9.3(a)
	Engagement with formal business on SMME support	Annual engagement held	Yes (by June 2021)	Yes		3.9.3(a)
1.6 Coordinate social development internally and externally with partners.	Promote the coordination of social development through partnerships:					
	<ul style="list-style-type: none"> ▪ Internally: Internal Social Development Committee to identify additional action plans in each department that contributes to social development 	Agreement reached on additional action plans in each department	Yes (by June annually)	Yes		3.9.3(a)
1.7 Lobby for the basic needs and rights of vulnerable groups	Develop guidelines for vulnerable women (gender)	Gender action plan approved	Yes (by June 2021)	Yes		3.9.3(a)
1.8 Increase the effectiveness of the municipal traffic & law enforcement service	Effective traffic and law enforcement execution by using an Automated Number Plate Recognition Bus	Number of reports on progress submitted to the portfolio committee	10 per annum	10 for the year		3.9.7(a)
1.9 Integrated Crime Prevention / Safety stakeholder collaboration	Effective safety partnerships in terms of the Integrated Safety Strategy through an MOU with all role-players, especially SAPS	Report on progress submitted to the Mayoral Committee	Yes (annually by June)	Yes		3.9.7(a)

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
1.10 Prevent and manage land invasion. Monitor informal settlements.	Effective operation and monitoring by Traffic and Law Enforcement Division	Number of reports on progress submitted to the Portfolio Committee	10 per annum	12 for the year		3.9.7(a)
1.11 Ensure that infrastructure development, resources and equipment are available to deliver an effective Protection Service to all communities in the Swartland	An effective operational Protection Service	Secure budget to expand the current Firefighting and Emergency resources	Yes (annually by November)	Yes		3.9.7(a)
		Secure budget to expand the current Law Enforcement resources	Yes (annually by November)	Yes		3.9.7(a)
1.12 Extension of service delivery of Protection Services Department	Extension of learners licence centres for Darling and Riebeek Valley	Learners licence centres operational in Darling and Riebeek Valley	Yes Darling: July 2020	N/a	With the amendment of the IDP in May 2021 the target changes to "July 2021"	3.9.7(a)
1.13 Swartland Safety Initiative	An effective Swartland Community Safety Forum	Reports submitted to the Mayoral Committee	Yes (annually by June)	Yes		3.9.7(a)

(b) Strategic Goal 2: Inclusive economic growth

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
2.1 Relevant stakeholders systematically improve local competitive advantages	Gain commitment from key stakeholders to collaborate systematically to strengthen local competitive advantages	Number of key stakeholder groups actively contributing to improved competitive advantage	10 by end of Dec 2020	10 by end of Dec 2020		3.4.2(d)
2.2 Well located, serviced sites and premises available for commercial and industrial investors	Ensure adequate supply of land and services for commercial and industrial premises	Number of well located, serviced industrial sites available	15 by end of Dec 2020	17 by end of Dec 2020		3.4.2(d)
2.4 Local markets work better to increase opportunity for local small businesses	Establish a local business opportunity network incl. a local business directory	Number of opportunities advertised / shared with Swartland businesses	50 by end of Dec 2020	128 by end of Dec 2020		3.4.2(d)
2.5 Easier for farmers to add and grow new / promising business models	New (more enabling) Spatial Development Framework	Number of key constraints to growth removed	2 by end of Dec 2020	2 by end of Dec 2020		3.4.2(d)

<i>Strategic Objective</i>	<i>Strategic Initiative</i>	<i>Key Performance Indicator</i>	<i>Target</i>	<i>Actual</i>	<i>Notes</i>	<i>Reference</i>
2.6 Easier for local citizens to access economic opportunity	Establish an information portal pointing to best information sources including local support services	Number of unique visitors (local, with more than 1 page view)	300 by end of Dec 2020	535 by end of Dec 2020		3.4.2(d)
2.7 Increase tourism visitors and brand the Swartland as a good place to live, work and play	Implement a more effective tourism destination marketing and development business model	Revised tourism business model implemented	Yes (by June 2021)	Yes		3.10.9(b)
	Do product assessment and compile a development and marketing strategy for the Swartland	Study done and strategy compiled	Yes (by June 2021)	N/a	Target changes with the amendment of the IDP in May 2021 to Yes (by June 2024)	3.10.9(b)

General KPI's linked to Strategic Goal 2

<i>Performance objective</i>	<i>Key Performance Indicator</i>	<i>Targets</i>	<i>Actual</i>	<i>Notes</i>	<i>Reference</i>
Jobs created through municipality's LED initiatives including capital projects	Number of jobs created through Municipality's capital projects (contracts > R200 000)	100 for the year	211 for the year		3.4.2(d)

(c) Strategic Goal 3: Quality and sustainable living environment

<i>Strategic Objective</i>	<i>Strategic Initiative</i>	<i>Key Performance Indicator</i>	<i>Target</i>	<i>Actual</i>	<i>Notes</i>	<i>Reference</i>
3.3 Enhance conservation and biodiversity	Finalise stewardship programme	Registration of stewardship programme with Cape Nature on municipal land	By June 2021	N/a	Target changes with the amendment of the IDP in May 2021 to By June 2022	3.9.3(a)
3.8 Increase access for citizens in new settlements to urban amenities, work, schools, clinics, parks, etc.	Do new housing developments in terms of the Social economic Facility Policy and the Spatial Development Framework (SDF)	Council approval of budget and implementation for social facilities in terms of the project approval by DHS	Annually	N/a	The project (Abbotsdale SEF) has been removed due to budget constraints	3.9.3(a)
	Secure funding for the social facilities		Annually	N/a	The project (Abbotsdale SEF) has been removed due to budget constraints	3.9.3(a)

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
3.9 Maintain a balance between non-paying and paying households through the increased provision of affordable housing, Finance Linked Individual Subsidy Programme (FLISP) housing, Gap housing and social housing.	Draft a credible social housing policy	Social Housing policy completed	Yes (by June 2021)	N/a	With the amendment of the IDP in May 2021 the KPI and target are deleted	3.9.3(a)
3.10 Access for citizens to secure tenure Note: Number in May 2020 IDP is 4.11 which has been corrected in the May 2021 IDP	Implement title restoration project in conjunction with Human Settlements and Kaya Lam	Percentage of pre-1994 properties (estate cases) transferred	50% of 24 (by June 2021)	58%		3.9.2(a)

(d) Strategic Goal 4: Caring, competent and responsive institutions, organisations and business

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
4.6 Identify risks and implement preventative and corrective controls	Assign Risk Management responsibilities to Internal Audit as RM Shared Services contract ended	Updated Internal Audit Charter which include risk management facilitation role	Every second year	100%	IA Charter updated to be approved by the Performance and Risk Audit Committee on 25 May 2021	3.9.6(a)
	Compile a Handover procedure to newly appointed Manager, Internal Audit	Complete handover procedure	By March 2021	N/a	Target to be moved to February 2022	3.9.6(a)
	Assign Disciplinary Committee responsibilities to four newly appointed members	Appointment of new members for the Disciplinary Committee over a period of six months for continuity	2 members by July 2020 and thereafter every three years	All members appointed until 2022		3.9.6(a)
	Maintain an effective independent Performance, Risk and Financial Audit Committee as per legislation (Appoint for three years, but can extend for six years)	Appointment of new members for the PRF Committee over a period of three years for continuity	Annually by June	Yes - All members appointed		3.9.6(a)

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
4.7 Sound long-term financial planning including making the right investment decisions	Review budget related policies for purposes of insuring relevance and alignment to Budget Circular	Review completed	Annually by March	Yes		3.9.5(a)

General KPI's linked to Strategic Goal 4

Performance Objective	Key Performance Indicator	Targets	Actual	Notes	Reference
Indigent households (qualifying households earning equal or less than R4515 per month or as per the CFO's discretionary powers) with access to free basic services	% of indigent households with access to free basic services	100%	100%		3.9.5(a)
% of capital budget spent on capital projects identified for a particular financial year in terms of the municipality's IDP	% of capital budget spent	Between 90% and 105%	102.5% for the year	Includes non cash year-end transactions of R13 630 719	3.9.6(a)
People from employment equity target groups employed	% of Previously disadvantaged individuals appointed for the month in terms of the Municipality's approved Employment Equity plan	70%	53.8% (7/13 employees)	Suitably qualified candidates from the designated groups could not be recruited	3.9.2(a)
Budget spent on implementing the workplace skills plan	% of the municipality's salary budget actually spent on implementing its workplace skills plan	1% (Council budgeted 0.5%)	0.7% for the year	Target in IDP = 1% (R2 393 824). Council budgeted 0.5% (R1 196 912)	3.9.2(a)
Ensure general financial viability	Debt coverage <i>(Total operating revenue received - operating grants) ÷ debt service payments due within fin year)</i>	Norm = 45%	14.07%	Better than the norm	3.9.5(a)
	Outstanding service debtors to revenue <i>(Total outstanding service debtors ÷ annual revenue actually received for services)</i>	Norm = 20%	5.94%	Better than the norm	3.9.5(a)
	Cost coverage <i>(All available cash at a particular time + investments) ÷ monthly fixed operating expenditure)</i>	Norm = 1-3 months	10 mnths	Better than the norm	3.9.5(a)

(e) Strategic Goal 5: Sufficient, affordable and well-run services

Strategic Objective	Strategic Initiative	Key Performance Indicator	Targets	Actual	Notes	Reference
5.1 Secure sufficient long term bulk water provision	Conduct an alternative water source study	Study completed and report submitted to Portfolio Committee	Yes (by end of June 2021)	Yes		3.9.1(a)
5.2 Maintenance and upgrading that sustain and improve the current condition of surfaced roads	Investigate and report to council annually on the status quo condition of surfaced roads	Report submitted to the Portfolio Committee	Yes (by end of Sep annually)	Yes		3.9.1(a)
	Inform budgetary processes of funding requirement for maintenance and upgrading of surfaced roads.	Budget requirements calculated and budget informed	Yes (by end of Nov annually)	Yes		3.9.1(a)
5.3 Ensure sufficient civil services capacity for planned developments	Review and maintain master plans in accordance with the most recent growth model information	Master plans reviewed and maintained	Yes (annually by end of March)	Yes		3.9.1(a)
5.4 Maintenance, upgrading and extension that sustain and improve the current condition of civil infrastructure	Inform budgetary processes of funding requirement for maintenance, renewal, upgrading, extension and refurbishment of civil infrastructure	Budget requirements calculated and budget informed	Yes (by end of Nov annually)	Yes		3.9.1(a)
5.5 Ensure sufficient electricity capacity for planned developments (built environment) that are feasible	Review and maintain master plans	Master plans reviewed and maintained	Yes (annually by end of June)	Yes		3.9.4(a)
5.6 Maintenance, upgrading and extension that sustain and improve the current condition of electrical infrastructure	Inform budgetary processes of funding requirement for maintenance, renewal, upgrading, extension and refurbishment of electrical infrastructure	Budget and motivation submitted to budget office (minimum 6% of annual electricity revenue allocation is a Nersa license condition)	Yes (by end of Nov annually)	Yes		3.9.4(a)

<i>Strategic Objective</i>	<i>Strategic Initiative</i>	<i>Key Performance Indicator</i>	<i>Targets</i>	<i>Actual</i>	<i>Notes</i>	<i>Reference</i>
5.7 Provide electricity cost effectively	Provide competitive tariffs for industrial consumers in support of economic growth	Approval of tariffs by Nersa	Annually before end of June	Yes		3.9.4(a)
	Maintain energy losses at an acceptable level	% total energy losses (technical + non-technical)	Maintain the annual average below 8%	5.37%		3.9.4(a)

General KPI's linked to Strategic Goal 5

NOTE: The 100% applies only to urban residential properties registered on the Surveyor General's maps and on the records of the Municipality. It does not include informal structures e.g. backyard dwellings and illegally erected informal structures.

<i>Performance Objective</i>	<i>Key Performance Indicator</i>	<i>Targets</i>	<i>Actual</i>	<i>Notes</i>	<i>Reference</i>
Improved access to water, sanitation and refuse removal	% of urban households with access to at least piped (tap) water within 200 meters from dwelling	100%	100%		3.9.1(a)
	% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100%	100%		3.9.1(a)
	% households registered for refuse removal service which receive a service once a week	100%	100%		3.9.1(a)
Improved access to electricity	% of urban households with access to electricity	100%	100%		3.9.4(a)

3.1.2 B-BBEE COMPLIANCE PERFORMANCE INFORMATION

In terms of Section 13G of the Broad-Based Black Economic Empowerment Act 53 of 2003 as amended by Act 46 of 2013 ("the B-BBEE Act"), read with regulation 12 of the B-BBEE Regulations, all spheres of government, public entities and organs of state must report on their compliance with broad-based black economic empowerment in their audited annual financial statements and annual reports.

A compliance report required to be included annually in terms of section 13G(1) of the Act from a sphere of government, public entity or an organ of state must reflect the state of compliance in respect of (i) ownership where applicable; (ii) management control; (iii) skills development; (iv) enterprise and supplier development; (v) socio-economic development; and (vi) any other sector specific element. The following tables contain the required information applicable to Swartland Municipality:

(a) Management Control

Categories	Number for each category	Race classification (indicate number in terms of Africans, Coloureds & Indians)	Gender (indicate number in terms of Female & Male)	Age (provide number in chronological order)	Location (indicate number in each Province)	Disability (indicate number in terms of Female & Male)
Municipal Manager and Directors	3	A=0, C=3, I=0	CF=1, CM=2	55, 54, 54	Western Cape	0
Senior Management	9	A=0, C=9, I=0	CF=2, CM=7	56, 51, 49, 47, 47, 44, 41, 41, 36	Western Cape	0

(b) Skills Development

Total Leviabe Amount:							
Categories	Number for each category	Race classification (indicate number in terms of Africans, Coloureds & Indians)	Gender (indicate number in terms of Female & Male)	Age (provide number in chronological order)	Location (indicate number in each Province)	Disability (indicate number in terms of Female & Male)	Total Amount Spent
Black employees	304	A=37 C=267	AF=9, AM=28 CF=81, CM=186	<35=80 35-55=213 >55=11	Western Cape	F=7, M=37	R1 169 572
Black non-employees	0						
Black People on - Internships	7	A=2, C=5	AF=1, AM=1 CF=3, CM=2	<35=7 35-55=0	Western Cape	0	Included in the figure above
Apprenticeship	4	A=0, C=4	CM=4	<35=1 35-55=3	Western Cape	0	
Learnership	14	A=1, C=13	AM=1, CM=13	<35=5 35-55=9	Western Cape	0	
Adult Education and Training (AET)	44	A=7, C=37	AF=1, AM=6 CF=2, CM=35	<35=20 35-55=29	Western Cape	F=0, M=2	
Unemployed black people on any programme under the learning programme matrix	30	A=4, C=26	AF=4, AM=0 CF=24, CM=2	35=25 35-55=5	Western Cape	0	R32 872
Black people absorbed at end of learnership, internship and apprenticeship	0						

(c) Enterprise and Supplier Development

No information available

(d) Socio-Economic Development

No money spent

3.2 BASIC SERVICES

3.2.1 WATER SERVICES

(a) Introduction

Swartland Municipality is the Water Services Authority for its service area. Water is abstracted from two bulk sources, i.e. Voëlvlei Dam and the Miverstand Dam. The West Coast District Municipality provides bulk water as well as water purification and treatment services to Swartland Municipality through the Withoogte and Swartland bulk supply schemes. The West Coast DM was also appointed by Swartland Municipality as a Water Services Provider in terms of the Water Services Act.

All residents in urban areas in the service area of Swartland Municipality have access to water services and free basic water is provided to all.

Ageing infrastructure remains one of the key focus areas for the Municipality and therefore a pipe replacement programme was developed and implemented.

Water restrictions remained at level 1 and total water usage did not exceed the restricted target.

The section 78 investigation into an appropriate delivery model for the provision of bulk water services was concluded during 2018/2019. A final conclusion between the involved Authorities on the way forward is still to be reached and therefore an interim extension of the existing service delivery mechanism was again applied for a further year.

(b) Total Use of Water by Sector (cubic meters)

Agriculture	Forestry	Industrial	Domestic	Unaccountable Water Losses	Total
537 097	515 488	45 188	2 843 159	609 825	4 550 757

(c) Comment on water use by sector

Water restrictions were lifted resulting in an steady increase in water demand.

Swartland Municipality continues to implement its Water Conservation and Water Demand Management strategy through the continued implementation of, amongst others, pressure control in distribution networks, leak detection and repairs.

(d) Households - Water Service Delivery Levels**Above minimum level**

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Piped (tap) water inside dwelling/institution	5 221	18 405	23 626	2 995	29 876	32 871
Piped (tap) water inside yard	1 518	3 438	4 956	325	2 906	3 231
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	335	132	467	0	213	213
TOTAL	7 074	21 975	29 049	3 320	32 995	36 315

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
No access to piped (tap) water	75	72	147	0	0	0
Piped (tap) water more than 200m from dwelling	82	44	126	297	4	301
Unspecified - Not applicable	0	0	0	2 396	127	2 523
TOTAL	157	116	273	2 693	131	2 824

(e) Households - Water Service Delivery Levels below the minimum service level

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Water Services	Available within 200 m from dwelling	244	0.62%	29	0.00%	513	1.31%	0	0.00%

(f) Water Service performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Improved quality of water services	4/19-0058-1	% of new water connections completed within 10 working days	100%	100%	3	100%	100%	3	100%	
Improved quality of water services	4/19-0058-2	Number of burst water mains not repaired within 10 hours after the incident has been reported	1 maximum per month	0	3	1 maximum per month	0	3	1 maximum per month	
Improved quality of water services	4/19-0058-3	Number of interruptions in continuous service to consumers, where interruptions for a single incident was greater than 48 hrs (KPI 17 - DWA)	0 maximum	0	3	0 maximum	0	3	0 maximum	
Improved quality of water	4/19-0059	Number of failures i.r.o. SANS 241	4 maximum per quarter	0	3	4 maximum per quarter	0	3	4 maximum per quarter	

(g) Employees: Water Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	15	15	15	0	0.00%
04 - 06	13	11	12	1	8.33%
07 - 09	5	5	6	1	16.67%
10 - 12	6	6	6	0	0.00%
13 - 15	2	2	2	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	41	39	41	2	

(h) Financial Performance: Water Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R16 172 697	R17 549 455	R17 520 350	R18 969 842	7.49%
2 Contracted Services	R2 923 292	R3 431 606	R3 485 228	R3 103 831	-10.56%
3 Other	R40 535 274	R58 002 816	R46 334 782	R44 008 935	-31.80%
TOTAL	R59 631 263	R78 983 877	R67 340 360	R66 082 608	

(i) Capital Expenditure: Water Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 11-0062 Equipment Water	R45 000	R54 519	R54 516	17.46%
20/21 17-0082 Water: Upgrading of water reticulation network: PRV's, flow control, zone metering	R100 000	R166 750	R166 750	40.03%
20/21 18-0055 Vehicles Water: CK23982 NP300 Hardbody	R292 175	R289 421	R289 583	-0.89%
20/21 18-0072 Water: New Connections: Water Meters	R426 688	R612 242	R566 254	24.65%
20/21 19-0011 Water: Bulk water infrastructure	R500 000	R372 000	R187 773	-166.28%
20/21 19-0014 Water: Riebeeck Wes Square: New Borehole, Pumps and Irrigation	R0	R100 000	R90 115	100.00%
20/21 20-0008 Water: Upgrade of water supply - Industrial area (Malmesbury)	R1 000 000	R944 446	R998 228	-0.18%
TOTAL	R2 363 863	R2 539 378	R2 353 219	

(j) Comment on water services performance overall

The IDP has five strategic goals and water provision are aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the minimisation of distribution losses, the increase on maintenance spending and the implementation of water conservation and demand management measures.

The Master Plan for bulk water system and the ritucultion system was updated. The need to upgrade certain sections of the bulk supply system was identified and the detail planning and design for this project has commenced.

A project to address the problems associated with ageing water pipes such as frequent pipe bursts, high water losses and service interruptions continued. This entails the implementation of a water pipe replacement programme which directs the spending of capital. The sixth construction phase of this multi-year project was implemented. The value of the construction work amounted to R100 000 and was funded from the municipalities Capital Replacement Reserve (CRR).

3.2.2 SEWERAGE SERVICES

(a) Introduction

Swartland Municipality operates four activated sludge waste water treatment works and three oxidation pond systems. Sewer is conveyed to the treatment works and oxidation pond systems either by a water borne collector system or a vacuum tanker service.

All residents in urban areas in the service area of Swartland Municipality have access to sewerage services above minimum level. It must be noted that recipients of below minimum level sewerage services, do exist. However, these consumers reside outside urban areas on farms. According to the statistics provided by STATSA, the number of households count 1 471.

Ensuring that sufficient treatment capacity is available for present and future demand remains a key focus area for the municipality. The procurement process for the upgrading of the Darling and Moorreesburg Works have been completed and construction of the multi-year project commenced.

Wet industries are monitored continuously to ensure that industrial effluent charges can be raised according to the loading of the effluent.

(b) Households - Sewerage services delivery levels

Above minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Flush toilet (connected to sewerage system)	2 581	20 096	22 677	2 360	31 384	33 744
Other - Not applicable	380	243	623	0	0	0
Chemical toilet	54	12	66	29	0	29
Pit toilet with ventilation (VIP)	211	19	230	0	0	0
Flush toilet (with septic tank)	2 794	1 142	3 936	3 237	650	3 887
TOTAL	6 020	21 512	27 532	5 626	32 034	37 660

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Pit toilet without ventilation	401	52	453	16	26	42
Other - Not applicable	0	0	0	25	74	99
None	507	224	731	173	137	310
Pit toilet with ventilation (VIP)	0	0	0	20	17	37
Bucket toilet	303	303	606	153	838	991
TOTAL	1 211	579	1 790	387	1 092	1 479

(c) Households - Sewerage services delivery levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Sewerage Services	Households with at least VIP service	2 059	5.26%	354	0.00%	1 416	3.62%	0	0.00%

(d) Sewerage Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Improved quality of waste water	4/19-0055	% compliance with DWA general limits for the discharge of treated waste water	80.0% pm	83.8% pm average for the year	3.1	80.0% pm	90.4% pm average for the year	3.4	80.0% pm	

(e) Employees: Sewerage Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies as Percentage
00 - 03	8	8	8	0	0.00%
04 - 06	11	11	11	0	0.00%
07 - 09	9	9	9	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	30	30	30	0	

(f) Financial Performance: Sewerage Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R9 421 291	R10 041 722	R10 041 722	R10 644 606	5.66%
2 Contracted Services	R4 519 728	R5 209 196	R5 673 392	R5 161 208	-0.93%
3 Other	R38 750 698	R35 868 414	R33 141 750	R31 882 326	-12.50%
TOTAL	R52 691 717	R51 119 332	R48 856 864	R47 688 140	

(g) Capital Expenditure: Sewerage Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 09-0003 Equipment Sewerage: Telemetry	R32 000	R62 100	R62 100	48.47%
20/21 10-0114 Equipment Sewerage	R26 000	R26 000	R23 285	-11.66%
20/21 13-0008 Sewerage: Moorreesburg	R40 642 207	R41 802 000	R41 802 000	2.77%
20/21 18-0004 Sewerage: Darling	R22 203 793	R22 274 000	R22 274 000	0.32%
TOTAL	R62 904 000	R64 164 100	R64 161 385	

(h) Comment on sewerage services performance overall

The IDP has five strategic goals and sewer services is aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic outcomes are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

Swartland Municipality does not operate a bucket system. The 606 households that make use of a bucket system according to the 2011 Census are either rural dwellers on farms (303) or backyard dwellers (303).

3.2.3 ELECTRICITY DISTRIBUTION

(a) Introduction

All formal and informal households within the licensed area of electricity supply of Swartland Municipality occupying a proclaimed plot has access to electricity and no service backlogs exist in this respect.

Top three service delivery priorities

(1) Upgrading of obsolete electrical networks

The annual projects for the renewal, upgrading and refurbishment of obsolete electrical networks and associated infrastructure remained in place and for the 2020/21 financial year R7.0m was allocated in the capital budget. Major improvement of the electricity networks enhancing safety and reliability was effected including the upgrading of obsolete and operationally hazardous minisubstations and switchgear. Upgrading of obsolete low voltage networks in Malmesbury, Moorreesburg and Darling was undertaken.

(2) Completion of capital projects

For the 2020/21 financial year 97.3% expenditure of the capital budget was achieved.

(3) Compliance with service delivery performance indicators and targets

All performance targets regarding service delivery with respect to availability and reliability of electricity supply were complied with and in certain instances the required targets were exceeded. Whilst in terms of the NERSA license conditions Quality of Service (QoS) specification, 30% of all power failure complaints must be attended to within 1.5 hours, the municipality set the target at 80% and for 2020/21 and the actual achievement was 89.7%.

Improvement of performance and efficiencies

As a result of the allocation of experienced, technically skilled personnel and resources towards revenue protection incorporating data analysis skills, engineering and technical expertise, law enforcement certification as well as negotiation and mediation capabilities, the total of technical and non-technical electrical energy losses was maintained at nominal levels below 6% for 2020/21 and 5.37% was recorded.

Grant funding of R3.6m was obtained from the Department of Mineral Resources and Energy and obsolete street lighting was replaced with energy efficiency technology in order to reduce energy consumption of the streetlights by 62%.

Major successes achieved and challenges

The decrease in annual total technical and non-technical energy losses since inception of the departmental revenue protection initiatives in 2010 from 9.7% to 5.37% in 2020/21 represents a major improvement in efficiency.

Despite the lack of economic growth and reduced consumption in certain consumer categories as well as the detrimental effect of the continuing lockdown periods, an increase of 2.7% in total energy purchased was achieved in 2020/21. This can inter alia be attributed to the upgrading of electrical networks creating capacity to allow for new developments and increased consumption.

Despite the continuing lockdown periods 97.3% expenditure of the capital budget was achieved.

In 2020/21 for an average 89.7% of unplanned electricity disruptions which were attended to, the supply was reinstated within 1.5 hours. The NERSA electricity distribution license requirement in this regard is that 30% of reported electricity disruptions shall be attended to within 1.5 hours.

The following capital projects were successfully implemented and commissioned:

Transfer of electricity capacity from the Klipfontein substation in Malmesbury to Westbank pending the development of the Schoonspruit 132/11kV substation.

Electrification of 230 housing structures in the Sibanye serviced erven development in Moorreesburg.

Phase 1 of the upgrading of the municipal radionetwork.

Service provision by municipal entities

None additional

(b) Households - Electricity Distribution Delivery Levels (2011 Census)

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
Electricity	6 950	21 723	28 673	5 551	32 698	38 249
Other	280	368	648	462	429	891

(c) Households - Electricity Distribution Delivery Levels below the minimum

Service	Criteria	Census 2011				Current Year			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Electricity Distribution	Service connections	519	1.33%	130	0.00%	890	2.27%	0	0.00%

(d) Electricity Distribution performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Continuously do master planning (MJ)	4/09-0167	Master plans reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Properly set and operate electrical protection systems (MJ)	4/09-0168	% of MV trip incidents investigated with report	100%	100%	3	100%	100%	3	100%	
Meet reporting requirements (MJ)	4/09-0174	NERSA Quality of Supply Report submitted	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Properly maintain the electricity network	4/09-0180	% of maintenance budget spent	95% for the year	96.1% for the year	3	95% for the year	93.5% for the year	3	95% for the year	
Ensure that disruptions are in line with standards	4/09-0190	% average compliance of planned disruptions (monthly) (<8 hrs per incident)	100%	100%	3	100%	100%	3	100%	
Properly manage departmental construction projects	4/09-0191	% of total actual completion and quality control of departmental construction projects according to schedule	90%	96.4%	3.2	90%	98.7%	3.3	90%	

Appropriately monitor and maintain network infrastructure	4/09-0193	% of main substations inspected	100% for the year	100% for the year	3	100% for the year	100% for the year	3	100% for the year	
Ensure sound safety practices in the provision of electrical service	4/09-0196	Number of reportable safety incidents in terms of legislation	2 maximum for the year	0 for the year	3	2 maximum for the year	0 for the year	3	2 maximum for the year	
Ensure proper monitoring of the Client Service Charter	4/10-0008	% of unforeseen power outages (electrical faults, malfunctioning equipment, etc.) repaired within 1,5 hours	80%	89.3% pm average for the year	3.4	80%	88.3% pm average for the year	3.3	80%	
Update risk assessment (Tom)	4/17-0132	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	REASON Qtr 2: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit. INTERVENTION: Risk assessment to be performed before the end of February 2021.
Update risk assessment (MJ)	4/17-0151	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)	REASON Qtr 2: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit. INTERVENTION: Risk assessment to be performed before

										the end of February 2021.
Assessment of infrastructure (MJ)	4/17-0152	Electrical infrastructure needs for budgeting purposes prepared	Yes (annually by Oct)	Yes	3	Yes (annually by Oct)	Yes	3	Yes (annually by Oct)	
Comply with distribution license (MJ)	4/17-0154	Number of months that compliance of bulk and net metering was evaluated and procedures to ensure compliance were set up	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Productive workforce (MJ)	4/17-0184	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	4	4% pm maximum	0% pm average for the year	4	4% pm maximum	
Productive workforce (Tom)	4/17-0191	% of person days lost per month due to sick leave	4% pm maximum	2.7% pm average for the year	3.3	4% pm maximum	2% pm average for the year	3.5	4% pm maximum	
Inform staff (Tom)	4/19-0044	Number of invocoms held			0	1 per quarter	4 for the year	3	1 per quarter	
Inform staff (MJ)	4/19-0048	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(e) Employees: Electricity Distribution

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	12	0	0	0	0.00%
04 - 06	8	17	19	2	10.53%
07 - 09	5	6	6	0	0.00%
10 - 12	10	10	10	0	0.00%
13 - 15	5	4	5	1	20.00%
16 - 18	2	2	2	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	43	40	43	3	

(f) Financial Performance: Electricity Distribution

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R17 250 214	R18 768 882	R18 768 882	R18 364 931	-2.20%
2 Contracted Services	R1 799 762	R1 419 263	R1 455 125	R1 192 524	-19.01%
3 Other	R250 977 358	R277 479 176	R277 925 504	R275 037 961	-0.89%
TOTAL	270 027 334	R297 667 321	R298 149 511	R294 595 416	

(g) Capital Expenditure: Electricity Distribution

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 17-0044 Electricity: Saamstaan/De Hoop project - 389 plot housing development	R7 152 000	R3 329 500	R3 328 051	-114.90%
20/21 18-0031 Electricity: Upgrading of streetlights, floodlighting and building installations	R4 000 000	R3 600 000	R3 600 000	-11.11%
20/21 19-0019 Electricity: Morreesburg Sibanye - Infrastructure and connections	R500 000	R2 114 810	R2 110 509	76.31%
20/21 19-0021 Electricity: Riebeek Kasteel Low cost housing development- 435 erven - Electrification	R350 000	R280 000	R163 818	-113.65%
20/21 19-0022 Electricity: Kalbaskraal Low cost housing development- 109 erven - Electrification	R100 000	R100 000	R53 427	-87.17%
20/21 19-0023 Electricity: Malmesbury Security Operational Centre	R800 000	R672 000	R669 049	-19.57%
20/21 19-0029 Electricity: Minisubstations Swartland	R3 100 000	R3 335 200	R3 270 012	5.20%
20/21 19-0030 Electricity: LV Upgrading Swartland	R1 500 000	R1 462 600	R1 455 471	-3.06%
20/21 19-0031 Electricity: Substation fencing	R200 000	R200 000	R199 909	-0.05%
20/21 19-0032 Electricity: Malmesbury polebox replacement	R200 000	R120 087	R32 241	-520.32%
20/21 19-0034 Electricity: Darling South streetlight network upgrade	R200 000	R200 000	R199 944	-0.03%
20/21 19-0044 Electricity: New Connections: Electricity Meters	R204 000	R588 264	R679 293	69.97%
20/21 20-0019 Electricity: Replace oil metering units (Ostrich Abbotoir - Fabriek str)	R300 000	R300 000	R297 968	-0.68%
20/21 20-0020 Electricity: MV upgrading (Malmesbury - Saamstaan)	R1 500 000	R1 489 200	R1 400 641	-7.09%
20/21 20-0021 Electricity: Replace obsolete airconditioners	R100 000	R75 600	R69 148	-44.62%
20/21 20-0037 Electricity: Morreesburg Sibanye - Infrastructure and connections 230 Elec meters	R	R207 690	R213 440	100.00%
TOTAL	R20 206 000	R18 074 951	R17 742 920	

(h) Comment on electricity distribution performance overall

PRIORITY OF 4 LARGEST CAPITAL PROJECTS

New 132/11kV Schoonspruit substation

The largest capital project with the highest priority is the establishment of the 132/11kV Schoonspruit substation to allow planned developments south west of Malmesbury to proceed. The project will be undertaken by means of multiple phases and is incorporated into the municipal multiyear budget as from 2023/24. Electricity capacity cannot be made available for any additional new developments in Malmesbury west of the N7 after completion of the 395 erf De Hoop Saamstaan housing project scheduled for 2021/22-2022/23.

Upgrading of electrical infrastructure

One of the largest capital projects is the on-going annual replacement, upgrading and refurbishment of obsolete electrical network components and infrastructure. Sections of the electrical networks have exceeded their design lifespan of 40-50 years and in terms of NERSA license conditions all municipalities are required to allocate at least 6% of electricity revenue towards this end. The priority is to first replace network components such as obsolete switchgear where operator safety is at risk and subsequently medium voltage and low voltage networks.

The following largest projects in this regard were completed in 2020/21:

- (1) Upgrading of cable networks to increase capacity to the Phola Park and De Hoop developments.
- (2) Commissioning of cable circuit between Klipfontein substation and Darling Road substation in order to provide additional capacity for committed housing developments.
- (3) Replacement of obsolete technology streetlighting by means of energy efficiency and demand side management grant funding allocated by the Department of Mineral Resources and Energy.
- (4) Replacement of obsolete miniature substations.

VARIANCES BETWEEN BUDGET AND ACTUAL

The variances between capital budget and actual achieved is 2.7%. The year 5 targets as set out in the IDP can be attained provided that the projected budget provisions are maintained.

PERFORMANCE RELATED TO ESKOM AGREEMENTS

In order to provide additional electricity capacity to make provision for proposed new developments in the south western areas of Malmesbury, an application was lodged with Eskom for a new bulk supply point in the area. Technical discussions with Eskom took place during 2019/20-2020/21. It is expected that Eskom will provide quotations for different options during 2021/2022 for budgeting purposes.

3.2.4 REFUSE REMOVAL

(a) Introduction

A weekly household refuse removal service is available for all urban households in the Swartland and a limited service is provided outside urban areas. Households outside urban areas have access to various landfill sites in the Swartland as well as several waste transfer stations and skip bins.

Illegal dumping remains a concern for Swartland Municipality. The clearing of illegal dumping consumes valuable resources. It's been noted that the volume of illegal dumping waste removed is substantial and originates from both business and household sources. An illegal dumping campaign was rolled out in 2019/2020 and remains active.

The recycling at the Highlands Landfill remains successful and a saving of 25% air space was achieved. The site is well managed and continues with its compliance track record of more the 95%.

(b) Households - Refuse Removal Delivery Levels (2011 Census and 2016 Community Survey)

Above minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Non-Urban (2016 CS)	Urban (2016 CS)	Total (2016 CS)
Removed by local authority/private company at least once a week	750	21 578	22 328	406	32 268	32 674

Below minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Non-Urban (2016 CS)	Urban (2016 CS)	Total (2016 CS)
Communal container/central collection point	0	0	0	0	303	303
No rubbish disposal	248	60	308	0	20	20
Other	250	30	280	171	34	205
Own refuse dump	4 656	210	4 866	4 712	151	4 863
Removed by local authority/private company less often	258	63	321	266	213	479
Communal refuse dump	1 068	151	1 219	458	136	594
TOTAL	6 480	514	6 994	5 607	857	6 464

(c) Households - Refuse Removal Delivery Levels below the minimum (2011 Census and 2016 Community Survey)

Service	Criteria	Census 2011				2016 Community Survey			
		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level		Formal Settlements: Households < minimum level		Informal Settlements: Households < minimum level	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Refuse Removal	Kerbside collection once a week	6 796	17.36%	198	0.00%	6 465	16.52%	0	0.00%

(d) Refuse Removal performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Manage waste sites in an environmentally sensitive manner	4/19-0062-1	All sites monitored by external auditors (Highlands excluded - see 19-0063)	Yes (annually by Oct)	N/a	0	Yes (annually by Oct)	Yes	3	Yes (annually by Oct)	
Manage waste sites in an environmentally sensitive manner	4/19-0062-2	Proposed actions for implementation and budgeting reported to Budget Office	Yes (annually by Nov)	N/a	0	Yes (annually by Nov)	Yes	3	Yes (annually by Nov)	
Continuously monitor the Highlands site	4/19-0063	Number of monitoring done by external auditors (Highlands)	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Minimised solid waste	4/19-0064-1	% of collected municipal solid waste diverted and recycled (weight)	5.0% of weight (measured quarterly)	6.4% pm average for the year	3.6	5.0% of weight (measured quarterly)	6.4% pm average for the year	3.8	5.0% of weight (measured quarterly)	
Minimised solid waste	4/19-0064-2	% of collected municipal solid waste diverted and recycled (volume)	20% of volume (measured quarterly)	24.5% pm average for the year	3.3	20% of volume (measured quarterly)	24.7% pm average for the year	3.7	20% of volume (measured quarterly)	
Report to Province	4/19-0065	Reporting submitted to Provincial Government in accordance with	2 per quarter	13 for the year	3	2 per quarter	12 for the year	3	2 per quarter	

		waste management license and regulatory requirements								
Productive workforce	4/19-0066	% of person days lost per month due to sick leave	4% pm maximum	1.7% pm average for the year	3.6	4% pm maximum	1.1% pm average for the year	3.8	4% pm maximum	

(e) Employees: Refuse Removal

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	49	50	50	0	0.00%
04 - 06	10	10	10	0	0.00%
07 - 09	14	14	14	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	1	0	0	0	0.00%
16 - 18	0	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	76	77	77	0	

(f) Financial Performance: Refuse Removal

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R15 952 730	R17 956 260	R17 956 260	R18 334 565	2.06%
2 Contracted Services	R13 395 892	R12 142 690	R14 280 529	R13 642 694	10.99%
3 Other	R15 504 985	R13 245 100	R15 292 561	R10 556 876	-25.46%
TOTAL	R44 853 607	R43 344 050	R47 529 350	R42 534 135	

(g) Capital Expenditure: Refuse Removal

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 11-0059 Equipment Refuse Removal	R20 000	R20 000	R45 635	56.17%
20/21 14-0021 Refuse site Moorreesburg - fencing	R250 000	R250 000	R228 389	-9.46%
20/21 17-0040 Vehicles Refuse: CK36152 Nissan UD290	R2 310 000	R2 595 000	R2 594 340	10.96%
20/21 19-0015 Refuse: Wheely Bins: Pilot Project	R1 250 000	R1 057 009	R0	0.00%
20/21 19-0016 Equipment Refuse bins, traps, skips (Swartland)	R120 000	R270 319	R270 319	55.61%
TOTAL	R3 950 000	R4 192 328	R3 138 683	

(h) Comment on refuse removal performance overall

A pilot project for the roll-out of wheelie bins was concluded in 2020/2021. It was observed that illegal dumping increased after the roll-out was implemented, which is suspected to be mainly due to the size limitations of wheelie bins. The indication is that the black bag system supports reduced illegal dumping.

An Organic Waste Diversion Plan was compiled in order to maximise air space savings at the landfill sites, and will subsequently be implemented as feasible.

All refuse landfill sites of Swartland Municipality are licensed and externally audited annually, except for the Highlands Landfill site which is audited quarterly.

3.2.5 HOUSING**(a) Introduction**

Swartland Municipality's strategy is to promote, facilitate and develop integrated and sustainable human settlements. The Human Settlement Housing Pipeline of the Municipality is of great importance as it allows the Municipality to clearly and concretely present their municipal housing strategy in terms of specific housing projects with accompanying budgets for the short, medium and long term.

The successful completion of some projects is however subject to funding, suitable land and some bulk infrastructure upgrades.

(b) Percentage of households with access to basic housing (2011 Census)

Census Year	Households In Formal Settlements	Households In Informal Settlements	Total Number Of Households
2017	39 139	0	39 139

(c) Housing performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Effectively administer Council resources	4/09-0122	% of flats allocated within one month after being vacated	100%	100%	3	100%	100%	3	100%	
Provide an effective and client orientated housing service	4/09-0123-1	% of available housing funds spent	100% (R46 132 530 p.a)	87.1% for the year	2.6	100% (R42 637 411 p.a.)	91.3% for the year	3	100%	REASON: Remainder of funds is available for retention
Provide an effective and client orientated housing service	4/09-0123-2	% of contractors paid within 30 days from receiving a certified invoice	100%	100%	3	100%	100%	3	100%	
Ensure that housing access is provided in line with planning	4/09-0124-1	Number of top structures in Riebeeck West completed	166 for the year	164 for the year	3	80 for the year	80 for the year	3		
Ensure that housing access is provided in line with planning	4/09-0124-2	Number of serviced sites completed	683 sites	48 sites	1	635	634	3		434 Riebeeck Kasteel, 134 Kalbaskraal & 67 Sibanye
Maintain functional structures to address housing issues	4/09-0127	Number of housing committee and technical meetings held	20 for the year	32 for the year	4.8	20 for the year	34 for the year	5	20 for the year	
Ensure that all new home owners are informed and aware of responsibilities and rights	4/09-0129	Number of training sessions held	10 for the year	21 for the year	5	10 for the year	35 for the year	5	10 for the year	
Annual review of housing pipeline	4/09-0130	Housing pipeline reviewed and submitted to Council	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Ensure up to date policies	4/17-0001-1	Human Settlement Plan reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Ensure up to date policies	4/17-0001-2	Housing allocation policy reviewed	Yes (annually	Yes	3	Yes (annually by	Yes	3	Yes (annually	

			by end of May)			end of May)			by end of May)	
Update risk assessment	4/17-0003	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Respond to complaints in respect of rental stock	4/17-0004	% of complaints responded to within 7 days	100%	100%	3	100%	100%	3	100%	
Housing Programmes in the Swartland area	4/17-0005-1	Number of engagements with DHS with regards to implementation and evaluation of housing development projects	8 for the year	9 for the year	3.4	8 for the year	12 for the year	4.5	8 for the year	
Housing Programmes in the Swartland area	4/17-0005-2	Number of transfers of ownership (title deeds) completed	250 (Riebeeek West: 150 and Kalbaskraal: 100)	150	3	592	592 for the year	3		(Riebeeek Kasteel: 434, Riebeeek Wes: 24 and Kalbaskraal: 134)
Productive workforce	4/17-0173	% of person days lost per month due to sick leave	4% pm maximum	1% pm average	3.7	4% pm maximum	0.6% pm average for the year	3.9	4% pm maximum	
Inform staff	4/19-0031	Number of invocoms held			0	1 per quarter	4 for the year	3	1 per quarter	

(d) Employees: Housing Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	1	1	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	3	3	0	

(e) Financial Performance: Housing Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 664 676	R2 158 340	R2 158 340	R2 071 353	-4.20%
2 Contracted Services	R10 456 316	R2 130 000	R3 030 000	R2 809 562	24.19%
3 Other	R1 271 610	R2 340 269	R2 077 905	R1 327 165	-76.34%
TOTAL	R13 392 602	R6 628 609	R7 266 245	R6 208 080	

(f) Capital Expenditure: Housing Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 18-0065 a Dev Services: Kalbaskraal Serviced Sites (Professional fees)	R0	R133 170	R118 314	100.00%
20/21 18-0064 b Dev Services: Riebeek Kasteel Serviced Sites Project (Sewerage)	R6 887 778	R5 263 472	R4 969 658	-38.60%
20/21 18-0064 d Dev Services: Riebeek Kasteel Serviced Sites Project (Streets and Stormwater)	R8 410 643	R4 369 858	R4 148 614	-102.73%
20/21 18-0018 Dev Services: Malmesbury De Hoop Project (Professional Fees)	R1 139 149	R2 901 149	R2 900 928	60.73%
20/21 19-0050 Dev Services: Darling Serviced Sites (Sewerage)	R206 325	R0	R0	0.00%

20/21 20-0014 Dev Services: Malmesbury De Hoop project (Streets and stormwater)	R14 732 508	R15 532 650	R13 587 591	-8.43%
20/21 20-0015 Dev Services: Malmesbury De Hoop project - External Services (Sewerage)	R590 000	R0	R0	0.00%
20/21 18-0064 c Dev Services: Riebeek Kasteel Serviced Sites Project (Water)	R3 162 564	R583 154	R553 629	-471.24%
20/21 20-0034 Dev Services: Sibanye-Moorreesburg Serviced Sites (Sewerage)	R0	R223 010	R44 686	100.00%
20/21 20-0039 Dev Services: Malmesbury De Hoop Serviced Sites (395 Water Meter)	R0	R437 858	R437 858	100.00%
20/21 19-0042 Dev Services: Phola Park (A,B & C) Rudimentary Services	R400 000	R800 000	R165 461	-141.75%
20/21 20-0012 Dev Services: Malmesbury De Hoop project (Sewerage)	R2 190 322	R3 190 322	R3 190 322	31.34%
20/21 20-0035 Dev Services: Sibanye-Moorreesburg Serviced Sites (Water)	R0	R549 038	R12 050	100.00%
20/21 20-0036 Dev Services: Sibanye-Moorreesburg Serviced Sites (Streets and Stormwater)	R0	R260 349	R55 142	100.00%
20/21 20-0016 Dev Services: Malmesbury De Hoop project - External Services (Water)	R890 000	R0	R0	0.00%
20/21 20-0017 Dev Services: Malmesbury De Hoop project - External Services (Streets and stormwater)	R500 000	R500 000	R589 881	15.24%
20/21 18-0065 d Dev Services: Kalbaskraal Serviced Sites (Streets & Stormwater)	R0	R321 339	R321 338	100.00%
20/21 18-0064 a Dev Services: Riebeek Kasteel Service Sites Project	R339 015	R958 311	R907 510	62.64%
20/21 20-0013 Dev Services: Malmesbury De Hoop project (Water)	R3 338 021	R4 338 021	R3 900 164	14.41%
20/21 18-0065 c Dev Services: Kalbaskraal Serviced Sites (Water)	R0	R118 518	R118 517	100.00%
20/21 19-0051 Dev Services: Darling Serviced Sites (Water)	R308 700	R0	R0	0.00%
20/21 19-0049 Dev Services: Darling Serviced Sites (Professional Fees)	R225 000	R0	R0	0.00%

20/21 18-0065 b Dev Services: Kalbaskraal Serviced Sites (Sewerage)	R0	R465 589	R465 589	100.00%
20/21 19-0052 Dev Services: Darling Serviced Sites (Streets & Stormwater)	R1 059 975	R0	R0	0.00%
20/21 18-0066 a Dev Services: Sibanye-Moorreesburg Serviced Sites (prof fees)	R1 074 000	R41 603	R3 471	-30838.88%
20/21 19-0053 Dev Services: Abbotsdale Social Economic Facility Project	R5 000 000	R0	R0	0.00%
TOTAL	R50 454 000	R40 987 411	R36 490 722	

(g) Comment on Housing performance overall

During the financial year under review the Municipality managed to complete 635 Serviced Sites in Riebeeck Kasteel, Kalbaskraal & Sibanye Housing Projects, under the Integrated Residential Development Programme (IRDP) and Upgrading of informal Settlements Programme (UISP).

Ward 11 : the De Hoop catalytic housing project was only approved in May 2020 by the Department of Human Settlements and the installation of services for phase 1 (389 serviced sites) was completed end of June 2021.

3.2.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

(a) Introduction

The criteria for assistance to indigent households, in terms of the 2020 Indigent Policy of Swartland Municipality (For the 2020-2021 Financial year), entail the following:

- where the property occupied by such owner is valued at R105 000 or less, or as determined by council annually, provided that the R15 000 exemption as contemplated in section 17(1)(h) of the Act shall be excluded from the R105 000 and the combined income of all the persons residing on the property does not exceed R4 515;
- where the property that is occupied by the owner is valued at more than R105 000, but the combined income of all the persons residing on the property does not exceed R4515; or
- where the occupier is not the owner of the property and the combined income of the occupants does not exceed R4 515 per month.

None of the persons residing on a property, mentioned above, may own any other immovable property.

Subject to sustainability and affordability, financial assistance to an indigent household shall be appropriated as follows -

- 50 kWh electricity per month, which shall include the basic charge of electricity for the month where a conventional meter is still applicable;
- sanitation fees or the fees payable in respect of the pumping of a suction tank to an amount equal to the tariff determined;

- fees for waste removal;
- 6 kl water per month; which shall include the water network charge for the month;
- rates payable to a maximum amount calculated at the tariff multiplied by R105 000 or less, provided that the R15 000 exemption as contemplated in section 17(1)(h) of the Act shall be excluded;
- Sewerage blockages for indigent households will be subject to a reduced sewerage service fee as determined by the director of finance and subject to the municipality's rates and tariff policies.

(b) Free Basic Services To Low Income Households (current year)

Total Number Of Households	Number Of PoorHouseholds	
39 139	9 203	
Service Name	Households	Percentage
Electricity Distribution	6 153	66.86%
Rates Services	8 290	90.08%
Refuse Removal	9 216	100.14%
Sewerage Services	8 883	96.52%
Water Services	9 298	101.03%

(c) Financial Performance: Cost to Municipality of Free Basic Services Delivered (current year)

Service	Original Budget	Adjustment Budget	Actual
Electricity Distribution	R4 922 953	R4 922 953	R4 916 029
Rates Services	R3 077 938	R3 077 938	R1 656 079
Refuse Removal	R14 865 552	R14 865 552	R14 288 727
Sewerage Services	R25 641 135	R25 641 135	R24 517 463
Water Services	R14 253 219	R12 857 277	R13 076 138

(d) Comment on free basic services and indigent support

The following services are subsidised to indigent households:

- 50 kWh electricity per month, which shall include the basic charge for electricity for the month where a conventional meter is still applicable;
- sanitation fees or the fees payable in respect of the pumping of a suction tank to an amount equal to the tariff determined;
- fees for waste removal;

- 6 kl water per month; which shall include the water network charge for the month;
- rates payable to a maximum amount calculated at the tariff multiplied by R105 000, or less, provided that the R15 000.00 exemption as contemplated in section 17(1)(h) of the Act shall be excluded;
- Sewerage blockages for indigent households will be subject to a reduced sewerage service fee as determined by the director of finance and subject to the municipality's rates and tariff policies.

All the new low-cost housing schemes have immediate access to free basic services. Swartland Municipality also assist indigent households situated in areas where Eskom is the service provider for electricity with free basic electricity in terms of a service agreement entered into between Swartland Municipality and Eskom.

Free Basic Services to indigent households have increased from 8836 on 30 June 2020 to 9203 on 30 June 2021.

3.3 ROAD TRANSPORT

3.3.1 PROCLAIMED ROADS, STREETS AND STORM WATER

(a) Introduction

ROADS

The urban road network in Swartland Municipality comprises 70km of gravel roads and 331km of permanently surfaced roads.

Securing sufficient funding for the maintenance of roads remain a challenge and therefore the municipality has taken a strategic decision to increase the spending on infrastructure maintenance. To this end, R20 743 388 was spent on the resurfacing of roads.

The roads Master Plan for Malmesbury has been updated and new bulk services charges has been calculated.

STORM WATER

The storm water drainage network in urban areas in the Swartland municipal area comprises a piped system and open drainage channels with a length of approximately 209 km. The drainage system is in a fair condition with some instances of poor conditions. There are still some areas where there are no formal drainage networks and this causes flooding during winter. The upgrading of roads however contributes to the addressing of this backlog as storm water drainage is installed together with the construction of roads.

The misuse of the storm water system remains a matter of concern. Blockages that cause flooding frequently occur due to foreign matter entering drainage pipes. Maintaining and cleaning the system is an ever increasing expense and effort.

(b) Kilometres Gravel Road Infrastructure

Total Gravel Roads	New Gravel Roads Constructed	Gravel Roads Upgraded To Tar	Gravel Roads Graded / Maintained
70	0	3	70

(c) Kilometres Tarred Road Infrastructure

Total Tarred Roads	New Tar Roads	Existing Tar Roads Retarred	Existing Tar Roads Resheeted	Tar Roads Maintained
331	10	0	23	331

(d) Kilometres Storm water Infrastructure

Total Stormwater Measures	New Stormwater Measures	Stormwater Measures Upgraded	Stormwater Measures Maintained
209	7	0	209

(e) Cost of Construction/Maintenance - Roads

Gravel New	Gravel - Tar	Gravel Maintained	Tar New	Tar Re-Worked	Tar Maintained
0	0	R6 997 701	R34 115 122	R20 804 000	R34 165 245

(f) Cost of Construction/Maintenance – Storm water

New Stormwater Measures	Upgraded Stormwater Measures	Maintained Stormwater Measures
7	0	R17 851 990

(g) Streets and Storm Water performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Implementation of planned road maintenance activities	4/19-0056	% of the operating budget allocated for maintenance spent	90% for the year	98% for the year	3.3	90% for the year	96% for the year	3.2	90% for the year	
Ensure client orientated service provision	4/19-0057-1	% of new street accesses completed within 10 working days	100%	100%	3	100%	100%	3	100%	
Ensure client orientated service	4/19-0057-2	% of flood incidents reacted on	100%	100%	3	100%	100%	3	100%	

provision		within 3 hours after the incident has been reported								
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(h) Employees: Streets and Storm Water

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	26	25	26	1	3.85%
04 - 06	21	21	21	0	0.00%
07 - 09	18	17	18	1	5.56%
10 - 12	4	4	4	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	70	68	70	2	

(i) Financial Performance: Streets and Storm Water

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R15 977 569	R17 859 588	R18 725 076	R18 141 711	1.56%
2 Contracted Services	R6 462 043	R5 677 149	R6 494 899	R6 304 871	9.96%
3 Other	R30 477 346	R31 889 031	R31 967 206	R34 568 354	7.75%
TOTAL	R52 916 958	R55 425 768	R57 187 181	R59 014 936	

(j) Capital Expenditure: Streets and Storm Water

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 09-0004 Roads: Resealing of roads - Swartland	R18 898 000	R20 804 000	R20 758 857	8.96%
20/21 17-0080 Roads: Ward Committee projects	R700 000	R700 000	R700 000	0.00%
20/21 09-0009 Storm water network (Swartland)	R500 000	R500 000	R454 911	-9.91%
20/21 16-0015 Roads: New Roads	R15 000 000	R15 000 000	R14 854 694	-0.98%
20/21 19-0007 Vehicles Roads: Mechanical Broom	R0	R1 347 827	R1 347 826	100.00%

20/21 17-0019 Vehicles Roads: CK33796 Isuzu KB	R292 175	R289 421	R289 583	-0.89%
20/21 11-0060 Equipment Streets and Storm Water	R58 000	R58 000	R56 266	-3.08%
TOTAL	R35 448 175	R38 699 248	R38 462 138	

(k) Comment on the performance of proclaimed roads and streets overall

The amount of R21 059 334 was spent on the resealing and the rehabilitation of roads.

The Construction of new roads to the value of R 7 555 096 is planned for the 2021/2022 financial year.

The anticipated upgrade of the Bokomo and Voortrekker upgrade has again been delayed. All design drawings and cost estimates have been submitted to the Department of Transport. At this time there is no indication from the Department by when the project will be implemented. There have been several engagements with the Department but unfortunately approval is still awaited. A matter of concern is the escalation in construction costs due to the delays in approval.

The IDP has five strategic goals and proclaimed roads, streets and stormwater are aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

(l) Comment on the performance of storm water overall

The IDP has five strategic goals and proclaimed roads, streets and stormwater are aligned to the following strategic goals:

Two: Inclusive Economic growth

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic goals are achieved. These include the increase on maintenance spending and the implementation of an asset management plan.

3.4 PLANNING AND ECONOMIC DEVELOPMENT

3.4.1 BUILT ENVIRONMENT

(a) Introduction

This municipality has amended their Land Use Planning By-Law and implemented the new by-law from 25 March 2020.

Swartland Municipality has adopted the 2017-2022 Spatial Development Framework in terms of above By-Law in May 2017.

The need arised to amend the SDF for specific focus areas including housing, institutional and cemeteries needs. The amendment of the Municipal Spatial Development Framework is in alignment with national, provincial and local legislation and policy, including the regulations as provided in the Spatial Planning Land Use Management Act (SPLUMA), the Land Use Planning Act (LUPA), the Swartland Municipality: Land Use Planning By-Law, the Municipal Systems Act (MSA) and to follow the next cycle of the Swartland Integrated Development Plan.

A public participation process following during February/March 2019 and public open days were held to share more in depth information regarding the focus areas of the amendment of the SDF.

The amended SDF was approved by Council on 30 May 2019.

All land use applications whereby no objections have been received within the public participation are finalised by the authorised employee within 90 days. All other land use applications with comments/objections be dealt with by the Municipal Planning Tribunal.

Since January 2020 all new building plan applications need be uploaded to our electronic building control Portal on our web site. Many challenges have been dealt with and progress be made. Unfortunately our electronic workflow systems has been hacked, which created frustration to clients and a huge delay on approving building plans. The Town Planning Division assists the Building Control Division to such an extent that all town planning matters be clarified before building plans officially be submitted to the Portal.

Our new General Valuation Role has been implemented on 1 July 2020 - date of valuation is 1 July 2019. The following two Supplementary Valuations Roles have been implemented.

(b) Applications for Built Environment

Application Category	Subdivision		Rezoning		Building Plans	
	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year
Applications outstanding at year end	16	5	7	5	93	372
Determination made in following year	2	0	2	3	93	372
Determination made in year of receipt	40	38	23	27	631	619
Applications withdrawn	0	0	0	1	0	0
Planning application received	56	43	30	36	724	991

(c) Built Environment performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure implementation of the Spatial Development Framework	4/09-0139-1	SDF reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Ensure implementation of the Spatial Development Framework	4/09-0139-2	Report to Director on action plans prioritised and linked to budget (subject to availability of funds)	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Ensure that properties are valued correctly	4/09-0143	Supplementary valuation role updated	Yes (bi-annually by December and June)	Yes (both quarters)	3	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	
Continue the process of data cleansing and to reconcile properties on the financial system (Promun) to that of the Deeds Office, Surveyor-General's office as well as the Valuation Roll	4/13-0007	Number of reports on process of data cleansing	1 per quarter	3 for the year	3	1 per quarter	3 for the year	3	1 per quarter	REASON Qtr 2: Not able to retrieve data due to system challenges
Update risk assessment	4/17-0169	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Ensure proper management of RSEP	4/17-0170	Number of RSEP management reports submitted to Provincial Department	1 per quarter	7 for the year	3	1 per quarter	12 for the year	3	1 per quarter	
Productive workforce	4/17-0174	% of person days lost per month due to sick leave	4% pm maximum	0.8 pm average	3.9	4% pm maximum	1.2% pm average	3.7	4% pm maximum	

				for the year			for the year			
Decisions and appeals in terms of MSA and municipal planning by-law	4/17-0199	If a valid appeal (in terms of section 90(1) of the Municipal Land Use Planning By-law) was received, has the authorised employee drafted a report assessing the appeal and submitted it to the municipal manager within the time period in section 90(12)?	Yes	Yes	3	Yes	Yes	3	Yes	
Finalise stewardship programm	4/18-0004-1	Obtain budget for a management plan for conservation and biodiversity areas			0	By June 2021	Yes	3		
Finalise stewardship programme	4/18-0004-2	Develop management plan for conservation and biodiversity areas			0	Yes (by June 2021)	Yes	3	N/a	
Partnership with stakeholder HWC to reach agreement on areas with cultural potential and heritage value	4/18-0005	Combine urban and rural heritage surveys			0	By June 2021	Yes	3	N/a	
Inform staff	4/19-0052	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(d) Employees: Planning, Valuation

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	3	3	3	0	0.00%
16 - 18	2	1	1	0	0.00%
19 - 20	0	1	1	0	0.00%
TOTAL	6	6	6	0	

(e) Employees: Building Control

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	3	3	3	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	6	6	6	0	

(f) Financial Performance: Planning, Valuation

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R4 904 227	R5 296 450	R5 296 450	R5 431 958	2.49%
2 Contracted Services	R1 738 487	R2 410 990	R2 571 990	R1 444 950	-66.86%
3 Other	R992 743	R969 009	R946 509	R919 064	-5.43%
TOTAL	R7 635 457	R8 676 449	R8 814 949	R7 795 972	

(g) Financial Performance: Building Control

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 715 152	R2 987 181	R2 987 181	R2 849 614	-4.83%
2 Contracted Services	R0	R0	R0	R0	0.00%
3 Other	R43 855	R75 676	R65 263	R37 404	-102.32%
TOTAL	R2 759 007	R3 062 857	R3 052 444	R2 887 018	

(h) Capital Expenditure: Built Environment

Projec Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 17-0101 RSEP - Darling Project	R3 000 000	R6 247 148	R6 110 046	50.90%
20/21 17-0100 RSEP - Entrepreneurial Hub	R0	R822 000	R749 100	100.00%
20/21 17-0088 RSEP - Indoor outdoor sport centre	R0	R1 031 192	R1 078 527	100.00%
TOTAL	R3 000 000	R8 100 340	R7 937 673	

(i) Comment on Built Environment overall

The three sections under Built Environment understand their role towards economic development in the Swartland to enhance job creation as part of the value chain.

The administration processes be streamlined in order to enhance decisionmaking to promote economic development and job creation in our area.

3.4.2 ECONOMIC DEVELOPMENT

(a) Introduction

The Swartland Economic Development and Recovery Plan was approved by the Mayoral Committee in May 2021. It contains portions of the Local Economic Development (LED) Strategy of May 2018 and the Economic Recovery Plan of November 2020 as well as a comprehensive strategy to address the impact of Covid-19 on the local economy. The strategy is based on three pillars namely (1) Boost industries, (2) Stimulate the Market and (3) Overcome binding constraints and reform

It provides a basis for the development of implementation commitments by first identifying national and provincial initiatives to which local government can contribute and secondly by listing other initiatives discussed in the document to which local government can contribute.

The Municipality cannot grow the economy or create jobs. Therefore, to implement this plan, a partnership between the public and private sector is inevitable.

The national, provincial and other initiatives identified above provides a framework within Swartland Municipality can develop its own implementation commitments, i.e. how and where the Municipality can become involved or provide support to economic development and recovery initiatives.

(b) Jobs Created by LED Initiatives (Excluding EPWP projects)

Description	Tender Number	Jobs Created	Jobs Lost	Net Total Jobs	Method
Malmesbury RSEP: Supply and plant turf	Tender T27/20/21	5	0	0	Capital Project
Gabriel Pharoah Sports Ground upgrade	Tender T35/20/21	22	0	0	Capital Project
Community based collection of solid waste at Chatsworth, Riverlands and Kalbaskraal	Tender T43/20/21	9	0	0	Capital Project
Sweeping of streets and cleansing services	Tender T09/20/21	32	0	0	Capital Projects
Construction of boundary wall, Moorreesburg swimming pool	Tender T33/20/21	4	0	0	Capital Project
Additions, alterations to Municipal Building, Erf 507	Tender T39/20/21	4	0	0	Capital Project
Replacement of Thatch Roof and painting, Yzerfontein municipal building	Tender T41/20/21	7	0	0	Capital Project
Chatsworth New Community Hall	Tender T62/19/20	67	0	0	Capital Project
Additions, Alterations to Municipal Building, Erf 512	Tender T44/20/21	8	0	0	Capital Project
Darling RSEP Intercultural Park	Tender T45/19/20	44	0	0	Capital Project

(c) Job creation through EPWP projects

Number Of Projects	Number Of Jobs	Notes
30	302	

(d) Economic Development performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
Jobs created through municipality's LED initiatives including capital projects	1/14-0026	Number of jobs created through Municipality's capital projects (contracts > R200 000)	100 for the year	183 for the year	4	100 for the year	211 for the year	5	150 for the year	
3 Indicators Directors										
Liaison with business role-	3/09-0001	Annual event with local business	Yes	Yes (7	3	Yes (before	Yes	3	Yes	

players		held	(before end of June)	initiatives for the year)		end of June)			(before end of June)	
LED fund management	3/09-0012	% of the LED funds actually spent	90% for the year	80.7% for the year	3	90% for the year	100% for the year	3	90% for the year	

(e) Comment on Economic Development overall

Monitoring and evaluation of LED progress will be enhanced to speed up learning and skills in LED. The purpose of evaluation is to measure progress, reflect on what worked as planned and what did not. And then to learn from the new insights gained. Working smarter increases the scale of future results. Without evaluation, mistakes are repeated. Evaluation will be integrated with the monitoring system and will focus on the measurement of actual output, outcomes and impact resulting from economic development initiatives. To make the evaluation process easier, the LED performance framework provides a default set of performance indicators.

3.5 COMMUNITY AND SOCIAL SERVICES

3.5.1 COMMUNITY DEVELOPMENT AND THUSONG SERVICE CENTRES

(a) Introduction

The Community Development division consists of a manager, a principal clerk, a community development officer (Youth Focus) who are supported by an administrative assistant, community development officer (ECD) and one Thusong Service Centre Officer who are supported by one administrative assistant, a caretaker. The team worked hard to achieve goals and to work more integrated despite the Covid-19 lockdown regulations that hampered the Division to have certain events/workshops/training. This was demonstrated with collaborative projects like the Thusong outreaches and 16 days of activism campaigns. The Division reached out to the communities together with NGO's and government partners to provide integrated service delivery in the social sector. The division also made a shift towards outcome based programmes and not once off projects. Furthermore, programmes were implemented together with the beneficiaries and were focussed on establishing structures that will make it easier for communities to work in collaboration with service providers. This approach stems from the vision of the Swartland Municipal Social Development Policy and Strategy 2017 to strengthen the social fabric of the community.

(b) Community Development performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Promote the development of child facilities	4/09-0114-1	Number of capacity building sessions with ECD organisations in the Swartland municipal area	10 for the year	7 for the year	3	10 for the year	11 for the year	3.3	10 for the year	

Promote the development of child facilities	4/09-0114-2	Number of quarterly reports submitted on the implementation of capacity building interventions / sessions submitted to the Director	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Promote the development of child facilities	4/09-0114-3	Number of unregistered facilities assisted to register their facilities	20 for the year	40 for the year	5	20 for the year	63 for the year	5	20 for the year	
Promote the development of child facilities	4/09-0114-4	Number of M&E done at childcare facilities in collaboration with DSD	20 for the year	27 for the year	4	20 for the year	47 for the year	5	20 for the year	
Promote the development of child facilities	4/09-0114-5	Number of ECD forum and committee planning meetings	1 per quarter	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Promote the capacity of young adults	4/09-0115-1	Number of people (including youths) assisted with career guidance and information about economic opportunities.	4200 by end of June 2020	3833 for the year	3	4200 by end of June	2077 for the year	3	4200 by end of June	REASONS: This target could not be reached due the yearly career exhibition that was cancelled due to lockdown level 3. Yearly we reach aproximately 2000 youth (grades 12/11/9) of the High Schools in the Swartland Municipal Area. Less youth also visited the Thusong Centre for Career Guidance. The Youth office was restricted to visit schools and other NGO's working with youth due to regulations. INTERVENTIONS: Reduce target to reach youth, because we cannot control Covid 19 Level

											restrictions that could hamper performance.
Promote the capacity of young adults	4/09-0115-2	Number of youths from the Swartland community who entered into job opportunities with assistance from the Youth Office	45 for the year	45 for the year	3	45 for the year	48 for the year	3.2	45 for the year		
Promote the capacity of young adults	4/09-0115-3	Number of training, internships and learnerships opportunities in collaboration with other Departments with assistance from the Youth Office	10 for the year	28 for the year	5	10 for the year	12 for the year	3.6	10 for the year		
Promote access to social development services for vulnerable people	4/09-0116-1	Government services available at the Ilinge Lethu Thusong centre	Yes	Yes	3	Yes	Yes	3	700 per month		
Promote access to social development services for vulnerable people	4/09-0116-2	Number of Thusong Mobile Outreaches implemented in the Swartland municipal area	8 for the year	7 for the year	3	5 for the year	5 for the year	3	5 for the year		
Promote access to social development services for vulnerable people	4/09-0116-3	Report to the Director Development Services on the number of referrals from the Community Services Division	Yes (monthly)	Yes	3	Yes (monthly)	Yes	3	Yes (monthly)		
Promote access to social development services for vulnerable people	4/09-0116-4	Number of life skills programmes	30 for the year	38 for the year	3.8	30 for the year	30 for the year	3	30 for the year		
Promote access to social development services for vulnerable people	4/09-0116-5	Progress reports and financial statements from organisations benefiting from the municipality's subsidy allocation submitted to the Director	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)		
Support local economic development through skills development	4/09-0118-1	Number of entrepreneurship training workshops held by referring existing businesses to SEDA and NYDA	2 for the year	1 for the year	3	2 for the year	12 for the year	5	2 for the year		
Support local economic	4/09-0118-2	Report on the impact of training	Yes	Yes	3	Yes	Yes	3	Yes		

development through skills development		workshops which caused an increase in income and quality of life of participants submitted	(annually by August)			(annually by August)			(annually by August)	
Promote the coordination of social development	4/13-0004-1	Number of meetings with Social Development Forum	4 for the year	3 for the year	3	4 for the year	4 for the year	3	4 for the year	
Promote the coordination of social development	4/13-0004-2	Report on the implementation and/or progress of goals set by the Swartland Social Development Forum submitted to the Director	Yes (annually by end of June)	No	0	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Promote the coordination of social development	4/13-0004-3	Number of meetings held with Executive Council of Stakeholders (RSEP) to implement community projects in collaboration with sector representatives	8 for the year	7 for the year	3	8 for the year	8 for the year	3	8 for the year	
Support the coordination of disaster management	4/16-0001	Number of reports submitted on socio-economic assessments done in the Swartland Municipal area	3 per quarter	10 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure up to date policies	4/17-0007	Social development policies and strategies reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Update risk assessment	4/17-0009	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Inform staff	4/17-0010	Number of invocoms held	1 per quarter	5 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Partnerships and agreements	4/17-0011	Formal agreements set up with partners for social development, namely Department of Social Development	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Provide community and social development specialist knowledge	4/17-0012	Number of meetings held i.r.o. the coordination of the municipality's internal social	1 per quarter	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

		development committee								
Productive workforce	4/17-0175	% of person days lost per month due to sick leave	4% pm maximum	0.5% average pm for the year	3.9	4% pm maximum	1.8% average pm for the year	3.5	4% pm maximum	
Implementing educational programmes	4/18-0002	Number of educational programmes implemented	2 per annum	2 for the year	3	2 per annum	1 for the year	3	2 per annum	REASONS: Due to Covid 19 Restrictions only 1 holiday programme could be implemented in April 2021. January holiday programme was not implemented due to lockdown level 3 restrictions.

(c) Thusong Service Centres performance results

There are no separate indicators and targets for Thusong Service Centres.

(d) Employees: Community Development

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	2	2	2	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	4	4	0	

(e) Employees: Thusong Service Centres

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	4	4	0	

(f) Financial Performance: Community Development

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 234 180	R2 550 469	R2 550 469	R2 595 209	1.72%
2 Contracted Services	R167 943	R327 600	R321 600	R140 285	-133.52%
3 Other	R47 086	R132 614	R196 287	R75 457	-75.75%
TOTAL	R2 449 209	R3 010 683	R3 068 356	R2 810 951	

(g) Financial Performance: Thusong Service Centres

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 056 945	R1 144 691	R1 144 691	R1 173 406	2.45%
2 Contracted Services	R2 935	R170 701	R209 433	R175 176	2.55%
3 Other	R117 196	R182 431	R185 894	R114 164	-59.80%
TOTAL	R1 177 076	R1 497 823	R1 540 018	R1 462 746	

(h) Capital Expenditure: Community Development

No capital projects

(i) Comment on the performance of Community Development and Thusong service centres overall

An extensive range of programmes and projects was carried out in the field of social development in 2020/2021. Programmes were implemented according to the six focus areas of the Swartland Social Development Policy and Strategy 2017 focussing on Early Childhood Development and the legalisation of child facilities, child development, youth development, co-ordination and collaboration, access to economy, vulnerable groups.

Promote the legalisation of Early Childhood facilities and Early Childhood Development;

A total of eleven capacity building sessions were organised for the Early Childhood Development Sector. The ECD forum also has been capacitated to the level where they now organise their own functions and implement their own yearly programme. Assistance to 63 ECD facilities was rendered in order to legalise and register facilities. In total 2 facilities obtained registration at the Department of Social Development. The ECD policy was approved by the Executive Mayoral Council by June 2021.

Promote Child Development:

Only one holiday was implemented from 26-30 April 2021 due to Covid 19 level 3 lockdown that prohibited Swartland Municipality to implement another school holiday. A total of 81 unemployed youth volunteered and 663 children participated in a programme for a week. Towns that participated was: Koringberg, Riebeek-West, Riebeek-Kasteel, Riverlands, Chatsworth, Kalbaskraal, Malmesbury Elkan, Darling Rural Jeria Sending and Darling Urban(Darling Outreach)

Youth development

The number of youth and people from the whole of the Swartland community assisted with career guidance and information about economic opportunities was 2077 for the year. In terms of youth development a total of 745 youth received assistance with job applications and 48 were placed in job opportunities. 181 youth were placed in learnership, internship and apprenticeships programmes with a stipend for a period of time. They are learning a new skill which makes them equipped for possible job opportunities and earn an income on a monthly basis. The target for the youth assistance in career guidance was 4200 for the year, but due to Covid 19 level 3 the Career Exhibition that takes place yearly could not be held. Swartland Municipality was prohibited to access schools.

Collaboration and coordination

In terms of collaboration and co-ordination the Swartland Social Development Forum organised the 16 days of activism, Gender Based Violence launch. This was done in partnership with DSD, WCDM, Foundation,SAPS, NGO's and government departments to focus on gender violence.. The Local Drug Action Committee implemented various programmes, from substance abuse training, Gender Based awareness sessions and the strategic sessions held by the Western Cape Department of Social Development to draw up an action plan to address substance abuse. The LDAC action plan was submitted and approved by the Mayoral Committee by June 2021

Access to economy

To provide access to the economy 323 people attended the entrepreneurial workshops which included SEDA, WCDM and service providers that capacitated entrepreneurs on how to register their business and become sustainable. The people are now aware of the local content production procedures, how to get documentation in order and regulations that are relevant to enhance and sustain their businesses.

Vulnerable groups

The Thusong programme, by means of the Thusong Mobile Outreaches outreaches were held and reached 1100 people by assisting them to access essential government services. A total of five mobile outreaches were held for people within the Swartland Municipal area. This made essential government services accessible to the rural communities.

3.5.2 LIBRARIES**(a) Introduction**

Swartland has 9 libraries in its area. All libraries' opening hours are from Monday to Friday 09:00 until 17:00. The libraries have 33 permanent library personnel. A new Library Manager was appointed in January 2021. There are also 3 permanent EPWP workers who act as cleaners at three of the libraries. Libraries are financed through the conditional grant from the Department of Cultural Affairs and Sport.

(b) Libraries performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Render a quality library service	4/09-0074	Monthly circulation figures	30 000 per month	24 287 pm average for the year	3.1	25 000 per month	12 364 pm average for the year	3	30 000 per month	REASONS: (1) Libraries closed due to Covid-19 lockdown; (2) Access for patrons limited as a result of Covid-19 measures
Protect library material through consumer training	4/09-0076	Number of consumer training outreach programmes	4 pq for 2 qrts and 5 pq for 2 qtrs	39 for the year	4	4 pq for 2 qrts and 5 pq for 2 qtrs	87 for the year	3	4 pq for 2 qrts and 5 pq for 2 qtrs	
Report to PGWC on a monthly basis	4/12-0011	Number of reports on expenditure in terms of municipal replacement fund and grant submitted to PGWC	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure up to date policies	4/17-0084	Policies reviewed in terms of pre-determined schedule	Yes (annually by end of June)	N/a	0	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Update risk assessment	4/17-0088	Risk register updated	Yes (bi-annually by	Yes	3	Yes (bi-annually by	Yes	3	Yes (bi-annually	

			Nov and May)			Nov and May)			by Nov and May)	
Library services	4/17-0089	Business plans compiled and submitted to provincial authorities	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Proper Communication	4/17-0090	Consult with directorates and compile integrated communication action plans	Yes (annually by May)	No (done in June)	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Inform staff	4/17-0092	Number of invocoms	1 per quarter	4 for the year	3	1 per quarter	7 for the year	3	1 per quarter	
Youth Camp	4/17-0093	Evaluation report submitted to Mayoral Committee	Yes (annually by May)	Yes	3	Yes (annually by May)	N/a	0	Yes (annually by May)	REASON: Camp did not take place in 2020 because of Lockdown
Correspondence addressed in a timely manner	4/17-0094	% of all correspondence recorded by Collaborator less than 60 days old	90.0% pm average	98.4% pm average for the year	3.3	90.0% pm average	100% for Qtr 1	3.3	90.0% pm average	Qtrs 2, 3 and 4: Report not available due to security breach
Productive workforce	4/17-0195	% of person days lost per month due to sick leave	4% pm maximum	2.0% pm average for the year	3.5	4% pm maximum	2.2% pm average for the year	3.4	4% pm maximum	

(c) Employees: Libraries

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	1	1	1	0	0.00%
04 - 06	21	21	21	0	0.00%
07 - 09	8	8	8	0	0.00%
10 - 12	2	3	3	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	32	33	33	0	

(d) Financial Performance: Libraries

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R8 094 624	R8 777 203	R9 045 490	R9 308 534	5.71%
2 Contracted Services	R105 776	R137 026	R141 333	R243 172	43.65%
3 Other	R889 973	R1 012 121	R1 241 770	R873 724	-15.84%
TOTAL	R9 090 373	R9 926 350	R10 428 593	R10 425 430	

(e) Capital Expenditure: Libraries

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 17-0069 Equipment Libraries	R70 000	R70 000	R67 365	-3.91%
TOTAL	R70 000	R70 000	R67 365	

(f) Comment on the performance of libraries overall

All nine libraries have free internet access available to the public through the ICT project funded by the Department of Cultural Affairs and Sport. The average monthly circulation of books between the libraries are +- 18 000 and all libraries do three or more outreach programmes throughout the year. Riebeeck Kasteel library offers audio books available for the visually impaired. Moorreesburg library offers educational games sponsored by the Bill and Melinda Gates foundation. There is a partnership between the municipality and UNISA where students may use the libraries for certain services needed by the students; the libraries also act as a courier service for study material.

3.5.3 CEMETERIES

(a) Introduction

Swartland Municipality operates and maintains ten cemeteries. The services provided include the timely and correct preparation of graves for use, maintaining a register of graves and the maintenance of cemeteries to an acceptable level of tidiness. EPWP projects were also implemented for the maintenance of cemeteries. Vandalism of cemeteries and the theft of fences remain a problem throughout the Swartland and the Municipality do not have the resources to effectively deal with this problem. The extension of existing cemeteries and the development of new cemeteries are also problematic due to the tedious public consultation processes and environmental authorisation processes that must be followed.

(b) Service statistics for cemeteries

No employees with respect to cemeteries and crematoriums. Employees are included under Parks and Recreation.

(c) Cemeteries performance results

No Policy Objectives.

(d) Financial Performance: Cemeteries

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R218 345	R173 360	R173 360	R296 512	41.53%
2 Contracted Services	R131 754	R252 823	R237 183	R114 450	-120.90%
3 Other	R351 577	R242 507	R360 632	R408 646	40.66%
TOTAL	R701 676	R668 690	R771 175	R819 608	

(e) Capital Expenditure: Cemeteries

No capital expenditure

(f) Comment on the performance of cemeteries overall

The IDP has five strategic goals and the provision of cemeteries is aligned to strategic goal five: sufficient, affordable and well-run services.

3.6 OCCUPATIONAL HEALTH AND SAFETY (INCLUDING POLLUTION CONTROL)

(a) Introduction

Air Quality

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires municipalities to introduce the new revised Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards. Municipalities are required to include an AQMP as part of its Integrated Development Plan.

Swartland Municipality's AQMP was approved by Council and forms part of the IDP, as well as that of the West Coast District Municipality.

Dust and odour control form part of the AQMP.

One appointed Noise Control Officer for Swartland Municipal area.

One designated Environmental Management Inspector (Grade 2)

One Air Quality Officers for Swartland Municipality appointed.

A public participation process took place to inform all people in the Swartland municipal area about the plan.

A Database of Fuel burning processes has been established.

Promote a clean and healthy environment

To address all health complaints and applying the By-Law relating to the prevention and suppression of Nuisances – and ensure that all identified erven in urban areas are compliant.

Pest control – only on municipal premises as well as a Annual Pest Control programme where we deal with crawling insects as well as rodents in the municipal sewerage / storm water drain system.

Application for Authorisation for the Installation of Fuel Burning Equipment relating to Swartland Municipal Air Quality By-Law.

(b) Occupational Health and safety performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that all the required safety representatives are in place	4/09-0150	Identified workstation safety rep's in place (minimum of 25)	Yes (quarterly reported)	Yes	3	Yes (quarterly reported)	Yes	3	Yes (quarterly reported)	
Manage injuries on duty	4/09-0151-2	Were serious incidents in the workplace e.g. death or loss of limbs reported to Department of Labour	Yes	N/a	0	Yes	N/a	0	Yes	No serious incidents

Annual Report for 2020/2021

Ensure the effective administration of claims	4/09-0152	% claims within 14 days from final report from doctor submitted	100%	100%	3	100%	100%	3	100%	
Ensure that health and safety committees are functional	4/09-0153	Number of meetings of Health and Safety committees held	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	
Ensure that all capital projects comply with safety regulations	4/09-0155	% of projects with safety specifications	100%	100%	3	100%	100%	3	100%	
Ensure that all identified erven in urban areas are compliant with standards	4/09-0161	Notifications for all erven that have to be cleaned issued	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	
Monitor air pollution in the area	4/09-0162	Database of fuel burning processes updated	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	
Provide an effective pest control service for municipal buildings and infrastructure	4/09-0163-1	% requests for pest control responded to within 14 days	100%	100%	3	100%	100%	3	100%	
Provide an effective pest control service for municipal buildings and infrastructure	4/09-0163-2	Pest control programme completed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Ensure up to date policies	4/17-0095	Occupational Health and Safety and Environmental policies reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Update risk assessment	4/17-0097	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Noise control	4/17-0098	Were all noise complaints monitored and evaluated and the necessary action taken	Yes	Yes	3	Yes	Yes	3	Yes	
Air pollution	4/17-0099	Number of interactions with	1 per	4 for the	3	1 per	4 for the	3	1 per	

		Provincial Department regarding air pollution	quarter	year		quarter	year		quarter	
Proper business licence management	4/17-0101	Were all Business Licenses considered for all applications recieved	Yes	Yes	3	Yes	Yes	3	Yes	
Health and safety awareness campagnes	4/17-0103-1	Awareness campaign on Health and Safety designed and implemented	Yes annually	Yes (achieved in July 2019)	3	Yes annually	Yes	3	Yes annually	
Health and safety awareness campagnes	4/17-0103-2	Duties i.t.o. Section 16 (1) and Section 16 (2) of the Occupational Health and Safety Act 85 of 1993, assigned	Yes	N/a	0	Yes	Yes	3	Yes	
Productive workforce	4/17-0197	% of person days lost per month due to sick leave	4% pm maximum	0.9% pm average for the year	3.9	4% pm maximum	1.1% pm average for the year	3.8	4% pm maximum	
Inform staff	4/19-0040	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(c) Employees: Occupational Health and safety

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

(d) Financial Performance: Occupational Health and safety

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 487 773	R1 580 192	R1 748 192	R1 836 871	13.97%
2 Contracted Services	R45 010	R292 104	R292 104	R31 928	-814.88%
3 Other	R35 406	R60 950	R58 444	R29 042	-109.87%
TOTAL	R1 568 189	R1 933 246	R2 098 740	R1 897 841	

(e) Comment on the performance of occupational health and safety overall

Measures taken to improve performance and achievements: Performance objectives – key performance indicators and targets are set. Monthly monitoring is done by the Strategic Manager.

Support is given to those communities that are living in poverty through:

- Properly address all environmental complaints
- Ensuring that all identified erven in urban areas are complaint with standards
- Monitoring air pollution in the area
- Annual pest control programme
- Handling of noise control complaints to adhere to the Noise Control Regulations of June 2013
- Handling of dust control regulations, referring to Air Quality By-law (Swartland Municipality)
- Newly appointed Environmental Management Inspector

3.7 SECURITY AND SAFETY

3.7.1 TRAFFIC AND LAW ENFORCEMENT SERVICES (INCLUDING LICENCING AND REGISTRATION SERVICES)

(a) Introduction

On 13 December 2012 the Council decided to restructure the Municipal Police to become a Traffic and Law Enforcement service from 1 July 2013. Ever since 1 July 2013 Swartland Municipality have a functional Traffic & Law Enforcement service. The core functions of the Swartland Traffic and Law Enforcement Service (STLES) are to proactively police the Municipal by-laws and to enforce the National Road Traffic Act and to reduce road accident fatalities within the Swartland. During the financial year 2020/2021 STLES rendered successful services in traffic and by-law enforcement. Performance within the STLES is subject to resources which includes human resources and vehicles. The Swartland Municipality is divided into 12 wards and the STLES service all these wards. Traffic and by-law campaigns were given at schools and to NGO's.

Road safety programs assist motorists and pedestrians to act proactively and to change negative behaviour towards road safety. The risk of accidents was reduced through visibility and road safety educational programs.

(b) Traffic Policing and By-law Enforcement

Category	Previous Year Actual Number	Actual Number
Number of by-law infringements attended	692	908
Number of law enforcement officers in the field on an average day	42	54
Number of road traffic accidents during the year	946	529
Number of law enforcement officers on duty on an average day	42	54

(c) Traffic Policing and By-law Enforcement performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Provide an effective traffic and law enforcement service	4/09-0292-1	Minimum number of K78 roadblocks held	10 per quarter	47 for the year	4	10 per quarter	14 pq average for the year	3.7	10 per quarter	
Provide an effective traffic and law enforcement service	4/09-0292-2	Minimum number of scheduled foot patrols worked	90 per quarter	319 for the year	3.4	90 per quarter	115.3 pq average for the year	3.9	90 per quarter	
Provide an effective traffic and law enforcement service	4/09-0292-3	Number of vehicle check points held	minimum 70 per quarter	198.3 pq average	4.2	minimum 70 per quarter	104.3 pq average for the year	4.3	minimum 70 per quarter	
Provide an effective traffic and law enforcement service	4/09-0292-4	Number of by-law operations held	12 per quarter	18.8 pq average	4.5	12 per quarter	23.5 pq average for the year	4.7	12 per quarter	
Effectively manage speeding fines	4/09-0293-1	% of first notifications issued by service providers within 30 days	100%	100%	3	100%	100%	3	100%	
Effectively manage speeding fines	4/09-0293-2	Minimum number of mobile speed camera operational hours	600 hrs per quarter	635.3 hrs average pq for	3.8	600 hrs per quarter	705.7 hrs average pq for	3.7	600 hrs per quarter	

Annual Report for 2020/2021

				the year			the year			
Ensure that legal registers are compliant	4/09-0294	Number of months that the maintenance of court and AG registers was done by service provider	3 per quarter	10 for the year	2.5	3 per quarter	12 for the year	3	3 per quarter	
Report to council regularly	4/09-0295	Number of monthly reports submitted	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Undertake pro-active programmes and projects	4/09-0297-1	Number of awareness campaigns held	20 per annum	26 for the year	3.9	20 per annum	69 for the year	5	20 per annum	
Proper execution of reconciliations	4/09-0301	Number of months that all daily reconciliations regarding vehicle registrations and licencing were done timeously	3 per quarter	9 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Increase in law compliance	4/12-0002	Number of interactions with public prosecutors in respect of withdrawal of traffic fines and court sentences held	2 for the year	4 for the year	5	2 for the year	3 for the year	4.5	2 for the year	
Update risk assessment	4/17-0147	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Manage the Traffic and Law Enforcement function	4/17-0148	Were inspections of departmental firearms and ammunition done	Yes (bi-annually by Nov and May)	No	1.5	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Productive workforce	4/17-0187	% of person days lost per month due to sick leave	4% pm maximum	2.7 pm average for the year	3.3	4% pm maximum	3.9% pm average for the year	3	4% pm maximum	
Inform staff	4/19-0047	Number of invocoms held			0	1 per quarter	5 for the year	3	1 per quarter	

(d) Employees: Traffic Policing and By-law Enforcement

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	12	12	12	0	0.00%
10 - 12	42	42	42	0	0.00%
13 - 15	2	2	2	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	57	57	57	0	

(e) Financial Performance: Traffic Policing and By-law Enforcement

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R29 518 710	R27 052 661	R27 298 000	R29 990 392	9.80%
2 Contracted Services	R2 071 093	R3 064 233	R3 112 399	R2 698 211	-13.57%
3 Other	R22 217 001	R13 462 237	R21 811 491	R25 798 586	47.82%
TOTAL	R53 806 804	R43 579 131	R52 221 890	R58 487 189	

(f) Capital Expenditure: Traffic Policing and By-law Enforcement

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 17-0064 Vehicles Traffic: CK14877 Nissan bakkie	R561 600	R561 600	R502 632	-11.73%
20/21 19-0028 Neighbourhood Watch point: Alfa Street	R0	R100 000	R100 000	100.00%
20/21 18-0068 Equipment K9 Unit	R50 000	R50 000	R40 863	-22.36%
TOTAL	R611 600	R711 600	R643 495	

(g) Comment on the performance of Traffic Policing and By-law Enforcement overall

The Swartland Traffic & Law Enforcement Service (STLES) **key performance areas** are traffic policing and by-law enforcement and has the following key performance indicators which is measured monthly and quarterly:

- Foot patrols
- Roadblocks
- By-law enforcement
- Vehicle check points (VCP)
- Issuing of driving and learners licenses and roadworthiness of vehicles

3.7.2 FIRE FIGHTING SERVICES

(a) Introduction

Swartland Municipality has a Fire Fighting Service consisting of 6 full-time fire officers and 27 voluntary trained municipal workers. The top service delivery priorities for the year under review were:

- Preventing the outbreak or spread of fires
- The saving of lives and property
- To react rapidly with the available resources to extinguish reported fires.

During the year under review (2020/2021) the Swartland Fire Service reacted to 530 fires and 163 other incidents within the average turnout time especially within urban areas. The service delivery within the rural areas is still challenging due to the lack of resources. People living in informal settlements were given fire prevention tips to help them as a first line of response to the fires. Fire prevention campaigns were also aimed at the poor and a close relationship exists with schools and crèches in the municipal area.

The Fire Fighting Service is also responsible for the disaster management function.

(b) Municipal Fire Service Data

Category	Previous Year Actual Number	Actual Number
Average turnout time - urban areas	15	15
Total fire appliances at year end	9	10
Total fires attended in the year	407	530
Total of other incidents attended in the year	123	163
Average turnout time - rural areas	25	25
Fire fighters in post at year end	29	33
Average number of appliance off the road during the year	2	2

(c) Fire Service Policy performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Provide a quality fire fighting service	4/09-0285-1	Number of vehicles non-operational for more than 5 days during the month	0 maximum	0.7 pm average for the year	2.3	0 maximum	1 pm average for the year	3	0 maximum	REASON: Vehicle in for repairs
Provide a quality fire fighting service	4/09-0285-2	Number of written complaints regarding firefighting services received	5 maximum per annum	1 for the year	3	5 maximum per annum	0 for the year	3	5 maximum per annum	
Provide a quality fire fighting service	4/09-0285-3	Number of monthly inspection of vehicles and equipment done	3 per quarter	10 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Reduce fire risks through continuous public awareness	4/09-0286	Number of educational / awareness campaigns	10 for the year	8 for the year	3	10 for the year	10 for the year	3	10 for the year	
Properly maintain all supporting infrastructure	4/09-0287	Total no of hydrants monitored and repaired	500 for the year	69 for the year	3	500 for the year	506 for the year	3	500 for the year	
Strengthening of the fire fighting service	4/12-0001	Standard fire fighting by-law reviewed	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Update risk assessment	4/17-0135	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Fire prevention	4/17-0136-1	Number of pre-planning inspections and recommendations on issues related to the bylaws and other applicable codes, standards and regulations done	3 per quarter	11 for the year	3.5	3 per quarter	12 for the year	3	3 per quarter	

Fire prevention	4/17-0136-2	Scrutinize and make recommendations for approval of buildings plans	Yes	Yes	3	Yes	Yes	3	Yes	
Communication and liaison	4/17-0137-1	Liaise with other authorities, emergency services, organisations and service providers to ensure well coordinated fire service	Yes	Yes	3	Yes	Yes	3	Yes	
Communication and liaison	4/17-0137-2	Number of times the Swartland Municipality was represented at disaster management forum meetings, both local and district	1 per quarter	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0192	% of person days lost per month due to sick leave	4% pm maximum	0.8% pm average for the year	3.8	4% pm maximum	1.8% pm average for the year	3.6	4% pm maximum	
Inform staff	4/19-0038	Number of invocoms held	1 per quarter	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(d) Employees: Fire Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	4	4	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	6	6	0	

(e) Financial Performance: Fire Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R3 772 728	R5 208 100	R5 208 100	R5 109 284	-1.93%
2 Contracted Services	R333 131	R413 723	R606 314	R582 529	28.98%
3 Other	R1 357 433	R2 021 782	R2 022 672	R1 105 490	-82.89%
TOTAL	R5 463 292	R7 643 605	R7 837 086	R6 797 303	

(f) Capital Expenditure: Fire Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 19-0026 Vehicles Fire Services: New Fire Fighting Vehicle	R1 200 000	R1 200 762	R1 196 262	-0.31%
20/21 10-0139 Equipment Fire and Emergency Services	R120 000	R119 238	R119 064	-0.79%
TOTAL	R1 320 000	R1 320 000	R1 315 326	

(g) Comment on the performance of fire services overall

The available resources are used to do the best we can to safeguard the community and to respond rapidly to any fire. We are privileged to have the support of **West Coast District Municipal Fire Fighting Service** who are keen to help where they can.

3.7.3 CIVIL PROTECTION (INCLUDING DISASTER MANAGEMENT)

(a) Introduction

Disaster management within the municipality is still a big challenge. There is no dedicated staff responsible for disaster management. The Fire Chief is taking the responsibility of disaster management. The top service delivery priorities for the Municipality are: to proactively prevent, mitigate, respond and recover from the effects of all disasters. The municipality depends heavily on the support of the West Coast Disaster Management Centre for any back-up to a disaster.

(b) Civil protection (including disaster management) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Disaster Management	4/13-0010-1	Exercise of evacuation plans conducted	Yes (bi-annually in the first and second half of the financial year)	Yes (only in the first half)	3	Yes (bi-annually in the first and second half of the financial year)	Yes	3	Yes (bi-annually in the first and second half of the financial year)	
Disaster Management	4/13-0010-2	Disaster Management actions coordinated during a disaster	Yes (when disaster occurs)	Yes (Covid-19)	3	Yes (when disaster occurs)	Yes	3	Yes (when disaster occurs)	Covid-19
Disaster Management	4/13-0010-3	Disaster Management Plan and Disaster Recovery and Business Continuity Plan reviewed	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by end of Feb)	

(c) Financial Performance: Civil protection (including disaster management)

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R0	R0	R0	R0	0.00%
2 Contracted Services	R227 546	R0	R180 000	R90 006	100.00%
3 Other	R1 835 302	R2 000 000	R2 420 000	R891 841	-124.26%
TOTAL	R2 062 848	R2 000 000	R2 600 000	R981 847	

(d) Comment on the performance of Civil protection (including disaster management) overall:

No capital allocations are made in the budget for disaster management per se. In the operational budget an amount of R300 000 are set aside to help community members who have losses through fires destroying their living places.

Disaster Management is also taken seriously by the Civil and Development Departments as they recognise the linkage between disasters and development. The allocation of funds to address any disaster is still a great challenge.

3.8. SPORT AND RECREATION

3.8.1 SPORT, PARKS AND RECREATIONAL AREAS AND SWIMMING POOLS

(a) Introduction

The following projects were implemented in 2020/21 financial year:

1. The amount of R2 528 413.60 was spent on new Sportsfield lighting at Gabriel Pharaoh, Darling and Chatsworth Sportsgrounds.
2. The amount of R867 765.41 was spent on upgrades to the buildings of the Gabriel Pharaoh Sportsground, Darling. The amount of R2 000 000 is planned for the 2021/2022 financial year.

(b) Sport, Parks and Recreational Areas and Swimming Pools performance results

Sport

No indicators

Parks and recreational areas

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Implementation of planned park maintenance activities	4/19-0054	% of the operating budget allocated for maintenance spent			0	90% for the year	92% for the year	3.1	90% for the year	

Swimming pools

No indicators

(c) Employees: Sport, Parks and Recreational Areas and Swimming Pools

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	1	1	1	0	0.00%
07 - 09	4	4	4	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	5	5	5	0	

(d) Financial Performance: Sport, Parks and Recreational Areas and Swimming Pools**Sport**

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 161 231	R2 515 868	R2 515 868	R1 900 254	-32.40%
2 Contracted Services	R455 900	R689 396	R619 096	R448 381	-53.75%
3 Other	R2 074 819	R2 074 589	R2 054 507	R2 035 208	-1.93%
TOTAL	R4 691 950	R5 279 853	R5 189 471	R4 383 843	

Parks and Recreational Areas

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R11 520 849	R13 271 651	R13 271 651	R14 131 367	6.08%
2 Contracted Services	R959 658	R687 620	R1 389 817	R1 245 518	44.79%
3 Other	R1 557 673	R1 761 710	R1 899 452	R2 180 866	19.22%
TOTAL	R14 038 180	R15 720 981	R16 560 920	R17 557 751	

Swimming Pools

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
2 Contracted Services	R230 925	R180 371	R280 371	R258 093	30.11%
1 Employees	R1 632 426	R1 359 368	R1 357 220	R1 895 270	28.28%
3 Other	R244 213	R283 066	R284 471	R201 980	-40.15%
TOTAL	R2 107 564	R1 822 805	R1 922 062	R2 355 343	

(e) Capital Expenditure: Sport, Parks and Recreational Areas and Swimming Pools**Sport**

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 17-0075 Sport: Upgrading of Sports Grounds: Darling	R2 128 749	R2 359 855	R2 359 855	9.79%
20/21 19-0040 Sport: Security and upgrading: Kalbaskraal irrigation	R0	R31 172	R0	0.00%
20/21 17-0074 Sport: Upgrading of Sports Grounds: Chatsworth	R1 267 430	R1 036 324	R1 036 324	-22.30%
TOTAL	R3 396 179	R3 427 351	R3 396 179	

Parks and Recreational Areas

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 18-0074 Year-end transaction: Equipment Insurance (Parks)	R0	R0	R83 153	100.00%
20/21 11-0058 Equipment Parks	R58 000	R58 000	R57 445	-0.97%
20/21 17-0079 Parks: Ward Committee projects	R700 000	R1 231 056	R1 190 030	41.18%
TOTAL	R758 000	R1 289 056	R1 330 628	

Swimming Pools

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 20-0004 Swimming pool Moorreesburg: Boundary wall	R540 000	R540 000	R453 046	-19.19%
TOTAL				

(f) Comment on the performance of sport, parks and recreational areas and swimming pools overall

The IDP has five strategic goals and the provision of sport facilities, parks and swimming pools are aligned to the following strategic goals:

Three: Quality and Sustainable Living Environment

Five: Sufficient, Affordable and Well-Run Services

Various actions have been developed to ensure that the strategic goals are achieved.

3.8.2 CARAVAN PARK YZERFONTEIN

(a) Introduction

The caravan park is situated near the beach and has 121 camping sites which all have braai places and are provided with water and 10 amp electricity supply points. There are 5 ablution blocks, each with bath and shower with hot and cold running water. One of these blocks has a dedicated physically disabled ablution facility. Shops, the post office and restaurants are all within walking distance from the park. There are 4 holiday house units situated in a quiet part of the park and are all six-sleepers. They are fully equipped but bedding, towels and braai grid are not supplied.

The following amenities are available in or near the park:

1. Children's play park for up to 14 year olds.
2. Laundry with washing machines and a dryer.
3. A large community hall, tennis courts and a bowling green.

(b) Caravan park Yzerfontein performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Manage caravan parks effectively	4/09-0156-1	% of the operating budget for maintenance of caravan parks spent	100% for the year	58.7% for the year	3	100% for the year	37.0% for the year	1.1	100% for the year	
Manage caravan parks effectively	4/09-0156-2	Customer survey undertaken	Yes (annually during December)	Yes	3	Yes (annually during December)	Yes	3	Yes (annually during December)	
Manage caravan parks	4/09-0156-3	% "good" and "fair" ratings	90%	95.7%	3.2	90%	98.3%	3.3	90%	

effectively		out of the total ratings done by guests	minimum			minimum			minimum	
Manage caravan parks effectively	4/09-0156-4	Number of months that the caravan park maintenance checklist was updated			0	10 for the year	10 for the year	3	10 for the year	

(c) Employees: Caravan Parks

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	4	4	4	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	6	6	6	0	

(d) Financial Performance: Caravan Parks

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 522 718	R1 876 780	R1 876 780	R1 690 191	-11.04%
2 Contracted Services	R170 983	R174 681	R174 681	R116 371	-50.11%
3 Other	R101 054	R89 006	R100 170	R131 539	32.33%
TOTAL	R1 794 755	R2 140 467	R2 151 631	R1 938 101	

(e) Capital Expenditure: Caravan Parks

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 16-0044 Equipment YZF Caravan Park	R30 000	R30 000	R24 789	-21.02%
TOTAL	R30 000	R30 000	R24 789	

(f) Comment on the performance of Caravan Parks overall

The Yzerfontein Caravan Park is a very popular caravan park in the West Coast and is fully booked during December holidays as well as Easter Weekend.

It has a 90% and higher booking rate for weekends of February and March as well as long weekends during the summer.

The caravan park also has a good annual customer rating.

Newly built ablution facility at the Yzerfontein Caravan Park which is a wheelchair friendly facility.

Due to COVID 19 the caravan park is operating at 50 % until further notice.

3.8.3 HARBOUR YZERFONTEIN

(a) Introduction

The management of the Harbour has been outsourced since 1 September 2013 and every three years service providers can apply via the Supply Chain Management process to manage the harbour on behalf of the municipality.

(b) Financial Performance: Harbour Yzerfontein

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R0	R0	R0	R0	0.00%
2 Contracted Services	R59 537	R374 072	R284 072	R245 880	-52.14%
3 Other	R754	R10 463	R10 463	R1 869	-459.82%
TOTAL	R60 291	R384 535	R294 535	R247 749	

3.9. CORPORATE MANAGEMENT

3.9.1 MANAGEMENT CIVIL ENGINEERING SERVICES

(a) Civil Engineering Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
Improved access to water, sanitation and refuse removal	1/14-0023-1	% of urban households with access to at least piped (tap) water within 200 meters from dwelling	100%	100%	3	100%	100%	3	100%	
Improved access to water, sanitation and refuse removal	1/14-0023-2	% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100%	100%	3	100%	100%	3	100%	
Improved access to water, sanitation and refuse removal	1/14-0023-3	% households registered for refuse removal service which receive a service once a week	100%	100%	3	100%	100%	3	100%	
2 Indicators from IDP										
5.2 Investigate and report to council annually on the status quo condition of surfaced roads	2/17-0020	Report submitted to the Portfolio Committee	Yes (by end of Sep annually)	Yes	3	Yes (by end of Sep annually)	Yes	3	Yes (by end of Sep annually)	
5.2 Inform budgetary processes of funding requirement for maintenance and upgrading of surfaced roads.	2/17-0021	Budget requirements calculated and budget informed	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	Yes	3	Yes (by end of November annually)	
5.3 Review and maintain	2/17-0022	Master plans reviewed and	Yes (annually)	Yes	3	Yes	Yes	3	Yes	

master plans in accordance with the most recent growth model information		maintained	by end of March)			(annually by end of March)			(annually by end of March)	
5.4 Inform budgetary processes of funding requirement for maintenance, renewal, upgrading, extension and refurbishment of civil infrastructure	2/17-0023	Budget requirements calculated and budget informed	Yes (by end of November annually)	Yes	3	Yes (by end of Nov annually)	Yes	3	Yes (by end of November annually)	
5.1 Conduct an alternative water source study	2/18-0007	Study completed and report submitted to Portfolio Committee	Yes (by end of June 2020)	N/a	0	Yes (by end of June 2021)	Yes	3		
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0013	% of capital budget spent	Between 90% and 105%	88.1% for the year	3	Between 95% and 105%	97.6% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0014	Average % completion of capital projects	90% for the year	90% for the year	3	90% for the year	99.0% for the year	3.3	90% for the year	
Operating expenditure in line with budget and time frames	3/09-0015	% of operating budget spent	Between 90% and 100%	99.0% for the year	3	Between 90% and 100%	97.8% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0016	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0017	% of due council decisions initiated	100%	100% (160/160 resolutions initiated)	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0018	Number of monthly performance assessments and reconciliation of departmental records of	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	

		expenditure with finance records done								
Annual Report inputs provided by departments	3/09-0019	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0020	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0021	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0022	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	94.3% pm average for the year	3.1	90.0%	95.2% pm average for the year	3.2	90.0%	
Equal employment opportunity management	3/09-0023	% of employment opportunities applied for appropriate equity appointments	100%	66.7% (10/15 employees)	3	100% cumulative by end of June annually	94.4% (17/18 employees) for the year	3	100%	REASON: Coloured Male appointed in Semi-Skilled Level where Coloured Males are over-represented - Internal appointment made in terms of par 5.2.3(b) of the Recruitment and Selection Policy
Procurement in line with legal process	3/09-0024	% compliance with SCM policy with the exception of approved deviations	100%	100% (Total Requisitions= 2888)	3	100%	100%	3	100%	
Audit issues resolved	3/09-0025-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0025-2	% internal actions implemented within agreed time frame	100%	N/a	0	100%	91.0% by the end of Qtr 4	3	100%	REASON: Information and the electronic workflow in the Collaborator system have been lost as a result of the

											Cyber attack in October 2020. INTERVENTION: Business Engineering has been informed to restore the electronic business process in Collaborator. Due to several other processes that also need to be attended to, the critical processes will take precedence.
Audit issues resolved	3/09-0025-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	100%	3	100%	N/a	0	100%		NOTE: No comafs
Audit issues resolved	3/09-0025-4	% of Auditor General's findings implemented within agreed time frame	100%	98.0% by the end of Qtr 4	2.9	100%	100%	3	100%		
Risk identification and control implementation	3/09-0026-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)		REASON Qtr 2: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit. INTERVENTION: Risk assessments to be performed before the end of February 2021.
Risk identification and control implementation	3/09-0026-2	% of Risk Action Plans implemented in accordance with the agreed time frame	Yes (bi-annually by November and May)	Yes	3	Bi-annually by November and May	Yes	3	Yes (bi-annually by November and May)		
Risk identification and control implementation	3/09-0026-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes		
Risk identification and control implementation	3/09-0026-4	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	N/a	0	Yes	N/a	0	Yes		

control implementation		Audit informed of any changes in work procedures									
Risk identification and control implementation	3/09-0026-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	N/a	3	Yes		
Invocoms held	3/09-0028	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	15 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr		
Average duration of vacancies reduced	3/10-0017	Average duration of vacancies after decision was taken by management to fill the post	3 months maximum	3.6 months at the end of Qtr 4	3	3 months maximum	4.6 months at the end of Qtr 4	0	3 months maximum	REASON: Vacancy of Bricklayer (Moorreesburg) to be advertised as soon as internal candidates completed their Bricklaying Trade	
Productive workforce	3/10-0018	% of person days lost per month due to sick leave	4% pm maximum	2.3% pm average for the year	3.4	4% pm maximum	1.9% pm average for the year	3.5	4% pm maximum		
EPWP monitoring	3/11-0001-1	Number of Full Time Equivalents (FTE's) for the financial year	103 for the whole organisation	111.9 for the organisation	3.3	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation		
EPWP monitoring	3/11-0001-2	Number of work opportunities created during the financial year	296 for the whole organisation	223 for the organisation	3	296 for the whole organisation	302 for the organisation	3	296 for the whole organisation		
Improved water sustainability	3/12-0086	% total water losses	Maintain the annual average below 17%	17.95% for the rolling year	4	Maintain the annual average below 17%	17% (Provisional)	3	Maintain the annual average below 17%		
Asset safeguarding	3/14-0001-1	All moveable assets that	Yes	N/a	0	Yes	N/a	0	Yes		

		became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management								
Asset safeguarding	3/14-0001-2	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Communication Strategy implementation	3/14-0014-1	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Communication Strategy implementation	3/14-0014-2	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Issuing of safety clothing	3/17-0003	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0008	% spending of grants	100% by end of June	99.1% for the year	3	100% by end of June	100% for the year	3	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0084	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	

Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0013	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department	Annually by 9 July	Yes	3	Annually by 9 July	Yes	3	Annually by 9 July	
Monitor the performance of contractors in terms of section 116(2)(b) of the MFMA	3/19-0007	Performance of contractors under supply chain contracts or agreements monitored on a monthly basis at the performance assessment meetings			0	Yes	Yes	3	Yes	
Training needs of staff	3/19-0014	Training needs of staff identified and provided to HR at meetings held with all departments during November annually	Yes (annually by November)	Yes	3	Yes (annually by November)	No	3	Yes (annually by November)	REASON: Due to a shortage of funds only certain training projects could realise for 2020/21 (E2 Actual Training for 2020/21).
4 Indicators Division Heads										
Update of Risk assessment (Johan Venter)	4/18-0011	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	REASON Qtr 2: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit. INTERVENTION: Risk assessment to be performed before the end of February 2021.
Continuously do master planning (Johan Venter)	4/18-0013	Master plans reviewed	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Assessment of Infrastructure (Johan Venter)	4/18-0014	Priority projects for upgrading, refurbishment and renewal of infrastructure prepared	Yes (annually by April)	Yes	3	Yes (annually by April)	Yes	3	Yes (annually by April)	

Annual Report for 2020/2021

Capital Project Implementation (Johan Venter)	4/18-0015-1	Capital project implementation prepared	Yes (annually by April)	Yes	3	Yes (annually by April)	Yes	3	Yes (annually by April)	
Capital Project Implementation (Johan Venter)	4/18-0015-2	Capital project implementation schedule updated	Yes	Yes	3	Yes	Yes	3	Yes	
Assessment of Equipment and Vehicle Fleet (Johan Venter)	4/18-0016	Vehicle and Equipment replacement budget prepared	Yes (by end of October)	Yes	3	Yes (by end of October)	Yes	3	Yes (by end of October)	
Ensure up to date policies (Jonhill Spies)	4/18-0017-2	Maintenance report submitted to Department of Transport	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	
Continuously do master planning (Jonhill Spies)	4/18-0018	Master plan reviewed	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Assessment of Infrastructure (Jonhill Spies)	4/18-0019	Priority projects for upgrading, refurbishment and renewal of infrastructure prepared	Yes (annually by April)	Yes	3	Yes (annually by April)	Yes	3	Yes (annually by April)	
Capital Project Implementation (Jonhill Spies)	4/18-0020-1	Capital project implementation schedule prepared	Yes (annually by April)	Yes	3	Yes (annually by April)	Yes	3	Yes (annually by April)	
Capital Project Implementation (Jonhill Spies)	4/18-0020-2	Capital project implementation schedule updated	Yes	Yes	3	Yes	Yes	3	Yes	
Capital Project Implementation (Jonhill Spies)	4/18-0020-3	MTREF MIG project list prepared	Yes (by end of October)	Yes	3	Yes (by end of October)	Yes	3	Yes (by end of October)	
Update of Risk assessment (John Barlow)	4/19-0002	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	REASONS: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit.

Assessment of Equipment and Vehicle Fleet (John Barlow)	4/19-0004	Vehicle and Equipment replacement budget prepared	Yes (by end of Oct)	Yes	3	Yes (by end of Oct)	Yes	3	Yes (by end of Oct)	
Inform staff (John Barlow)	4/19-0032	Number of invocoms held	1 per quarter	7 for the year	3	1 per quarter	5 for the year	3	1 per quarter	
Inform staff (Johan Venter)	4/19-0046	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	
Inform staff (Jonhill Spies)	4/19-0051	Number of invocoms held	1 per quarter	8 for the year	3	1 per quarter	8 for the year	3	1 per quarter	
Productive workforce (John Barlow)	4/19-0053	% of person days lost per month due to sick leave	4% pm maximum	2.6% average for the year	3.3	4% pm maximum	2.6% pm average for the year	3.4	4% pm maximum	
Ensure up to date policies (Johan Venter)	4/19-0060-1	Water Services Audit report reviewed	Yes (annually by Nov)	Yes	3	Yes (annually by Nov)	Yes	3	Yes (annually by Nov)	
Ensure up to date policies (Johan Venter)	4/19-0060-2	Integrated Waste Management Plan reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Reporting (Jonhill Spies)	4/19-0067-1	Monthly reports on the MIG programme submitted	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Reporting (Jonhill Spies)	4/19-0067-2	Annual report on the MIG programme submitted	Yes (by end of October)	Yes	3	Yes (by end of October)	Yes	3	Yes (by end of October)	
Reporting (Jonhill Spies)	4/19-0067-3	DIIP submitted	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Update of Risk assessment (Jonhill Spies)	4/19-0068	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	REASON Qtr 2: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late

										commence of the AG audit. INTERVENTION: Risk assessment to be performed before the end of February 2021.
Productive workforce (Jonhill Spies)	4/19-0069	% of person days lost per month due to sick leave	4% pm maximum	0.75 pm average for the year	3.8	4% pm maximum	0% pm average for the year	4	4% pm maximum	

(b) Employees: Civil Engineering Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	4	3	4	1	25.00%
19 - 20	1	1	1	0	0.00%
TOTAL	7	6	7	1	

(c) Financial Performance: Civil Engineering Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 655 249	R2 812 267	R2 812 267	R2 920 108	3.69%
2 Contracted Services	R3 551	R1 685	R1 685	R0	0.00%
3 Other	R567 666	R619 866	R616 366	R557 421	-11.20%
TOTAL	R3 226 466	R3 433 818	R3 430 318	R3 477 529	-7.51%

(d) Capital Expenditure: Civil Engineering Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 09-0021 ac Equipment Civil Services	R44 000	R32 481	R12 910	-240.82%
TOTAL	R44 000	R32 481	R12 910	

3.9.2 MANAGEMENT CORPORATE SERVICES**(a) Corporate Services performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
People from employment equity target groups employed	1/14-0027	% of Previously disadvantaged individuals appointed for the month in terms of the Municipality's approved Employment Equity plan	70% (report bi-annually to Mayoral Committee)	48.3% (14/29 employees for the year)	3	70%	53.8% (7/13 employees for the year)	3	70%	REASON: Suitably qualified candidates from the designated groups could not be recruited
Budget spent on implementing the workplace skills plan	1/14-0028	% of the municipality's salary budget actually spent on implementing its workplace skills plan	0.83% (R1 805 366)	63.8% of 0.83% of the year	3	1% (Council budgeted 0.5% (R1 196 912))	0.7% for the year	3	At least 90%	Target in IDP = 1% (R2 393 824). Council budgeted 0.5% (R1 196 912).
2 Indicators from IDP										
4.3 Implement a programme of innovative interventions, e.g. diversity management and awareness, climate creation to ensure sound employee relations and practices	2/17-0072	Programme implemented	By July 2019	Yes	3	By June 2021	Yes	3		

4.10 Implement data analysis procedure for future municipal needs (see elaboration)	2/20-0003	Data analysis implemented			0	Yes (by June 2022)	N/a - next financial year	0	Yes (by June 2022)	
3.10 Implement title restoration programme in cooperation with Human Settlements (2020/21 & 2021/22)	2/20-0004	Percentage of pre-1994 properties (estate cases) transferred			0	50% of 24 by June 2021	58%	3.5	100% of 24 by June 2022	
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0032	% of capital budget spent	Between 90% and 105%	5.2% for the year (excluding year-end transactions)	3	Between 95% and 105%	99.9% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0033	Average % completion of capital projects	90.0% for the year	97.0% for the year	3.2	90.0% for the year	100% for the year	3.3	90.0% for the year	
Operating expenditure in line with budget and time frames	3/09-0034	% of operating budget spent	Between 90% and 100%	101.2% for the year	3	Between 90% and 100%	88.0% for the year	3	Between 90% and 100%	REASON: Underspending on legal cost and depreciation (the Standard and Nedbank buildings moved to work-in-progress)
Workforce training roll-out	3/09-0035	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0036	% of due council decisions initiated	100%	100% (361/361 resolutions initiated)	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0037	Number of monthly performance assessments and reconciliation of	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	

		departmental records of expenditure with finance records done								
Annual Report inputs provided by departments	3/09-0038	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0039	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0040	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0041	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	96.8% pm average for the year	3.2	90.0%	94.5% pm average for the year	3.2	90.0%	
Equal employment opportunity management	3/09-0042	% of employment opportunities applied for appropriate equity appointments	100%	25.0% (1/4 employees) for the year	3	100%	100% (6/6 employees) for the year	3	100%	
Procurement in line with legal process	3/09-0043	% compliance with SCM policy with the exception of approved deviations	100%	100% (Total Requisitions= 473)	3	100%	100%	3	100%	
Audit issues resolved	3/09-0044-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0044-2	% internal actions implemented within agreed time frame	100%	N/a	0	100%	100% by the end of Qtr 4	3	100%	
Audit issues resolved	3/09-0044-3	% of Auditor General's queries (comafs) for which	100%	100%	3	100%	100%	3	100%	

		an action plan was submitted within 5 working days								
Audit issues resolved	3/09-0044-4	% of Auditor General's findings implemented within agreed time frame	100%	100%	3	100%	100%	3	100%	
Risk identification and control implementation	3/09-0045-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0045-2	% of Risk Action Plans implemented in accordance with the agreed time frame	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Qtr 2 N/a; Qtr 4 Yes	3	Yes (bi-annually by November and May)	NOTE Qtr 2: No action plans
Risk identification and control implementation	3/09-0045-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0045-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0045-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	
Invocoms held	3/09-0047	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	10 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0038	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	0 months at the end of Qtr 4	3	3 months maximum	5 months at the end of qtr 4	3	3 months maximum	REASON: New vacancy of Communications & Public Relations Officer vacant since 1 July 2020. Vacancy advertised externally and

										successful candidate did not accept the offer of employment.
Productive workforce	3/10-0039	% of person days lost per month due to sick leave	4% pm maximum	2.1% pm average for the year	3.5	4% pm maximum	2.2% pm average for the year	3.4	4% pm maximum	
EPWP monitoring	3/12-0012-1	Number of Full Time Equivalent (FTE's) for the financial year	103 for the whole organisation	111.9 for the organisation	3.3	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	
EPWP monitoring	3/12-0012-2	Number of work opportunities created during the financial year	296 for the whole organisation	223 for the organisation	3	296 for the whole organisation	302 for the organisation	3	296 for the whole organisation	
Assets safeguarding	3/14-0005-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Assets safeguarding	3/14-0005-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	N/a	3	Yes	Yes	3	Yes	
Promote employment equity through continuous planning	3/16-0009	Review of employment equity plan as a result of any major event or restructuring that occurred during the financial year	Yes (by end of November)	N/a	0	Yes (by end of June)	Yes	3	Yes (by end of June)	

Annual Report for 2020/2021

Issuing of safety clothing	3/17-0007	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0012	% spending of grants	100% by end of June	97.6% for the year	3	100% by end of June	98.5% for the year	3	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0083	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0011	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department	Annually by 9 July	Yes	3	Annually by 9 July	Yes	3	Annually by 9 July	
Monitor the performance of contractors in terms of section 116(2)(b) of the MFMA	3/19-0006	Performance of contractors under supply chain contracts or agreements monitored on a monthly basis at the performance assessment meetings	Yes	Yes	3	Yes	Yes	3	Yes	
Training needs of staff	3/19-0013	Training needs of staff identified and provided to HR at meetings held with all departments during November annually	Yes (annually by November)	Yes	3	Yes (annually by November)	No	3	Yes (annually by November)	REASON: Due to a shortage of funds only certain training projects could realise for 2020/21 (E2 Actual Training for 2020/21).

(b) Employees: Corporate Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	2	2	2	0	0.00%
07 - 09	3	3	3	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	2	1	50.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	7	7	8	1	

(c) Financial Performance: Corporate Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R6 811 782	R7 413 559	R7 283 880	R7 395 366	-0.25%
2 Contracted Services	R2 881 502	R3 495 223	R2 838 603	R1 363 190	-156.40%
3 Other	R5 042 686	R3 073 616	R3 894 594	R1 841 383	-66.92%
TOTAL	R14 735 970	R13 982 398	R14 017 077	R10 599 939	

(d) Capital Expenditure: Corporate Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 09-0021 ad Equipment Corporate	R20 000	R20 000	R19 799	-1.01%
20/21 18-0053 Purchase of land for cemetery, Moorreesburg	R420 000	R420 000	R414 174	-1.41%
20/21 20-0026 Purchase of land: Die Kraaltjie, Transnet Erf 47	R400 000	R0	R0	0.00%
20/21 20-0027 Purchase of Property: Erf 507 Malmesbury (Office accommodation - Nedbank)	R12 650 000	R12 334 796	R12 334 796	-2.56%
20/21 20-0028 Purchase of Property: Erf 512 Malmesbury (Office accommodation - Standard	R5 000 000	R5 981 970	R5 981 970	16.42%

Bank)				
20/21 20-0029 Purchase of Land: Erf 2180 Moorreesburg	R20 000	R20 000	R19 303	-3.61%
20/21 20-0030 Purchase of Land: Erf 2876 Moorreesburg	R100 000	R0	R0	0.00%
20/21 20-0031 Purchase of Land: Erf 2111 Riebeeck Kasteel	R200 000	R0	R0	0.00%
TOTAL	R18 810 000	R18 776 766	R18 770 041	

3.9.3 MANAGEMENT DEVELOPMENT SERVICES

(a) Development Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
1.6 Promote the coordination of social development through partnerships: Internally: Internal Social Development Committee (ISOK) to identify additional action plans in each department that contributes to social development	2/17-0046-1	Agreement reached on additional action plans in each department	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
1.7 Develop guidelines for vulnerable women (gender)	2/17-0048	Gender action plan approved	Yes (by June 2020)	Yes	3	Yes (by June 2021)	Yes	3		Changes approved with the amendment of the IDP in May 2021: Objective changes to: Develop guidelines for vulnerable persons. KPI changes to: Guidelines for persons with disabilities approved

3.3 Finalise conservation and biodiversity management plan	2/17-0053-1	Management plan completed			0	By June 2021	Yes	3		Added in the IDP approved in May 2021
3.3 Finalise stewardship programme	2/17-0053-2	Registration of stewardship programme with Cape Nature on municipal land			0	By June 2021	N/a	0	By June 2022	Target changes with the amendment of the IDP in May 2021 to By June 2022
3.8 Do new housing developments in terms of the Social economic Facility Policy and the Spatial Development Framework (SDF)	2/17-0059	Council approval of budget and implementation for social facilities in terms of the project approval by DHS	Annually	N/a	0	Annually	N/a	0	Annually	REASON: The project (Abbotsdale SEF) has been removed due to budget constraints
3.8 Secure funding for the social facilities	2/17-0060	Council approval of budget and implementation for social facilities in terms of the project approval by DHS	Annually	N/a	0	Annually	N/a	0	Annually	REASON: The project (Abbotsdale SEF) has been removed due to budget constraints
3.9 Draft a credible social housing policy	2/20-0002	Social Housing policy completed			0	Yes (by June 2021)	N/a	0		REASON: With the amendment of the IDP in May 2021 the KPI and target are deleted
1.1 Support local economic development through skills and enterprise development	2/20-0005	Number of SMME training sessions			0	1 per quarter	9 for the year	3	1 per quarter	
1.1 Engagement with formal business on SMME support	2/20-0006	Annual engagement held			0	Yes (by June 2021)	Yes	3	Yes (annually by June)	
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0048	% of capital budget spent	Between 90% and 105%	61% for the year	3	Between 95% and 105%	90.5% for the year	2.8	Between 95% and 105%	Due to savings on housing grants
Capital project implementation	3/09-0049	Average % completion of capital projects	90.0% for the year	80.0% for the year	2.7	90.0% for the year	95% for the year	3.2	90.0% for the year	

Annual Report for 2020/2021

Operating expenditure in line with budget and time frames	3/09-0050	% of operating budget spent	Between 90% and 100%	106.0% for the year	3	Between 90% and 100%	90.7% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0051	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0052	% of due council decisions initiated	100%	100% (273/273 resolutions initiated)	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0053	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Annual Report inputs provided by departments	3/09-0054	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0055	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0056	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0057	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	96.1% pm average for the year	3.2	90.0%	96.7% pm average for the year	3.2	90.0%	NOTE: KPI was made inactive until such time as Collab reporting on this KPI is possible again
Equal employment opportunity management	3/09-0058	% of employment opportunities applied for appropriate equity appointments	100%	N/a	0	100%	0% (0/3 employees) for the year	3	100%	REASON: Two Coloured Females were appointed in the Semi-Skilled Level where Coloured Females are over

										represented. Internal appointment made in terms of par 5.2.3(b) of the Recruitment and Selection Policy. One Coloured Male was appointed in the Skilled Technical Level where Coloured Males are over represented. Vacancy of Building Inspector was advertised externally and suitably qualified candidates from the designated groups on Shortlist 1 did not pass the selection process. Vacancy was filled with a candidate from Shortlist 2.
Procurement in line with legal process	3/09-0059	% compliance with SCM policy with the exception of approved deviations	100%	100% (Total Requisitions = 501)	3	100%	100%	3	100%	
Audit issues resolved	3/09-0060-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0060-2	% internal actions implemented within agreed time frame	100%	N/a	0	100%	96%	3	100%	REASON: Inspections need to be performed by the Building Inspectors to determine the correct categories where insufficient information is available.
Audit issues resolved	3/09-0060-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0060-4	% of Auditor General's	100%	100%	3	100%	100%	3	100%	

		actions implemented within agreed time frame								
Risk identification and control implementation	3/09-0061-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0061-2	% of Risk Action Plans implemented in accordance with the agreed time frame	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Qtr 2 N/a; Qtr 4 Yes	3	Yes (bi-annually by November and May)	REASON: There were no action plans in Quarter 2
Risk identification and control implementation	3/09-0061-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0061-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0061-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	
Invocoms held	3/09-0063	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0035	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	N/a - No vacancies	0	3 months maximum	0 months at the end of qrt 4	3	3 months maximum	
Productive workforce	3/10-0036	% of person days lost per month due to sick leave	4% pm maximum	0.8% pm average for the year	3.9	4% pm maximum	1.3% pm average for the	3.7	4% pm maximum	

							year			
EPWP monitoring	3/12-0011-1	Number of Full Time Equivalent (FTE's) for the financial year	103 for the whole organisation	111.9 for the organisation	3.3	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	
EPWP monitoring	3/12-0011-2	Number of work opportunities created during the financial year	296 for the whole organisation	223 for the organisation	3	296 for the whole organisation	302 for the organisation	3	296 for the whole organisation	
Assets safeguarding	3/14-0004-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Assets safeguarding	3/14-0004-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	N/a	0	Yes	Yes	3	Yes	
Communication Strategy implementation	3/14-0018-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0018-2	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

Annual Report for 2020/2021

Issuing of safety clothing	3/17-0006	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0011	% spending of grants	100% by end of June	76.0% for the year	3	100% by end of June	91.4% for the year	2.7	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0082	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0012	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department	Annually by 9 July	Yes	3	Annually by 9 July	Yes	3	Annually by 9 July	
Monitor the performance of contractors in terms of section 116(2)(b) of the MFMA	3/19-0005	Performance of contractors under supply chain contracts or agreements monitored on a monthly basis at the performance assessment meetings	Yes	Yes	3	Yes	Yes	3	Yes	
Training needs of staff	3/19-0012	Training needs of staff identified and provided to HR at meetings held with all departments during November annually	Yes (annually by November)	Yes	3	Yes (annually by November)	No	3	Yes (annually by November)	REASON: Due to a shortage of funds only certain training projects could realise for 2020/21 (E2 Actual Training for 2020/21).

(b) Employees: Development Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	2	2	2	0	

(c) Financial Performance: Development Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 790 660	R1 926 555	R1 926 555	R2 260 624	14.78%
2 Contracted Services	R0	R1 685	R1 685	R0	0.00%
3 Other	R118 939	R150 167	R150 741	R143 530	-4.62%
TOTAL	R1 909 599	R2 078 407	R2 078 981	R2 404 154	

(d) Capital Expenditure: Development Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 11-0097 Equipment Development Services	R38 000	R38 000	R11 069	-243.29%
TOTAL	R38 000	R38 000	R11 069	

3.9.4 MANAGEMENT ELECTRICAL ENGINEERING SERVICES

(a) Electrical Engineering Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
Improved access to electricity	1/14-0024	% of urban households with access to electricity	100%	100%	3	100%	100%	3	100%	
2 Indicators from IDP										
5.5 Review and maintain master plans	2/17-0025	Master plans reviewed and maintained	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
5.6 Inform budgetary processes of funding requirement for maintenance, renewal, upgrading, extension and refurbishment of electrical infrastructure	2/17-0028	Budget and motivation submitted to budget office (minimum 6% of annual electricity revenue allocation is a Nersa license condition)	Yes (by end of November annually)	Yes	3	Yes (by end of Nov annually)	Yes	3	Yes (by end of November annually)	
5.7 Provide competitive tariffs for industrial consumers in support of economic growth	2/17-0029	Approval of tariffs by Nersa	Annually before end of June	Yes	3	Annually before end of June	Yes	3	Annually before end of June	
5.7 Maintain energy losses at an acceptable level	2/17-0064	% total energy losses (technical + non-technical)	Maintain the annual average below 8%	6.01% for rolling 12 months	4	Maintain the annual average below 8%	5.69% (provisional)	3.6	Maintain the annual average below 8%	
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0064	% of capital budget spent	Between 90% and 105%	89.7% for the year	3	Between 95% and 105%	97.3% for the year	3	Between 95% and 105%	

Capital project implementation	3/09-0065	Average % completion of capital projects	90.0% for the year	96.4% for the year	3	90.0% for the year	96.1% for the year	3	90.0% for the year	
Operating expenditure in line with budget and time frames	3/09-0066	% of operating budget spent	Between 90% and 100%	100.2% for the year	3	Between 90% and 100%	98.4% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0067	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0068	% of due council decisions initiated	100%	100%	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0069	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 per quarter	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Annual Report inputs provided by departments	3/09-0070	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0071	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0072	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0073	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	94.9% pm average for the year	3.2	90.0%	87.8% pm average for the year	2.9	90.0%	REASON: Annual and long term contracts not concluded yet. Note: KPI was made inactive until such time as Collab reporting on this KPI is possible again

Equal employment opportunity management	3/09-0074	% of employment opportunities applied for appropriate equity appointments	100%	N/a	0	100%	0% (0/3 employees) for the year	3	100%	REASON: Two Coloured males were appointed in the Semi-Skilled Level where Coloured males are over represented. One White male was appointed in the Skilled Technical Level where White males are over represented. Candidates from the designated groups in Shortlist 1 did not pass the interview.
Procurement in line with legal process	3/09-0075	% compliance with SCM policy with the exception of approved deviations	100%	100% (Total Requisitions = 773)	3	100%	100%	3	100%	
Audit issues resolved	3/09-0076-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0076-2	% internal actions implemented within agreed time frame	100%	N/a	0	100%	100%	3	100%	
Audit issues resolved	3/09-0076-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	100%	3	100%	N/a	0	100%	NOTE: No findings
Audit issues resolved	3/09-0076-4	% of Auditor General's actions implemented within agreed time frame	100%	100% at the end of qtr 4	3	100%	N/a	0	100%	NOTE: No findings by AG
Risk identification and control implementation	3/09-0077-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)	REASON Qtr 2: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit.
Risk identification and	3/09-0077-2	% of Risk Action Plans	Yes (bi-	Yes	3	Yes (bi-	Qtr 2	3	Yes (bi-	REASON: No actions plans in

control implementation		implemented in accordance with the agreed time frame	annually by November and May)			annually by November and May)	N/a; Qtr 4 Yes		annually by November and May)	quarter 2
Risk identification and control implementation	3/09-0077-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0077-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	NOTE: ICT procedures changed - to be documented
Risk identification and control implementation	3/09-0077-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	NOTE: Cyber attack - Firewall failure
Invocoms held	3/09-0079	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	9 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0029	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	3 months by the end of Qtr 4	3	3 months maximum	0.7 months by the end of Qtr 4	3	3 months maximum	
Productive workforce	3/10-0030	% of person days lost per month due to sick leave	4% pm maximum	2.6% pm average for the year	3.3	4% pm maximum	1.9% pm average for the year	3.4	4% pm maximum	
EPWP monitoring	3/12-0009-1	Number of Full Time Equivalent (FTE's) for the financial year	103 for the whole organisation	111.9 for the organisation	3.3	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	
EPWP monitoring	3/12-0009-2	Number of work opportunities created	296 for the whole	223 for the organisation	3	296 for the whole	302 for the	3	296 for the whole	

		during the financial year	organisation	n		organisatio	organis		organisatio	
			n			n	ation		n	
Assets safeguarding	3/14-0002-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Assets safeguarding	3/14-0002-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	N/a	0	Yes	N/a	0	Yes	
Communication Strategy implementation	3/14-0016-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0016-2	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Issuing of safety clothing	3/17-0004	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0009	% spending of grants	100% by end of June	100% for the year	3	100% by end of June	100% for the year	3	100% by end of June	
Ensure that accurate	3/17-0080	Projected tariff increases	Yes	Yes	3	Yes	Yes	3	Yes	

revenue estimates are prepared in relation to operating requirements		determined for the budget of the new financial year	(annually by November)			(annually by end of February)			(annually by end of February)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0009	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department	Annually by 9 July	Yes	3	Annually by 9 July	Yes	3	Annually by 9 July	
Monitor the performance of contractors in terms of section 116(2)(b) of the MFMA	3/19-0003	Performance of contractors under supply chain contracts or agreements monitored on a monthly basis at the performance assessment meetings	Yes	Yes	3	Yes	Yes	3	Yes	
Training needs of staff	3/19-0010	Training needs of staff identified and provided to HR at meetings held with all departments during November annually	Yes (annually by November)	Yes	3	Yes (annually by November)	No	3	Yes (annually by November)	REASON: Due to a shortage of funds only certain training projects could realise for 2020/21 (E2 Actual Training for 2020/21).

(b) Employees: Electrical Engineering Services

The employees of the Electrical Engineering Services Department are incorporated under paragraph 3.2.3(e) Employees: Electricity Distribution.

(c) Financial Performance: Electrical Engineering Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 582 053	R1 641 840	R1 641 840	R1 665 865	1.44%
2 Contracted Services	R0	R0	R0	R0	0.00%
3 Other	R65 346	R90 492	R90 492	R36 130	-150.46%
TOTAL	R1 647 399	R1 732 332	R1 732 332	R1 701 995	

(d) Capital Expenditure: Electrical Engineering Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 11-0096 Equipment Electricity	R400 000	R400 000	R392 203	-1.99%

3.9.5 MANAGEMENT FINANCIAL SERVICES**(a) Financial Services performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
Ensure general financial viability	1/09-0096-1	% outstanding service debtors to revenue = B/C Where - B - represents total outstanding service debtors C - represents annual revenue actually received for services	Norm = 20%	8.1%	5	Norm = 20%	5.94%	5	Norm = 20%	Better than the norm
Ensure general financial viability	1/09-0096-2	Cost coverage = (B+C) / D Where - B - represents all available cash at a particular time C - represents investments D - represents monthly fixed operating expenditure	Norm = 1-3 months	9 Months	5	Norm = 1-3 months	10 mnths	5	Norm = 1-3 months	Better than the norm
Ensure general financial viability	1/09-0096-3	% debt coverage = D / (B-C) Where - B - represents total operating revenue	Norm = 45%	17.45%	5	Norm = 45%	14.07%	5	Norm = 45%	Better than the norm

		received C - represents operating grants D - represents debt service payments (i.e. interest + redemption) due within financial year								
Indigent households (qualifying households earning equal or less than R4515 per month or as per the CFO's discretionary powers) with access to free basic services	1/14-0025	% of indigent households with access to free basic services	100%	100%	3	100%	100%	3	100%	
2 Indicators from IDP										
4.7 Review budget related policies for purposes of insuring relevance and alignment to Budget Circular	2/17-0014	Review completed	Annually by February	Yes	3	Annually by March	Yes	3	Annually by March	
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0080	% of capital budget spent	Between 90% and 105%	100% for the year (excluding year-end transactions)	3	Between 95% and 105%	151.5% for the year	3	Between 95% and 105%	Budget = R233 214, YTD Actual = R353 214, Year-end transactions = R13 512 528 YTD % = 151.5%, YTD % incl year-end transactions = 5945.5%
Capital project implementation	3/09-0081	Average % completion of capital projects	90% for the year	100%	3.3	90% for the year	100% for the year	3.3	90% for the year	
Operating expenditure in line with budget and time frames	3/09-0082	% of operating budget spent	Between 90% and 100%	97.3% for the year	3	Between 90% and 100%	92.3% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0083	% of planned training	100%	100%	3	100%	100%	3	100%	

		sessions according to the Workplace Skills Plan realised								
Council decision implementation	3/09-0084	% of due council decisions initiated	100%	100%	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0085	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Annual Report inputs provided by departments	3/09-0086	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0087	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0088	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0089	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	96% average for the year	3.2	90.0%	95%	3.2	90.0%	NOTE: KPI was made inactive until such time as Collab reporting on this KPI is possible again
Equal employment opportunity management	3/09-0090	% of employment opportunities applied for appropriate equity appointments	100.0%	16.7% (1/6 employees) for the year	3	100.0%	50% (3/6 employees) for the year	3	100.0%	REASON: Two Coloured Females and One Coloured Male were appointed in the Semi-Skilled Level where Coloured Females and Males are over represented. One Coloured Male was appointed in the Professionally Qualified Level where Coloured Males are over represented. One White Female was

											appointed in the Semi-Skilled Level where White Females are over represented.
Procurement in line with legal process	3/09-0091	% compliance with SCM policy with the exception of approved deviations	100%	100% (Total Requisitions= 737)	3	100%	100%	3	100%		
Audit issues resolved	3/09-0092-1	% internal audit queries for which an action plan was submitted within 10 working days	100.0%	87.5% pm average for the year	2.6	100%	100%	3	100%		
Audit issues resolved	3/09-0092-2	% internal actions implemented within agreed time frame	100%	85.3% pm average for the year	2.6	100%	95.5% pm average for the year	3	100%	REASON: Information and the electronic workflow in the Collaborator system have been lost as a result of the Cyber attack in October 2020. The electronic issuing of water and electrical meters have to be re-installed.	
Audit issues resolved	3/09-0092-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	100%	3	100%	100%	3	100%		
Audit issues resolved	3/09-0092-4	% of Auditor General's findings implemented within agreed time frame	100%	92% by the end of Qtr 4	3	100%	100%	3	100%		
Risk identification and control implementation	3/09-0093-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Qtr 2 Yes; Qtr 4 Yes	1.5	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)	REASON Qtr 2: The Head, Income was not available during November and December 2020 to perform the risk assessment, due to the late commence of the AG audit and her retirement.	
Risk identification and control implementation	3/09-0093-2	% of Risk Action Plans implemented in accordance with the	Yes (bi-annually by November	Qtr 2 No; Qtr 4 Yes	1.5	Yes (bi-annually by November	Qtr 2 N/a; Qtr 4 Yes	3	Yes (bi-annually by November	REASON: No action plans during 2nd quarter	

		agreed time frame	and May)			and May)			and May)	
Risk identification and control implementation	3/09-0093-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	
Risk identification and control implementation	3/09-0093-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	NOTE: Creditors payment process - SOP
Risk identification and control implementation	3/09-0093-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	Yes	3	Yes	NOTE: SCM findings implemented
Invocoms held	3/09-0095	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
Average duration of vacancies reduced	3/10-0027	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	20 months at the end of Qtr 4	3	3 months maximum	2 months by the end of Qtr 4	3	3 months maximum	
Productive workforce	3/10-0028	% of person days lost per month due to sick leave	4% pm maximum	2.5% pm average for the year	3.3	4% pm maximum	2.4% pm average for the year	3.4	4% pm maximum	
Asset safeguarding	3/13-0004-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Asset safeguarding	3/13-0004-2	All moveable assets that became unusable or that	Yes	Yes	3	Yes	N/a	0	Yes	

		were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management								
Communication Strategy implementation	3/14-0015-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0015-2	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Issuing of safety clothing	3/17-0001	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0002	% spending of grants	100% by end of June	100% for the year	3	100% by end of June	100% for the year	3	100% by end of June	
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0079	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	
Ensure timeous submission of capital payment invoices and payment certificates to the finance department	3/18-0008	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department	Annually by 9 July	Yes	3	Annually by 9 July	Yes	3	Annually by 9 July	
Monitor the performance of contractors in terms of section 116(2)(b) of the MFMA	3/19-0002	Performance of contractors under supply chain contracts or agreements monitored on	Yes	Yes	3	Yes	Yes	3	Yes	

		a monthly basis at the performance assessment meetings								
Training needs of staff	3/19-0009	Training needs of staff identified and provided to HR at meetings held with all departments during November annually	Yes (annually by November)	Yes	3	Yes (annually by November)	No	3	Yes (annually by November)	REASON: Due to a shortage of funds only certain training projects could realise for 2020/21 (E2 Actual Training for 2020/21).

(b) Employees: Financial Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	0	1	1	100.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	2	1	2	1	

Other employees of Financial Services are incorporated under the separate Financial Services functions.

(c) Financial Performance: Financial Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R20 241 912	R22 819 562	R22 819 562	R24 135 366	5.45%
2 Contracted Services	R1 467 605	R4 711 711	R1 555 869	R1 427 036	-230.17%
3 Other	R9 172 625	R13 822 225	R9 853 394	R11 066 805	-24.90%
TOTAL	R30 882 142	R41 353 498	R34 228 825	R36 629 207	

(d) Capital Expenditure: Financial Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 16-0033 Vehicles Finance: CK40702 Citi Golf 310	R216 720	R188 975	R188 975	-14.68%
20/21 18-0073 Year-end transaction: Deeds	R0	R0	R13 479 486	100.00%
20/21 18-0077 Year-end transaction: Equipment Financial (donated)	R0	R0	R33 042	100.00%
20/21 09-0021 af Equipment Finance	R44 000	R164 239	R164 239	73.21%
TOTAL	R260 720	R353 214	R13 865 742	

3.9.6 MANAGEMENT OFFICE OF THE MUNICIPAL MANAGER

(a) Office of the Municipal Manager performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
1 General KPI's										
% of capital budget spent on capital projects identified for a particular financial year in terms of the municipality's IDP	1/14-0029	% of capital budget spent	Between 90% and 105%	85.9% for the year	3	Between 90% and 105%	102.5% for the year	3	Between 90% and 105%	Includes non cash year-end transactions of R13 630 719
2 Indicators from IDP										
2.1 Gain commitment from key stakeholders to collaborate systematically to strengthen local competitive advantages	2/17-0033	Number of key stakeholder groups actively contributing to improved competitive advantage			0	10 by end of Dec 2020	10 by end of Dec 2020	3	15 by end of Dec 2022	
2.2 Ensure adequate supply of land and services for commercial and industrial premises.	2/17-0034	Number of well located, serviced industrial sites available			0	15 by end of Dec 2020	17 by end of Dec 2020	3.4	20 by end of Dec 2022	
2.4 Establish a local business opportunity network incl. a local business directory	2/17-0036	Number of opportunities advertised / shared with Swartland businesses			0	50 by end of Dec 2020	128 by end of Dec 2020	5	100 by end of Dec 2022	
2.5 New (more enabling) Spatial Development Framework	2/17-0037	Number of key constraints to growth removed			0	2 by end of Dec 2020	2 by end of Dec 2020	3	3 by end of Dec 2022	
2.6 Establish an information portal pointing to best information sources including local support	2/17-0038	Number of unique visitors (local, with more than 1 page view)			0	300 by end of Dec 2020	535 by end of Dec 2020	5	400 by end of Dec 2022	

services										
4.6 Assign Risk Management responsibilities to Internal Audit as RM Shared Services contract ended	2/17-0065	Updated Internal Audit Charter which include risk management facilitation role			0	Every second year	100%	3	Every second year	IA Charter updated to be approved by the Performance and Risk Audit Committee on 25 May 2021
4.6 Compile a Handover procedure to newly appointed Manager, Internal Audit	2/17-0066	Complete handover procedure	By March 2020	No	0	By March 2021	N/a	0	By February 2022	Target to be moved to February 2022
4.6 Assign Disciplinary Committee responsibilities to four newly appointed members	2/17-0067	Appointment of new members for the Disciplinary Committee over a period of six months for continuity			0	2 members by July 2020 and thereafter every three years	All members appointed until 2022	3	2 members by July 2020 and thereafter every three years	
4.6 Maintain an effective independent Performance, Risk and Financial Audit Committee as per legislation (Appoint for three years, but can extend for six years)	2/17-0068	Appointment of new members for the PRF Committee over a period of three years for continuity	Annually by June	Yes	3	Annually by June	Yes - all members appointed	3	Annually by June	
3 Indicators Directors										
Sound management	3/09-0003	Number of monthly management meetings held	At least 10 p.a.	9 for the year	3	At least 10 p.a.	11 for the year	3	At least 10 p.a.	
Legally compliant procurement	3/09-0004	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum	0	3	0 maximum	0	3	0 maximum	
Performance and financial monitoring	3/09-0005	Number of monthly performance and financial assessments done	3 pq for 2 qtrs and 2 pq for 1 qrt	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	

Annual Report for 2020/2021

						qtr					
Annual report compilation and approval	3/09-0006-1	Annual Report as required by MFMA (121) tabled	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	NOTE: Two months exemption as per Government Notice nr 851 of 5 Aug 2020. Must be tabled before end of March. Was tabled on 11 March 2021	
Annual report compilation and approval	3/09-0006-2	Annual Report as required by MFMA (121) approved	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	NOTE: Two months exemption as per Government Notice nr 851 of 5 Aug 2020. Must be approved before end of May. Was tabled on 29 April 2021.	
Council decision implementation	3/09-0007	% of due council decisions initiated	100%	97% pm average for the year	2.9	100%	100%	3	100%		
Monitoring the IDP/Budget process	3/09-0008	Number of months that the IDP / Budget process schedule were checked	At least 10 p.a.	9 for the year	3	At least 10 p.a.	11 for the year	3	At least 10 p.a.		
Functional macrostructure maintained	3/09-0009	Annual review of the macro structure completed	Yes (before end of June)	Yes	3	Yes (before end of June)	Yes	3	Yes (before end of June)		
MFMA Section 131(1): Ensure that any issues raised by the Auditor-General in an audit report are addressed	3/10-0040	% of issues raised by the Auditor-General in an audit report addressed	100%	85.0%	3	100%	100%	3	100%		
Monitor and report on the performance of contractors in terms of section 116(2) of the MFMA	3/19-0001-1	Performance of contractors under supply chain contracts or agreements monitored on a monthly basis at the performance assessment meetings			0	Yes	Yes	3	Yes		
Monitor and report on the	3/19-0001-2	Number of reports on the			0	1 per	N/a	0	1 per	REASON: The Collab system	

performance of contractors in terms of section 116(2) of the MFMA		management of the contracts or agreements (supply chain) and the performance of contractors submitted to the Mayoral Committee				quarter			quarter	has been recovered and the performance of contractors can be updated on the Collab system, however officials must received training to ensure effective updating and reporting.
Training needs of staff	3/19-0015	Training needs of staff identified and provided to HR at meetings held with all departments during November annually	Yes (annually by Nov)	Yes	3	Yes (annually by November)	No	3	Yes (annually by November)	REASON: Due to a shortage of funds only certain training projects could realise for 2020/21 (E2 Actual Training for 2020/21).

(b) Employees: Office of the Municipal Manager

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	2	1	2	1	50.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	4	3	4	1	

(c) Financial Performance: Office of the Municipal Manager

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R3 202 337	R3 310 097	R3 288 360	R3 512 966	5.77%
2 Contracted Services	R9 565	R1 685	R1 685	R158	-966.46%
3 Other	R73 025	R605 862	R605 862	R58 007	-944.46%
TOTAL	R3 284 927	R3 917 644	R3 895 907	R3 571 131	

(d) Capital Expenditure: Office of the Municipal Manager

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 09-0021 ab Equipment Municipal Manager	R10 000	R3 203	R3 203	-212.25%
TOTAL	R10 000	R3 203	R3 203	

3.9.7 MANAGEMENT PROTECTION SERVICES

(a) Protection Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
1.8 Effective traffic and law enforcement execution by using our own Automated Number Plate Recognition Bus	2/17-0030	Number of reports on progress submitted to the portfolio committee	Yes (monthly - 10 per annum)	Yes (9 for the year)	3	10 per annum	10 for the year	3	Yes (monthly - 10 per annum)	
1.9 Effective safety partnerships in terms of the Integrated Safety Strategy through an MOU with all role-players, especially SAPS	2/17-0031	Report on progress submitted to the Mayoral Committee	Yes (annually by June)	No	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
1.10 Effective operation and monitoring by Traffic and Law Enforcement Division	2/17-0032	Number of reports on progress submitted to the Portfolio Committee	Yes (monthly - 10 per annum)	Yes (9 for the year)	3	10 per annum	12 for the year	3	10 per annum	
1.11 An effective operational Protection Service	2/18-0001-1	Secure budget to expand the current Firefighting and Emergency resources	Yes (annually by November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
1.11 An effective operational Protection	2/18-0001-2	Secure budget to expand the current Law			0	Yes (annually)	Yes	3	Yes (annually)	

Service		Enforcement resources				by November)			by November)	
1.12 Extension of learners licence centres for Darling and Riebeek Valley	2/18-0002-2	Learners licence centres operational in Darling and Riebeek Valley			0	Yes Darling: July 2020	N/a	0	July 2021	With the amendment of the IDP in May 2021 the target changed to "July 2021"
1.13 An effective Swartland Community Safety Forum	2/18-0003	Report submitted to the Mayoral Committee	Yes (Bi-annually)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0100	% of capital budget spent	Between 90% and 105%	70.8% for the year (excluding year-end transactions)	3	Between 95% and 105%	95.4% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0101	Average % completion of capital projects	90.0% for the year	90.0% for the year	3	90.0% for the year	100% for the year	3	90.0% for the year	
Operating expenditure in line with budget and time frames	3/09-0102	% of operating budget spent	Between 90% and 100%	87.7% for the year	2.9	Between 90% and 100%	104.4% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0103	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	
Council decision implementation	3/09-0104	% of due council decisions initiated	100%	98.6% (108/110 resolutions initiated)	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0105	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	

Annual Report for 2020/2021

Annual Report inputs provided by departments	3/09-0106	Departmental input to the annual report submitted by due date	Yes	Yes	3	Yes	Yes	3	Yes	
Budget inputs provided by departments	3/09-0107	Budget requests provided to financial department in accordance with the budget time schedule	Yes	Yes	3	Yes	Yes	3	Yes	
Assignments from the municipal manager completed	3/09-0108	Number of written warnings received from municipal manager	0 maximum	0	3	0 maximum	0	3	0 maximum	
Correspondence addressed in a timely manner	3/09-0109	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	96.1% pm average for the year	3.2	90.0%	93.2% pm average for the year	3.1	90.0%	NOTE: KPI was made inactive until such time as Collab reporting on this KPI is possible again
Equal employment opportunity management	3/09-0110	% of employment opportunities applied for appropriate equity appointments	100%	33.3% (3/9 employees) for the year	3	100%	50% (3/6 employees) for the year	3	100%	REASON: 2 Coloured Males appointed in the Semi-Skilled Level where Coloured Males are over represented. Firefighter posts are scarce skills and no suitably qualified candidates from the designated groups could be recruited. 1 Coloured Male appointed in the Skilled Technical Level where Coloured Males are over represented. Post of Examiner of Vehicles (scarce skill) advertised externally on two occasions and no suitably qualified candidates from the designated groups could be recruited.
Procurement in line with legal process	3/09-0111	% compliance with SCM policy with the exception of approved deviations	100%	100% (Total Requisitions = 368)	3	100%	100%	3	100%	

Audit issues resolved	3/09-0112-1	% internal audit queries for which an action plan was submitted within 10 working days	100%	100%	3	100%	100%	3	100%	
Audit issues resolved	3/09-0112-2	% internal actions implemented within agreed time frame	100%	N/a	0	100%	100%	3	100%	
Audit issues resolved	3/09-0112-3	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	100%	3	100%	N/a	0	100%	NOTE: No findings
Audit issues resolved	3/09-0112-4	% of Auditor General's findings implemented within agreed time frame	100%	100%	3	100%	N/a	0	100%	NOTE: No findings by AG
Risk identification and control implementation	3/09-0113-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0113-2	% of Risk Action Plans implemented in accordance with the agreed time frame	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0113-3	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes	Yes	3	Yes	Yes	3	Yes	NOTE: Risk Register COVID SCM contracts, Fire and Emergency Services and Covid-19 : Possible 3rd Wave
Risk identification and control implementation	3/09-0113-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	Yes	3	Yes	Yes	3	Yes	NOTE: New Level 1 regulations effective from 30 March 2021
Risk identification and control implementation	3/09-0113-5	Chief Risk Officer / Internal Audit informed of any incidents where	Yes	Yes	3	Yes	Yes	3	Yes	

		controls have failed (loss control register update)								
Invocoms held	3/09-0115	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	8 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	10 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	REASON: Lockdown regulations not allowing contact meetings.
Average duration of vacancies reduced	3/10-0032	Average duration of vacancies after decision was taken by management team to fill the post	3 months maximum	N/a (No vacancies at the end of qtr 4)	0	3 months maximum	0.7 months at the end of Qtr 4	3	3 months maximum	
Productive workforce	3/10-0033	% of person days lost per month due to sick leave	4% pm maximum	2.6% pm average for the year	3.3	4% pm maximum	3.7% pm average for the year	3	4% pm maximum	
EPWP monitoring	3/12-0010-1	Number of Full Time Equivalent (FTE's) for the financial year	103 for the whole organisation	111.9 for organisation ; 0.67 for dept	3.3	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	
EPWP monitoring	3/12-0010-2	Number of work opportunities created during the financial year	296 for the whole organisation	223 for organisation	3	296 for the whole organisation	302 for organisation	3	296 for the whole organisation	
Assets safeguarding	3/14-0003-1	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	
Assets safeguarding	3/14-0003-2	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to	Yes	Yes	3	Yes	Yes	3	Yes	

		the Head: Asset Management								
Communication Strategy implementation	3/14-0017-1	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Communication Strategy implementation	3/14-0017-2	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Effective monitoring of informal settlements	3/16-0004-1	Report to Portfolio Committee on any new informal dwellings / structures erected	Yes - monthly	Yes	3	Yes - monthly	Yes	3	Yes - monthly	
Issuing of safety clothing	3/17-0005	All safety clothing issued	Yes (by end of March)	Yes	3	Yes (by end of March)	Yes	3	Yes (by end of March)	
Spending of grants	3/17-0010	% spending of grants	100% by end of June	68.7% for the year	3	100% by end of June	80.2% for the year	2.4	100% by end of June	Reason: Swartland received an amount of R2,2 mil for 2020/2021 financial year. From this amount R1 213 565.09 could not be spent due to the timing and escalating backlogs since 29 March 2019 and the Covid-19 pandemic.
Ensure that accurate revenue estimates are prepared in relation to operating requirements	3/17-0081	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	
Ensure timeous submission of capital payment invoices	3/18-0010	Due date for last capital payment invoices and	Annually by 9 July	Yes	3	Annually by 9 July	Yes	3	Annually by 9 July	

and payment certificates to the finance department		payment certificates to be submitted to the Finance Department								
Monitor the performance of contractors in terms of section 116(2)(b) of the MFMA	3/19-0004	Performance of contractors under supply chain contracts or agreements monitored on a monthly basis at the performance assessment meetings	Yes	Yes	3	Yes	Yes	3	Yes	
Training needs of staff	3/19-0011	Training needs of staff identified and provided to HR at meetings held with all departments during November annually	Yes (annually by November)	Yes	3	Yes (annually by November)	No	3	Yes (annually by November)	REASON: Due to a shortage of funds only certain training projects could realise for 2020/21 (E2 Actual Training for 2020/21).

(b) Employees: Protection Services

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	2	2	2	0	

(c) Financial Performance: Protection Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R1 945 787	R2 087 266	R2 087 266	R2 174 059	3.99%
2 Contracted Services	R24 794	R41 777	R41 777	R22 311	-87.25%
3 Other	R82 416	R125 797	R125 797	R52 096	-141.47%
TOTAL	R2 052 997	R2 254 840	R2 254 840	R2 248 466	

(d) Capital Expenditure: Protection Services

ProjectName	OriginalBudget	AdjustmentBudget	Actual	OriginalBudgetVariance
20/21 10-0138 Equipment Protection	R96 000	R96 000	R74 711	-28.49%

3.10. OTHER SERVICES**3.10.1 ASSET AND FLEET MANAGEMENT****(a) Asset and Fleet Management performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Continuously report on and monitor insurance claims and general control accounts	4/09-0259-1	Number of reports on claims: New claims, outstanding claims, completed / rejected claims	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Continuously report on and monitor insurance claims and general control accounts	4/09-0259-2	Accident committee meeting held to determine accountability and recovering of access payments	Yes	Yes	3	Yes	Yes	3	Yes	

Annual Report for 2020/2021

Ensure the effective management of assets	4/09-0266-1	Asset verification process completed	Yes (annually by end of March)	N/a	0	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	
Properly manage vehicle expenditure	4/13-0002-1	Number of monthly meetings held with each director	2 pq for 2 qtrs and 3 pq for 2 qtrs	7 for the year	3	2 pq for 2 qtrs and 3 pq for 2 qtrs	10 for the year	3	2 pq for 2 qtrs and 3 pq for 2 qtrs	
Continuously report on and monitor asset and fleet management	4/17-0013	Number of asset and fleet management meetings held	1 per quarter	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Compile vehicle budget	4/17-0014-1	Directors assisted with identification of vehicles to be replaced	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Compile vehicle budget	4/17-0014-2	First draft budgets completed and submitted to CFO	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Ensure up to date policies	4/17-0015	Asset management policy and vehicle management policy reviewed	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Update risk assessment	4/17-0017	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Ensure effective management of assets	4/17-0018-1	Capture all new assets / disposals monthly on the financial system	12 for the year	10 for the year	2.5	12 for the year	12 for the year	3	12 for the year	
Ensure effective management of assets	4/17-0018-2	List of assets proposed for disposal submitted to MAYCO for approval	Yes (annually by end of November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Ensure effective	4/17-0018-3	Auction process of assets	Yes	Yes	3	Yes	Yes	3	Yes	

management of assets		overseen (e.g. that only assets approved by the MAYCO for disposal are submitted for the auction and that all the papers of the assets are in order)	(annually by end of November)			(annually by end of November)			(annually by end of November)	
Ensure effective management of assets	4/17-0018-4	Year end process: Asset register on financial system updated (impairments, residuals, review of useful life, depreciation, disposals, unbundling, new assets and condition assessment)	Yes (annually before 15 August)	Yes	3	Yes (annually before 15 August - exemption to 31 Oct)	Yes	3	Yes (annually before 15 August)	Target changed to end October only for the 2020/21 fin year
Productive workforce	4/17-0177	% of person days lost per month due to sick leave	4% pm maximum	2.6% pm average for the year	3.6	4% pm maximum	3.1% pm average for the year	3.2	4% pm maximum	
Inform staff	4/19-0033	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	

(b) Employees: Asset and Fleet Management

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	2	2	2	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	4	4	0	

3.10.2 BUDGET OFFICE AND COSTING

(a) Budget Office and Costing performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure up to date policies	4/17-0104	Virement policy and Budget implementation policy reviewed	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Update risk assessment	4/17-0106	Risk register updated	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	1.5	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Prepare operating and capital budget	4/17-0108-1	Verification of multi-year draft operating and capital budgets submitted to the CFO	Yes (annually by end of December)	Yes	3	Yes (annually by end of December)	Yes	3	Yes (annually by end of December)	
Prepare operating and capital budget	4/17-0108-2	Adjustment budget requests submitted to the Director Financial services	Yes (annually by November)	Yes	3	Yes (annually by December)	Yes	3	Yes (annually by December)	
Implementation of mSCOA	4/17-0110-1	Number of months that line items were correctly classified according to the mSCOA seven segments and the IDP goals	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Productive workforce	4/17-0198	% of person days lost per month due to sick leave	4% pm maximum	1.9% pm average for the year	3.5	4% pm maximum	1.8% pm average for the year	3.6	4% pm maximum	
Inform staff	4/19-0041	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	

(b) Employees: Budget Office and Costing

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

3.10.3 EXPENDITURE**(a) Expenditure performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Properly manage expenditure	4/09-0254-1	Number of meetings held to discuss operating budget expenditure with each director	2 per qtr for 2 qtrs and 3 per qtr for 2 qtrs	7 for the year	3	2 per qtr for 2 qtrs and 3 per qtr for 2 qtrs	10 for the year	3	2 per qtr for 2 qtrs and 3 per qtr for 2 qtrs	
Properly manage VAT	4/09-0255-1	Number of months SARS Statements were reconciled with municipality's VAT Submission Account	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Properly manage VAT	4/09-0255-2	Calculate the annual VAT apportionment ratio in terms of the VAT Act	Yes (annually by December)	Yes	3	Yes (annually by December)	Yes	3	Yes (annually by	

									December)	
Properly manage salary related transactions	4/09-0256-1	Draft salary budget completed and submitted to CFO	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Properly manage salary related transactions	4/09-0256-2	Number of months that calculation and payment of PAYE, UIF and SDL was done	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Properly manage salary related transactions	4/09-0256-3	Feedback from SARS concerning the IRP5's positive	Yes (annually before end of May)	Yes	3	Yes (annually before end of May)	Yes	3	Yes (annually before end of May)	
Pay creditors in a timely fashion	4/09-0257	% creditors paid within 30 days after receipt of statement/invoice	97.0%	98.6% average for the year	3	97.0%	99.1% average for the year	3.1	97.0%	
Identify Unauthorised, Irregular, Fruitless and Wasteful expenditure	4/16-0002-1	Unauthorised, Irregular, Fruitless and Wasteful Expenditure identified and reported to the Accounting Officer	Yes	Yes	3	Yes	N/a	0	Yes	
Identify Unauthorised, Irregular, Fruitless and Wasteful expenditure	4/16-0002-2	Unauthorised, Irregular, Fruitless and Wasteful Expenditure identified and reported to the MEC for local government and the Auditor-General after report received from Disciplinary Board	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure up to date policies	4/17-0060	Travelling and subsistence policy submitted to CFO for annual review	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Update risk assessment	4/17-0062	Risk register updated	Yes (bi-annually by	Qtr 2 No; Qtr 4 Yes	1.5	Yes (bi-annually by	Yes	3	Yes (bi-annually by	

			November and May)			November and May)			November and May)	
Manage access to systems	4/17-0063-1	User access to the payroll system reviewed (payroll section)	Yes (quarterly)	Yes	3	Yes (quarterly)	Yes	3	Yes (quarterly)	
Manage access to systems	4/17-0063-2	User access to the e-filing system reviewed (individual tax and VAT)	Yes (quarterly)	Yes	3	Yes (quarterly)	Yes	3	Yes (quarterly)	
Duties as tax representative of the municipality	4/17-0064-1	Dispute resolution in respect of penalties and interest incurred (VAT, PAYE, UIF and SDL)	Yes	N/a	0	Yes	N/a	0	Yes	No disputes
Duties as tax representative of the municipality	4/17-0064-2	Number of months that VAT was correctly declared before / on the end of the following month	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Duties as tax representative of the municipality	4/17-0064-3	Number of months that the PAYE, UIF and SDL were correctly declared before the 7th of the following month	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Manage the current bank accounts	4/17-0065-1	Number of bank reconciliations and related accounts finalised within 10 working days after end of month	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Manage the current bank accounts	4/17-0065-2	Number of months that verifications of bank charges and interest received are according to tender	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Productive workforce	4/17-0186	% of person days lost per month due to sick leave	4% pm maximum	1.5% pm average for the year	3.6	4% pm maximum	2.3% pm average for the	3.4	4% pm maximum	

							year			
Inform staff	4/19-0035	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	

(b) Employees: Expenditure

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	2	2	0	0.00%
07 - 09	6	5	5	0	0.00%
10 - 12	1	3	3	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	8	8	8	0	

3.10.4 FINANCIAL STATEMENTS AND CONTROL

(a) Financial Statements and Control performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Completion of financial statements in line with legislation	4/09-0263-1	Council's accounting policies reviewed	Yes (annually before the last week of August)	Yes	3	Yes (annually before the last week of August)	Yes	3	Yes (annually before the last week of August)	
Completion of financial statements in line with legislation	4/09-0263-2	Draft Financial Statements submitted to the Performance and Risk	Yes (annually before 21)	Yes	3	Yes (annually before 21)	Yes	3	Yes (annually before 21)	

		Audit Committee and inputs attended to prior to submission to Auditor General	August)			August)			August)	
Completion of financial statements in line with legislation	4/09-0263-3	Accurate and credible Financial Statements submitted to Auditor General	Yes (annually before end of August)	Yes	3	Yes (annually before end of August - exemption to 30 Oct)	Yes	3	Yes (annually before end of August)	Exemption as per Government Notice nr 851 of 5 Aug 2020
Completion of financial statements in line with legislation	4/09-0263-4	Auditor General findings timeously responded to	Yes (within 5 days)	Yes	3	Yes (within 5 days)	Yes	3	Yes (within 5 days)	
Manage and update finance and operating leases on lease register	4/17-0019	Lease register updated			0	Yes (Annually by Aug)	Yes	3	Yes (Annually by Aug)	
Monitoring of financial procedures against the approved financial statements	4/17-0072	All control account reconciliation statements and statistical returns timeously compiled and corrections performed in the following month.	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure up to date policies	4/17-0073-1	Cash management policy reviewed	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Ensure up to date policies	4/17-0073-2	All other policies of department quality reviewed and reported to CFO	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Update risk assessment	4/17-0075	Risk register updated	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	1.5	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Manage Investments and Loans	4/17-0076-1	Record transactions relating to loans in a	Yes (bi-annually by	Yes	3	Yes (bi-annually	Yes	3	Yes (bi-annually by	

		suitable register	June and December)			by June and December)			June and December)	
Manage Investments and Loans	4/17-0076-2	Ensure timeous monthly payments and accuracy of interest raised	Yes (bi-annually by June and December)	Yes	3	Yes (bi-annually by June and December)	Yes	3	Yes (bi-annually by June and December)	
Manage Investments and Loans	4/17-0076-3	Recommendations of investing of moneys submitted to the Director: Financial Services and Municipal Manager for approval and evidence of completed signed documents from financial institution.	Yes	Yes	3	Yes	Yes	3	Yes	
Manage Investments and Loans	4/17-0076-4	Keep investment register updated and verify correctness of interest received	Yes	Yes	3	Yes	Yes	3	Yes	
Compliance to GRAP Standards	4/17-0079	Implement changes to the financial statements and accounting procedures in accordance with adjustments to government legislation, regulations, policies, procedures and GRAP Standards	Yes (annually)	Yes	3	Yes (annually)	Yes	3	Yes (annually)	
Productive workforce	4/17-0190	% of person days lost per month due to sick leave	4% pm maximum	0.8% pm average for the year	3.8	4% pm maximum	0.8% pm average for the year	3.8	4% pm maximum	
Inform staff	4/19-0037	Number of invocoms held	1 per	8 for the	3	1 per	6 for the	3	1 per	

			quarter	year		quarter	year		quarter	
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(b) Employees: Financial Statements and Control

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	2	1	2	1	50.00%
19 - 20	0	0	0	0	0.00%
TOTAL	1	2	2	0	

3.10.5 FINANCIAL SYSTEMS ADMINISTRATION**(a) Financial Systems Administration performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Manage user sessions on the Financial System	4/17-0037	Report on managing of user sessions on the Financial System	Yes (Quarterly)	Yes	3	Yes (Quarterly)	Yes	3	Yes (Quarterly)	
Manage user support: Solve user requests and problems reported on the Financial System	4/17-0038	% of requests for problem solving lodged with Helpdesk resolved within 48 hours	90.0%	100%	3	90.0%	100%	3.3	90.0%	
Train and support users on the Financial System	4/17-0039-3	Report to CFO on specific training modules according to the various financial functions compiled and	Yes (annually before the end of June)	N/a	0	Yes (annually before the end of	Yes (achieved in March)	3	Yes (annually before the end of	

		reviewed				June)			June)	
Accurate and completeness of electronic payments	4/17-0041	Balance and verify electronic payments (Pay@) from vendors into the Financial Database after the import of the file sent by Pay@ via FTP	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Accurate and completeness of vehicle costing integration	4/17-0042-1	Standard Bank vehicle costing file downloaded, tested and balanced prior to importing into Financial system	Yes (with exception reported to Head)	Yes	3	Yes (with exception reported to Head)	Yes	3	Yes (with exception reported to Head)	
Accurate and completeness of vehicle costing integration	4/17-0042-2	Number of months that the correctness and integrity of data were tested prior to updating of data to the Financial System for monitoring by the Head: Assets and Fleet	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Effective execution and monitoring of ACB payment process	4/17-0043-1	Administer ACB applications received from the Head: Credit Control and capture new applications and/or make changes on Financial System accordingly	Yes	Yes	3	Yes	Yes	3	Yes	
Effective execution and monitoring of ACB payment process	4/17-0043-2	Complete reports on Promun on the ACB payments run of the previous month	Yes (latest 4 days before end of month)	Yes	3	Yes (latest 4 days before end of month)	Yes	3	Yes (latest 4 days before end of month)	
Effective completion of month-end procedure	4/17-0044-1	Number of month-end procedures completed successfully within 5 working days from the first working day of the month during which period	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

		challenges must be identified proactively and communicated to CFO or applicable functionary Head to prevent incorrect accounts.								
Effective completion of month-end procedure	4/17-0044-2	Number of months that the process of copying the Financial system to Admin system were managed.	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Effective completion of month-end procedure	4/17-0044-3	Number of months that the following procedures were managed: - Creating accounts - Sending of same via email to consumers with email addresses - Sending notices	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Availability of management and Audit information	4/17-0045	Number of months that the audit reports were created and placed in month-end folder	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Accuracy and completeness of Credit control process	4/17-0046-1	Setup and print of final notices for outstanding debt	Yes (quarter 2)	Yes	3	Yes (quarter 2)	Yes	3	Yes (quarter 2)	
Accuracy and completeness of Credit control process	4/17-0046-2	Handover of outstanding debts	Yes (quarters 3 and 4)	Yes	3	Yes (quarters 3 and 4)	Qtr 3 = N/a, Qtr 4 = Yes	3	Yes (quarters 3 and 4)	
Accuracy and completeness of Credit control process	4/17-0046-3	Data flow between Financial System and legal suite; and/or between Financial and Collab systems administered	Yes	Yes	3	Yes	Yes	3	Yes	
Accuracy and completeness of Annual	4/17-0047-1	Completion of annual debit raising procedure	Yes (annually by	Yes	3	Yes (annually	Yes	3	Yes (annually	

Annual Report for 2020/2021

Debit Raising			July)			by July)			by July)	
Accuracy and completeness of Annual Debit Raising	4/17-0047-2	Completion of interim valuation debit raising procedure	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	Yes	3	Yes (bi-annually by December and June)	
Ensure accuracy of monthly transactions in correct period	4/17-0048-1	Period 13 closed pursuant to regulatory audit	Yes (annually after completion of the AG's audit)	Yes	3	Yes (annually after completion of the AG's audit)	Yes	3	Yes (annually after completion of the AG's audit)	
Ensure accuracy of monthly transactions in correct period	4/17-0048-2	Monthly end and monthly close processes completed successfully	3 per quarter	8 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure accuracy of monthly transactions in correct period	4/17-0048-3	Periods for the capturing of old year correction transactions for purposes of financial statements opened and then closed after completion	Yes (July, August and November annually)	Yes	3	Yes (July, August and November annually)	Yes	3	Yes (July, August and November annually)	
Effective Setup/Maintenance of system	4/17-0049-1	All setup changes to the Financial system programs provided by the Financial System Provider managed with signed-off report on all new or revised software changes.	Yes	Yes	3	Yes	Yes	3	Yes	
Effective Setup/Maintenance of system	4/17-0049-2	Information from database as required from Management (ODBC) extracted and users assisted with extraction of information from database (ODBC)	Yes (provide reports in practical usable formats)	Yes	3	Yes (provide reports in practical usable formats)	Yes	3	No	
Update risk assessment	4/17-0050	Risk register updated	Yes (bi-	Yes	3	Yes (bi-	Yes	3	Yes (bi-	

			annually by November and May)			annually by November and May)			annually by November and May)	
Productive workforce	4/17-0183	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	4	4% pm maximum	0% pm average for the year	4	4% pm maximum	

(b) Employees: Financial Systems Administration

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
16 - 18	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
10 - 12	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	1	1	1	0	

3.10.6 INCOME**(a) Income performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that all monies are banked	4/09-0240	Number of months that monies are banked, except the shortages not paid in immediately	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Do proper financial planning	4/09-0242	Draft income budget submitted to CFO	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	
Ensure the proper inter-departmental management of income	4/09-0246	Number of meetings held with each director	3 pq for 2 qtrs and 2 pq for 2 qtrs	12 for the Year	3	3 pq for 2 qtrs and 2 pq for 2 qtrs	11 for the Year	3	3 pq for 2 qtrs and 2 pq for 2 qtrs	
Provide accurate service information	4/09-0251	Number of monthly updates of electricity and water statistics and distribution losses done	3 per quarter	12 for the year	3	3 per quarter	N/a	0	3 per quarter	REASON: The integrity of the report used in the distribution loss calculation is still being investigated
Ensure that electricity tariffs comply with legal requirements	4/09-0253	Electricity tariffs submitted to Council and NERSA	Yes (after 90 day budget approval)	Yes	3	Yes (after 90 day budget approval)	Yes	3	Yes (after 90 day budget approval)	
Ensure the proper management of income	4/09-0265-1	Number of months that the daily reports were in balance at the end of the month (excluding cashier shortages)	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure the proper management of income	4/09-0265-2	Number of months that the weekly reconciliations	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

		of cash were received								
Ensure up to date policies	4/17-0161	Input provided in respect of the review of policies and strategies	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Update risk assessment	4/17-0163	Risk register updated	Yes (bi-annually by November and May)	No	0	Yes (bi-annually by November and May)	Qrt2 No and Qrt 4 Yes	3	Yes (bi-annually by November and May)	REASON: Qrt 2 - Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit.
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-1	Number of months that the reconciliations of revenue votes to control accounts were certified as correct	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-2	Tariff adjustments controlled and coordinated for services, sundries and pre-paid meters	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-3	Financial year-end: Revenue entries finalised (investment properties, payment received in advance and tariff revenue)	Yes (annually by June)	Yes	3	Yes (annually by June)	No	0	Yes (annually by June)	REASON: The revenue entries are not finalised by June as we must still process additional entries and corrections for the financial statements. INTERVENTION: Perform financial statements finalising entries and journals for the financial statements.
Manage, control, monitor and coordinate services and sundries sections	4/17-0164-4	Number of months that meter readings were completed by the last working day of the month	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

Supply of statistical information	4/17-0166-1	Number of Back to Basics reports submitted to relevant National Government	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Supply of statistical information	4/17-0166-2	% of required quarterly reports submitted to the relevant National and Provincial Governments	100%	100%	3	100%	100%	3	100%	
Supply of statistical information	4/17-0166-3	% of required annual reports submitted to relevant National and Provincial Governments	100%	100%	3	100%	No	0	100%	REASON: The submissions and contributions to the annual report are performed with the financial statements drafting. INTERVENTION: Perform with the financial statements and annual report submissions.
Productive workforce	4/17-0176	% of person days lost per month due to sick leave	4% pm maximum	3.0 pm average for the year	3.2	4% pm maximum	2.4% pm average for the year	3.3	4% pm maximum	
Inform staff	4/19-0050	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	

(b) Employees: Income

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
16 - 18	0	0	0	0	0.00%
07 - 09	20	18	19	1	5.26%
19 - 20	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
00 - 03	0	0	0	0	0.00%
10 - 12	1	2	2	0	0.00%
04 - 06	11	11	11	0	0.00%
TOTAL	28	33	33	0	

3.10.7 LEGAL AND CREDIT CONTROL**(a) Legal and Credit Control performance results**

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Appropriately manage debt	4/09-0234-1	% of outstanding debtors handed over prior to year-end as agreed with the CFO	98% in quarter 4	N/a	0	98% in quarter 4	Yes	3	98% in quarter 4	
Appropriately manage debt	4/09-0234-2	Credible and accurate bi-annual report containing motivation for the writing off of irrecoverable debt submitted to CFO	Yes (bi-annually by Feb and May)	Yes	3	Yes (bi-annually by Feb and May)	Yes	3	Yes (bi-annually by Feb and May)	
Ensure up to date policies	4/17-0112	Review of policies and strategies submitted to CFO: Credit control and	Yes (annually by end of	Yes	3	Yes (annually by end of	Yes	3	Yes (annually by end of	

		debt collection policy and Indigent policy	January)			January)			January)	
Update risk assessment	4/17-0114	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Credit Control Management	4/17-0115-1	Report on arrears of municipal personnel and Council members to Municipal Manager and Director: Financial Services and measures taken to adress same	Yes	Yes	3	Yes	Yes	3	Yes	
Credit Control Management	4/17-0115-2	Make sure that cut-off list for termination and reconnection of services are carried out and that same is accurate	Yes	Yes	3	Yes	Yes	3	Yes	
Legal Collections Management	4/17-0117-1	Determine which accounts must be handed over for legal action to collect monies owing to Council	Yes (annually by June)	No	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Legal Collections Management	4/17-0117-2	% of accounts which were handed over, successfully collected	60% (annually by end of June)	No	3	60% (annually by end of June)	Yes	3	60% (annually by end of June)	
Legal Collections Management	4/17-0117-3	Evaluate and report effectiveness of processes and controls applied during handover	Yes (annually by end of June)	No	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Legal Collections Management	4/17-0117-4	Conduct workshop with members of the Executive Mayoral Committee to substantiate why an account should be written	Yes (bi-annually by February and May)	Yes	3	Yes (bi-annually by February and May)	Yes	3	Yes (bi-annually by February and May)	

		off								
Legal Collections Management	4/17-0117-5	Submit list of accounts with individual comments relating to each account for purposes of the agenda discussion dealing with write-offs at Mayco	Yes (bi-annually by Feb and May)	Yes	3	Yes (bi-annually by Feb and May)	Yes	3	Yes (bi-annually by Feb and May)	
Legal Collections Management	4/17-0117-6	Take responsibility by certifying the correctness of write-offs to be done against debtor's accounts once Council decision is obtained	Yes (once a year prior to year-end)	Yes	3	Yes (once a year prior to year-end)	Yes	3	Yes (once a year prior to year-end)	
Indigent Subsidy Management	4/17-0118	Verify additions to the indigent register of qualifying households in line with the criteria in the policy	Yes	Yes	3	Yes	Yes	3	Yes	
Productive workforce	4/17-0178	% of person days lost per month due to sick leave	4% pm maximum	3.1% pm average for the year	2.9	4% pm maximum	3% pm average for the year	3.2	4% pm maximum	
Inform staff	4/19-0045	Number of invocoms held	1 per quarter	3 for the year	3	1 per quarter	8 for the year	3	1 per quarter	

(b) Employees: Legal and Credit Control

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
04 - 06	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
07 - 09	8	8	8	0	0.00%
13 - 15	1	1	1	0	0.00%
00 - 03	0	0	0	0	0.00%
TOTAL	10	10	10	0	

3.10.8 SECRETARIAT AND ARCHIVES

(a) Introduction

The secretariat and archives division renders a comprehensive and effective administrative support function regarding secretariat services, ward committees and archives and records activities to support the recording, updating, circulation and maintenance of information from, to and within the municipality.

During the year under review, the following number of Council meetings were held:

- Council meetings (including special meetings) = 8
- Portfolio Committee meetings = 9
- Executive Mayoral Committee meetings (including special meetings) = 16
- Ward Committee meetings = 0.

Ward committee meetings were cancelled due to COVID-19/national lockdown from March 2020 and other means of communication, i.e. via WhatsApp groups will be implemented to communicate with ward committee members.

(b) Secretariat and Archives performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-1	Number of council agendas distributed according to policy (i.e. 48 hours in advance)	1 per quarter	6 for the year	3	1 per quarter	9 for the year	3	1 per quarter	
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-2	Number of EMC agendas distributed monthly according to policy (i.e. 24 hours in advance)	3 per quarter	16 for the year	3	3 per quarter	15 for the year	3	3 per quarter	
Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	4/09-0064-3	Number of ward committee agendas distributed monthly at least 7 working days before the meetings	8 for the year	6 for the year	3	8 for the year	N/a	0	8 for the year	REASON: Ward committees were cancelled due to Covid-19 lockdown regulations
Ensure the timely distribution of resolutions to appropriate officials	4/09-0065	Average number of working days to distribute EMC, Council and ward committee resolutions according to policy	7 days maximum	4.5 days pm average for the year	3.8	7 days maximum	4.2 days pm average for the year	3.8	7 days maximum	
Ensure that ward committees are continually engaged	4/09-0066	Number of ward committee meetings held per annum	At least 48 for the year	49 for the year	3	At least 48 for the year	N/a	0	At least 48 for the year	REASON: Ward committees were cancelled due to Covid-19 lockdown regulations
Appropriately manage the filing system	4/09-0069	Update of master copy completed	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Adequately distribute all incoming correspondence	4/09-0070	% of incoming mail referred within 48 hours	95%	94.15% pm average for the year	3.1	95%	96.4% pm average	3.1	95%	

							for the year			
Manage archives in a legally compliant manner	4/09-0071	Number of inspection reports submitted	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Improve access to municipal bylaws	4/09-0084	Municipal code and fine schedules updated	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure that council minutes are placed on the Municipality's website	4/11-0001	Council minutes placed on the Municipality's website within 5 working days after the council meeting	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure the disposal of records according to Disposal Authorities issued by the Provincial Archivist	4/11-0002	Disposal of records according to Disposal Authorities done	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Ensure up to date policies	4/17-0021	Policies reviewed in terms of pre-determined schedule	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	N/a	0	Yes (annually by end of June)	REASON: No policy updates required in terms of schedule
Guidance and training	4/17-0022	Awareness and induction training regarding records management as and when needed	Yes	Yes	3	Yes	Yes	3	Yes	
Update risk assessment	4/17-0023	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Bid Committee administration	4/17-0024	Notified responsible officials of the expiry of multi year tender contracts by utilising automated systems	Yes	Yes	3	Yes	Yes	3	Yes	
Ward committee administration	4/17-0025	Number of reports submitted to government	1 per quarter	5 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

		authorities on ward committee activities								
Compliance with the Promotion of Access to Information Act (PAIA)	4/17-0027-1	s32 Report submitted to SAHRC	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	
Compliance with the Promotion of Access to Information Act (PAIA)	4/17-0027-2	s15 Notice published in Government Gazette	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Correspondence addressed in a timely manner	4/17-0029	% of all correspondence recorded by Collaborator less than 60 days old	90% pm average	95% pm average for the year	3.1	90% pm average	93.0% pm average (only qtr 1)	3.1	90% pm average	REASON FOR Qtrs 2, 3 and 4: Reporting not possible due to security breach that affected Collaborator among others
Inform staff	4/17-0030	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0179	% of person days lost per month due to sick leave	4% pm maximum	3.1% pm average for the year	3.3	4% pm maximum	2.2% pm average for the year	3.5	4% pm maximum	

(c) Employees: Secretariat and Archives

Employees incorporated under Administration Corporate Services.

(d) Financial Performance: Secretariat and Archives

Operational expenditure incorporated under Administration Corporate Services.

(e) Capital Expenditure: Secretariat and Archives

None

(f) Comment on the performance of Secretariat and Archives overall

The restrictions measures under the various Covid-19 alert levels posed a major challenge to the secretariat services to ensure the effectiveness of the service.

Meetings of Council were hosted by means of an electronic platform and action plans had to be developed to accommodate all councillors, especially those councillors who did not have sufficient connectivity to participate in meetings of the Council.

However, the secretariat services were able to maintain the standard of service required.

3.10.9 MARKETING AND TOURISM

(a) Introduction

Swartland Municipality provides funding to the Cape West Coast/Swartland tourism organisation in terms of a Service Level Agreement. The funding is mainly used for personnel to man the offices and marketing through brochures and attendance of festivals and indabas. In the region there are 5 tourism offices, namely Malmesbury, Riebeek Valley, Moorreesburg/Koringberg, Darling and Yzerfontein. The Malmesbury office is inactive at the moment. A new tourism structure will be introduced during this financial year whereby a non profit organisation will be formed.

(b) Marketing and Tourism performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
2 Indicators from IDP										
2.7 Implement a more effective tourism destination marketing and development business model	2/17-0039-1	Revised tourism business model implemented			0	Yes (by June 2021)	Yes	3		
2.7 Do product assessment and compile a development and marketing strategy for the Swartland	2/17-0039-2	Study done and strategy compiled			0	Yes (by June 2021)	N/a	0		Target changes with the amendment of the IDP in May 2021 to Yes (by June 2024)
4 Indicators Division Heads										
Ensure the Local Tourism Organisation (LTO) complies with the Service	4/09-0085-1	Number of reports submitted by LTO	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	

Level Agreement										
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-2	Report by Chairperson submitted	Yes (annually by September)	Yes	3	Yes (annually by September)	Yes	3	Yes (annually by September)	
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-3	Financial statements submitted	Yes (annually by September)	Yes	3	Yes (annually by September)	Yes	3	Yes (annually by September)	
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-4	LTO performance in terms of KPI's assessed	Yes (annually by September)	Yes	3	Yes (annually by September)	Yes	3	Yes (annually by September)	

(c) Employees: Marketing and Tourism

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	1	1	1	0	

(d) Financial Performance: Marketing and Tourism

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R483 507	R537 410	R537 410	R573 676	6.32%
2 Contracted Services	R56 977	R106 855	R106 855	R36 887	-189.68%
3 Other	R806 720	R889 860	R890 001	R858 039	-3.71%
TOTAL	R1 347 204	R1 534 125	R1 534 266	R1 468 602	

(e) Capital Expenditure: Marketing and Tourism

None

(f) Comment on the performance of Marketing and Tourism overall

The tourism organisations have Annual General Meetings and new committee members are elected every second year. The Cape West Coast / Swartland Tourism Association is evaluated annually on their KPI's. Their financial statements and Chairman's report are tabled at council.

3.10.10 STRATEGIC MANAGEMENT

(a) Introduction

The purpose of Strategic Management is to provide an efficient and pro-active strategic service to the Council, the Municipal Manager and the Organisation which includes -

- Development and management of strategic services
- Community participation as described in chapter 4 of the Municipal Systems Act
- Integrated development planning as described in chapter 5 of the Municipal Systems Act
- Performance management as described in chapter 6 of the Municipal Systems Act
- Programme and project management
- Intergovernmental alignment
- Local economic development

(b) Strategic Management performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure effective performance management	4/09-0015-1	Performance reported to the External Audit Committee and Council	Yes (quarterly)	Yes	3	Yes (quarterly)	Yes	3	Yes (quarterly)	
Ensure effective performance management	4/09-0015-2	Number of performance management meetings	10 for the year	8 for the year	3	10 for the year	12 for the year	3	10 for the year	
Ensure effective performance management	4/09-0015-3	Performance evaluation by panel done	Yes (annually by August)	Yes	3	Yes (annually by August)	Yes (by Sept)	3	Yes (annually by August)	In terms of the exemption notice regarding the Annual financial statements and Annual report the deadline for submission of the financial statements and APR was extended by two months
Ensure effective performance management	4/09-0015-4	Performance management system reviewed	Yes (annually by May)	N/a	0	Yes (annually by May)	N/a	0	Yes (annually by May)	No changes required
Proper consultation in reviewing of the IDP	4/17-0066-1	With the compilation of the IDP, were all the stakeholders consulted	Yes (report by May annually)	Yes	3	Report by May annually	Yes	3	Report by May annually	
Proper consultation in reviewing of the IDP	4/17-0066-2	With the compilation and revision of the IDP, was a strategy session held with the Mayoral Committee and top management to revise the strategy	Yes (before December annually)	Yes	3	Yes (report by December annually)	Yes	3	Yes (report by December annually)	
Proper Program and project management	4/17-0067	Program, project, budget and performance data captured on the PM system	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
Ensure up to date policies	4/17-0068-1	Local economic	Yes	Yes	3	Yes	Yes	3	Yes	

		development (LED) policy and framework reviewed	(annually by May)			(annually by May)			(annually by May)	
Ensure up to date policies	4/17-0068-2	Performance management policy/framework reviewed	Yes (annually by May)	N/a	0	Yes (annually by May)	Yes	3	Yes (annually by May)	
Update risk assessment	4/17-0070	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Resolve audit issues	4/17-0071-1	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	N/a	0	100%	100%	3	100%	
Resolve audit issues	4/17-0071-2	% of Auditor General's findings implemented within agreed time frame	100%	100%	3	100%	100%	3	100%	
Resolve audit issues	4/17-0071-3	% of outstanding internal audit findings addressed according to scheduled deadlines	100%	92.3% average for the year	2.8	100%	100%	3	100%	
Productive workforce	4/17-0188	% of person days lost per month due to sick leave	4% pm maximum	1.2% pm average for the year	3.7	4% pm maximum	0% pm average for the year	4	4% pm maximum	
Inform staff	4/19-0036	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(c) Employees: Strategic Management

Included under Administration Municipal Manager

(d) Financial Performance: Strategic Management

Included under Administration Municipal Manager

(e) Capital Expenditure: Strategic Management

None

(f) Comment on the performance of Strategic Management overall

No comments.

3.10.11 INTERNAL AUDIT (INCLUDING RISK MANAGEMENT)

(a) Introduction

Internal Audit

The purpose of the Internal Audit Activity (IAA) is to provide an independent, objective assurance and consulting services designed to add value and improve Swartland Municipality's operations. The IAA helps the organisation to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The scope of work of the IAA is to determine whether the municipality's control processes, as designed and represented by management, are adequate and functioning in a manner to ensure amongst others the:

- i. Safeguarding of assets;
- ii. Compliance with laws, regulations and contractual obligations;
- iii. Reliability and integrity of information; and
- iv. Economic, efficient and effective use of resources.

The Manager, Internal Audit follows a risk based audit approach whereby an annual audit plan is compiled and executed. Included in the plan are special tasks or projects requested by Management and the Performance and Risk Audit Committee. Reporting to the Municipal Manager regarding the activities of the unit such as audits and investigations performed, audit findings not yet implemented and any other concerns is done on a monthly basis. Quarterly Performance and Risk Audit Committee meetings are held where risk management, performance management, audit reports issued and performance against the audit plan are discussed. Audit findings raised by the Auditor-General are also discussed and the implementation thereof monitored. Minutes of these meetings are submitted to the Executive Mayoral Committee and noted at Council meetings as being received.

Risk Management

A fully functional Enterprise Risk Management unit has not been established within Swartland Municipality and the responsibility to assist management in compiling and updating risk registers assigned to Internal Audit. Risk Management is one of management's core responsibilities and therefore the Internal Audit unit as part of their consulting services, assists management with the implementation of risk management. The performance of risk assessments is done by Internal Audit through facilitating the process of identifying and assessing risks per Directorate. An External Quality Assessment Review was performed that indicates the IAA generally conforms with the mandatory elements of the International Professional Practices Framework (IPPF).

Each Directorate in conjunction with Internal Audit has compiled Operational Risk Assessments as well as a Strategic Risk Assessment to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. These Risk Assessments are reviewed regularly to identify changes in the risk exposure that will result from changes in the organisation as well as external factors. Risk Management has been implemented in a comprehensive and integrated way, throughout the municipality rather than only in selected business areas or disciplines. The identified risks are prioritised which enables management to focus more time, effort and resources on higher risk areas. Identified high risk areas form part of the IDP and the Performance Management system which ensures that it is monitored on a continuous basis. The BarnOwl system is utilised to assess risks and to compile risk registers.

(b) Internal Audit (including Risk Management) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that management is aware of all audit related issues	4/09-0002-1	Number of monthly reports regarding internal audit activities submitted to the Municipal Manager	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure that management is aware of all audit related issues	4/09-0002-2	IIA External Quality reviewed	Yes (before Nov 2019 and thereafter every 5 years)	No	0	Yes (before Nov 2019 and thereafter every 5 years)	Yes	3	Yes (by November 2024)	
Ensure that the Audit Committee is informed of all audit (AG and internal) as well as evaluation reports regarding compliance, controls and risk management	4/09-0003	Number of reports submitted to Audit Committee regarding risks affecting the Municipality to ensure opinion on combined assurance to Council	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Ensure that the Audit Committee functions as per mandate	4/09-0004	Number of AC meetings minutes submitted to the Executive Mayoral Committee with recommendations to be dealt with by Council at	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

		their next meeting								
Continuously update the risk profile of the Municipality	4/09-0005-1	Compilation of Risk Based Audit Plan (RBAP) completed	Yes (annually by end of July)	Yes	3	Yes (annually by end of July)	Yes	3	Yes (annually by May for submission to PRAC for approval)	
Continuously update the risk profile of the Municipality	4/09-0005-2	Risk Based Audit Plan (RBAP) approved by the Audit Committee	Yes (annually by end of September)	Yes	3	Yes (annually by end of September)	Yes	3	Yes (annually by end of May)	
Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	4/09-0006-1	% execution of the RBAP	80% for the year	100% for the year	3.8	80% for the year	99.0% for the year	3	80% for the year	
Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	4/09-0006-2	% of outstanding internal audit findings addressed according to scheduled deadlines	100%	90.3% pm average for the year	2.7	100%	95.0% pm average for the year	2.9	100%	2 of 68 findings to be implemented
Ensure proper identification of risks in the Municipality	4/09-0007	Risk assessment of all directorates reviewed and updated	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	2.9	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	REASON: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit. INTERVENTION: Risk Assessments to be performed before the end of February 2021.
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's	4/09-0008-1	% of Auditor General requests for documents and information effectively obtained and submitted (Audit File) within 2	100%	100%	3	100%	100%	3	100%	

findings		working days								
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-2	Comments / action plan obtained from responsible manager within 5 days from date of issue for all COMAFS submitted by the AG	Yes	Yes	3	Yes	Yes	3	Yes	
MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-3	Number of quality key control reports compiled on behalf of the AG and approved	1 per quarter	N/a	0	1 per quarter	5 for the year	3	1 per quarter	
Ensure up to date policies	4/12-0006-1	IA Strategic and Work procedure reviewed	Yes (annually by end of June)	N/a	0	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-2	Internal Audit Charter reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-3	Audit Committee Charter reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-4	Risk Management Strategic Plan reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-5	Fraud and Anti-Corruption Policy reviewed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure up to date policies	4/12-0006-6	Risk Management Policy reviewed	Yes (annually by end of	Yes	3	Yes (annually by end of	Yes	3	Yes (annually by end of	

			June)			June)			June)	
Ensure up to date policies	4/12-0006-7	Unauthorised, Irregular and Fruitless and wasteful expenditure reviewed	Yes (annually)	N/a	0	Yes (annually)	Yes	3	Yes (annually)	
Ensure that AC members are informed of all relevant policies, circulars, regulations and acts	4/17-0080	Number of monthly Seafile information updates	10 for the year	10 for the year	3	10 for the year	10 for the year	3	10 for the year	
The Strategic objectives of Internal Audit are aligned to that of the municipality and it is in accordance with applicable legislation and standards	4/17-0081	3 Year rolling Risk based audit plan reviewed and updated according to changes in the strategy of the municipality	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Review work of Internal Audit	4/17-0083-1	Number of months that poor performance/ skill shortage/ training needs were identified during quality reviews of audits performed	10 for the year	11 for the year	3.3	10 for the year	10 for the year	3	10 for the year	
Review work of Internal Audit	4/17-0083-2	Internal Audit Roadshow	Yes (annually before the end of June)	Yes	3	Yes (annually before the end of June)	Yes	3	Yes (annually before the end of June)	
Productive workforce	4/17-0194	% of person days lost per month due to sick leave	4% pm maximum	0.6% pm average for the year	3.8	4% pm maximum	0% pm average for the year	4	4% pm maximum	
Inform staff	4/19-0039	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(c) Employees: Internal Audit

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	2	2	2	0	

(d) Financial Performance: Internal Audit

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
2 Contracted Services	R170 162	R269 996	R454 996	R284 458	5.08%
1 Employees	R1 504 936	R1 628 363	R1 628 363	R1 682 106	3.19%
3 Other	R39 826	R90 596	R100 596	R21 334	-324.66%
TOTAL	R1 714 924	R1 988 955	R2 183 955	R1 987 898	

(e) Capital Expenditure: Internal Audit

None

(f) Comment on the performance of Internal Audit (including Risk Management) overall

Performance of Internal Audit/ Risk Management

During the financial year, the Internal Audit Unit executed various audits and investigations of which the results were directly reported to the Performance and Risk Audit Committee, Municipal Manager and relevant Directors. Included in the internal audit reports against each audit finding an agreed management action plan, person responsible for implementation as well as a due date are indicated to facilitate the follow-up thereof. The implementation of findings issued by Internal Audit and the Auditor-General are managed by means of a list indicating "Findings not yet implemented" which is updated after the execution of the relevant follow-up audits.

Quarterly Performance and Risk Audit Committee meetings were held and administered by the Manager, Internal Audit. Risk registers and performance against the approved Annual Internal Audit Plan and Risk Management Strategic Plan are submitted to the committee and monitored.

3.10.12 HUMAN RESOURCES

(a) Introduction

Human Resources Services consists of five employees providing services to all employees of Swartland Municipality. The services provided include Labour Relations, Recruitment and Selection, Training and Development, Employee Assistance, Employment Equity and all Human Resources Administration with regard to fringe benefits, etc. Human Resources Services performed an excellent and efficient service during the year and were compliant with all legislative and regulatory prescripts.

(b) Human Resources performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure the efficient and timely administration of appointments	4/09-0089	% external appointments made within 3 months after advertising	90%	100%	3.3	90%	60% (6/10 vacancies) for the year	3	90%	REASON: Manager Trade Services & Solid Waste advertised early, but selection process could not be finalised before receiving the formal resignation letter. Snr Electrician - no suitable candidate could be recruited after 2 advertising attempts. Communication and Public Relations Officer not filled. Successful candidate declined offer of employment. Recruitment process for post of Administrator Property Rates cancelled. The director decided to provide the opportunity for the mentorship programme to the second candidate for the Mentorship appointment.
Keep the organogram up to date	4/09-0092	Review of the organogram completed and submitted to Council	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	

Annual Report for 2020/2021

Keep human resource policies up to date	4/09-0093	Status report on reviewed policies in terms of pre-determined schedule submitted to Director Corporate Services	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	
Continuously train and develop staff	4/09-0094-1	New Skills Development Plan compilation completed	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	Yes	3	Yes (annually by end of April)	
Continuously train and develop staff	4/09-0094-2	Reports on bursaries submitted	Yes (annually in February)	Yes	3	Yes (annually in February)	Yes	3	Yes (annually in February)	
Ensure legal compliance regarding employment equity reporting	4/09-0098	Employment Equity Report submitted to Department of Labour	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Properly manage disciplinary disputes and processes	4/09-0099-1	Number of unfavourable awards for the employer regarding disputes (CCMA)	0 maximum	0	3	0 maximum	0	3	0 maximum	
Properly manage disciplinary disputes and processes	4/09-0099-2	Report compiled and submitted to Management	Yes (bi-annually in July and January)	Qtr 1 No; Qtr 3 Yes	1.5	Yes (bi-annually in July and January)	Yes	3	Yes (bi-annually in July and January)	
Ensure that the Local Labour Forum complies with legal requirements	4/09-0100	Reports submitted quarterly to SALGBC	1 per quarter	4 for the year	3	Yes (quarterly)	Yes	3	1 per quarter	
Report on productive workforce	4/09-0102	Number of reports on % of person days lost per month due to sick leave	3 per quarter	10 for the year	3	3 per quarter	9 for the year	3	3 per quarter	Qtr 2: Reporting not possible due to security breach
Maintain a safe working environment	4/09-0103-1	Number of reports on % of person days lost per month due to injuries	3 per quarter	10 for the year	3	3 per quarter	9 for the year	3	3 per quarter	Qtr 2: Reporting not possible due to security breach
Sufficiently orientate new	4/09-0104	% of new personnel	100%	100%	3	100%	100%	3	100%	

staff to Swartland values		receiving induction within three month after employment								
Properly manage staff doing private work	4/09-0108	Number of reports submitted to Municipal Manager on private (outside) work done by staff	1 per quarter	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Update risk assessment	4/17-0054	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Inform staff	4/17-0056	Number of invocoms held	1 per quarter	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Organisation structure	4/17-0057	Number of vacancy reports compiled for submission to management meeting and other forums	10 for the year	10 for the year	3	10 for the year	11 for the year	3.3	10 for the year	
Address correspondence in a timely manner	4/17-0058	% of all correspondence recorded by Collaborator less than 60 days old	90% pm average	96.1% pm average for the year	3.2	90% pm average	88.1% pm average for Qtr 1	3	90% pm average	REASON Qtr2, 3 and 4: Reporting not possible due to security breach
Leave administration	4/17-0059-1	Report on compulsory annual leave forfeited for previous leave cycle (January-December) at the end of June	Yes (annually by July)	Yes	3	Yes (annually by July)	Yes	3	Yes (annually by July)	
Leave administration	4/17-0059-2	Report on accumulated leave in excess of 48 days forfeited at the end of June	Yes (annually by July)	Yes	3	Yes (annually by July)	Yes	3	Yes (annually by July)	
Productive workforce	4/17-0200	% of person days lost per month due to sick leave	4% pm maximum	3.8% pm average for the year	3.1	4% pm maximum	2.9% pm average for the	3.3	4% pm maximum	

							year			
Implement a succession and talent management programme that links and develops high potential employees with key future roles in the organisation	4/18-0008	Report to Management Team on talent pool and succession planning for the year	Annually by May	Yes	3	Annually by May	Yes	3	Annually by May	

(c) Employees: Human Resources

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	2	0	0	0	0.00%
10 - 12	2	4	4	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	5	5	5	0	

(d) Financial Performance: Human Resources

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R616 507	R873 063	R763 928	R549 750	-58.81%
2 Contracted Services	R1 335 404	R1 335 200	R1 790 115	R1 610 129	17.07%
1 Employees	R2 726 086	R3 004 767	R3 004 767	R3 089 822	2.75%
TOTAL	R4 677 997	R5 213 030	R5 558 810	R5 249 701	

(e) Comment on the performance of Human Resources overall

Human Resources Services consists of five employees providing services to all employees of Swartland Municipality. The services provided include Labour Relations, Recruitment and Selection, Training and Development, Employee Assistance, Employment Equity and all Human Resources Administration with regard to fringe benefits, etc. Human Resources Services performed an excellent and efficient service during the year and were compliant with all legislative and regulatory prescripts.

3.10.13 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

(a) Introduction

The ICT Division of Swartland Municipality provides the following services: telephone and e-mail communication, internet access, active directory authentication, file storing services, network connectivity between offices, various applications, for example MS Office, Promun and Collaborator. The Division also implements and gives support on all PC's, servers, printers, copiers, telephones, PABX systems, Access / TA (time and attendance) control, wired and wireless networks including both hardware and software. The Division consists of 4 full time officials, who support approximately 250 users. Most of the server infrastructure is virtualised and runs on 3 physical servers, connected to a central storage device. Certain of our services was moved to the cloud. The Division is responsible for the backup and restoration of the Municipality's data and also implements and maintains the Municipality's IT Disaster Recovery site. Furthermore, the Division also limits the Municipality's expenditure by making use of new technology. The Division has installed a number of VoIP PABX systems at the larger satellite offices in order to utilize our wide area network more effectively, rather than relying on expensive Telkom lines. The Division e-mails approximately 9 000 accounts to residents instead of posting printed accounts, which further results in savings on both printing and mailing costs. Some of the challenges the Division face are ageing infrastructure, increasing demand for storage space, bandwidth constraints and user training.

(b) ICT Services performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that all personnel have full time access to the computer network	4/09-0269	% availability of critical IT resources / services	99%	99.8% pm average for the year	3	99%	99.1% pm average for the year	3	99%	
Address requests effectively	4/09-0271	% of requests lodged with Helpdesk resolved within 48 hours	90%	97.68% pm average for the year	3.3	90%	98% pm average for the year	3.3	90%	
Ensure proper management of IT systems	4/09-0275	Number of quarterly IT Committee meetings held	1 per quarter	4 for the year	3	1 per quarter	5 for the year	3	1 per quarter	
Ensure relevant and efficient IT service and infrastructure	4/12-0007-1	Survey of new strategic IT needs and changes in the organisation done and submitted to Management Team for budget purposes	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	Yes	3	Yes (annually by end of October)	

Ensure relevant and efficient IT service and infrastructure	4/12-0007-2	ICT Strategic Plan reviewed	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Update risk assessment	4/17-0122	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	REASON: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit. INTERVENTION: Risk assessment to be performed before the end of February 2021.
Operational management	4/17-0123-1	Ensure that all baseline security settings of IT systems are reviewed as per policy	Yes (annually by March)	Yes	3	Yes (annually by March)	Yes	3	Yes (annually by March)	
Operational management	4/17-0123-2	Number of testings of Disaster Recovery site	1 per quarter	4 for the year	3	1 per quarter	3 for the year	3	1 per quarter	QTR 2 = N/a, Reason: Will only be tested during First quarter in 2021 due to security breach
Operational management	4/17-0123-3	Number of consultations to coordinate with ICT Managers Forum	2 for the year	2 for the year	3	2 for the year	2 for the year	3	2 for the year	
Productive workforce	4/17-0196	% of person days lost per month due to sick leave	4% pm maximum	2.5% pm average for the year	3.3	4% pm maximum	2.8% pm average for the year	3.4	4% pm maximum	
Inform staff	4/19-0042	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(c) Employees: ICT Services

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
07 - 09	0	0	0	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	2	2	2	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	4	4	4	0	

(d) Financial Performance: ICT Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R3 532 345	R3 795 239	R3 795 239	R3 930 105	3.43%
2 Contracted Services	R291 831	R289 615	R489 615	R167 543	-72.86%
3 Other	R5 725 133	R9 124 945	R9 802 753	R8 693 559	-4.96%
TOTAL	R9 549 309	R13 209 799	R14 087 607	R12 791 207	

(e) Capital Expenditure: ICT Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 10-0004 IT: Storage Array Network (SAN)	R700 000	R748 000	R747 417	6.34%
20/21 11-0104 IT: Terminal replacements	R40 000	R40 000	R39 007	-2.55%
20/21 11-0105 IT: Scanner replacements	R80 000	R49	R0	0.00%
20/21 11-0106 IT: Equipment	R70 000	R70 000	R69 761	-0.34%
20/21 14-0028 IT: Printers	R150 000	R150 000	R128 003	-17.18%
20/21 14-0029 IT: Desktops	R170 000	R170 000	R95 956	-77.17%
20/21 14-0030 IT: Notebooks	R260 000	R481 000	R342 731	24.14%
20/21 18-0076 Year-end transaction: Equipment Insurance (IT)	R0	R0	R35 038	100.00%

TOTAL	R1 470 000	R1 659 049	R1 457 913	
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(f) Comment on the performance of ICT Services overall

The IT strategy is aligned with the strategic objectives of Swartland Municipality’s Integrated Development Plan (IDP). The IDP objectives are set out below:

- PEOPLE: -Improved quality of life for citizens
- ECONOMY: - Inclusive economic growth
- ENVIRONMENT: - Quality and sustainable living environment
- INSTITUTIONS: - Caring, competent and responsive institutions, organisations and business
- SERVICES: - Sufficient, affordable and well-run services

The ICT services aid and assist in achieving the IDP strategic objectives in the following manner.

- A stable technology environment and infrastructure to support business units and departments in achieving their objectives
- Reduced down time of systems
- Increased support and optimized application and infrastructure resulting in increased productivity within Swartland Municipality
- Secure and govern IT assets
- Reduce cost through IT without compromising support and productivity
- Bring innovation through IT when required to support economic growth.

During 22-26 October 2020 a security breach of the municipal ICT system occurred affecting all Microsoft based ICT operations, excluding the financial and electricity vending systems. As a result of the continued utilization of magnetic tape backup, the ICT Division initially recovered all data, excluding the municipal document management system database. The database was also subsequently recovered with the assistance of the service provider. Municipal data was not exfiltrated as a result of the breach. Improvement of ICT security measures was implemented.

The capital projects for 2021/21 were intended to upgrade aging infrastructure, to bring down operating and maintenance costs by making use of equipment with a longer life cycle. New storage area network was implemented.

3.10.14 SUPPLY CHAIN MANAGEMENT

(a) Introduction

Swartland Municipality has a fully functional Supply Chain Division. All the various Bid Committees have been established and are functioning. The municipality is utilising National Treasury's Centralised Supplier Database (CSD) to source suppliers for quotations below R30,000. A monthly deviation report is submitted to the CFO and Management Team with explanations of all awards made during the previous month where the prescribed SCM processes could not be followed due to certain circumstances such as emergencies, sole suppliers, etc. quarterly reports are submitted to the Executive Mayor on the implementation of the Supply Chain Management Policy.

Long outstanding requisitions and orders are monitored by means of available system reports. Delays are communicated to the users.

(b) Supply Chain Management performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Properly manage municipal stores and stationary	4/09-0277-1	Number of stock spot checks done	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Properly manage municipal stores and stationary	4/09-0277-2	Annual stock-taking completed	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Ensure that all service providers comply with tax clearance certification	4/09-0278	Verification that tax clearance certificates are included with all formal and informal tenders	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure up to date policies	4/17-0157	Preferential Procurement and Supply Chain Management policies reviewed	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	Yes	3	Yes (annually by end of January)	
Advertising of tenders	4/17-0158-1	All tenders above R200 000 advertised on National Treasury's e-portal, newspapers and website	Yes	Yes	3	Yes	Yes	3	Yes	
Advertising of tenders	4/17-0158-2	All advertised tenders below R200 000 registered on Swartland	Yes	Yes	3	Yes	Yes	3	Yes	

		Municipality's website								
Advertising of tenders	4/17-0159-1	Attendance of Bid committee (specification and adjudication) meetings by SCM official to verify compliance to SCM procedures and regulations	3 per quarter	13 for the year	3	3 per quarter	16 for the year	3	3 per quarter	
Verification of tenders	4/17-0159-2	Verification of validity of BEE certificates, declaration of interest, CIDB where applicable for all tenders, quotations awarded	Yes	Yes	3	Yes	Yes	3	Yes	
Update Risk assessment	4/17-0160	Risk register updated	Yes (bi-annually by November and May)	Qtr2 No; Qtr4 Yes	1.5	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Productive workforce	4/17-0182	% of person days lost per month due to sick leave	4% pm maximum	2 pm average for the year	3.5	4% pm maximum	2.9 pm average for the year	3.3	4% pm maximum	
Inform staff	4/19-0049	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(c) Employees: Supply Chain Management

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	2	0	0	0	0.00%
07 - 09	8	8	8	0	0.00%
10 - 12	1	2	2	0	0.00%
13 - 15	1	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	13	11	11	0	

(d) Financial Performance: Supply Chain Management

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R5 146 893	R5 524 253	R5 524 253	R5 817 892	5.05%
2 Contracted Services	R267 364	R323 181	R323 181	R321 845	-0.42%
3 Other	R859 355	R880 216	R880 216	R827 663	-6.35%
TOTAL	R6 273 612	R6 727 650	R6 727 650	R6 967 400	

(e) Comment on the performance of Supply Chain Management overall

Swartland Municipality adopted and implemented a Supply Chain Policy on 1 January 2006 in compliance with the guidelines set down by the SCM Regulations 2005. The Supply Chain Policy has to be reviewed annually, and amended if necessary. Amendments to the policy were approved by Council on 30 March 2021. No councillors are members of any committee handling Supply Chain processes. No remarks were made in the Auditor-General's report concerning the quality of Supply Chain Management.

3.10.15 MUNICIPAL PROPERTY MAINTENANCE

(a) Introduction

The Division : Buildings and Structures completed a total of 122 small projects for the 2020/2021 financial year scoring 98% on its overall performance and meeting its annual target of 90%. Seven major projects were also started within the same year and include: New Chatsworth Community hall (Phase one), Planning : New Municipal Stores, Moorreesburg Swimming pool boundary fence, Yzerfontein Council chambers replacement of thatch roof, Westbank flats replacement of gutters, Planning : Renovations of old - Nedbank and Standard bank offices and the Upgrading of various ablution facilities in order to conform with the latest Building regulations regarding the disabled community. The division performed well and apart from one project, were able to implement all planned maintenance and capital projects within budget and time frames.

(b) Municipal Property Maintenance performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Ensure that council buildings remain functional	4/09-0060-1	% of the operating budget for maintenance of council houses and council buildings spent	90% for the year	97% for the year	3.2	90% for the year	92% for the year	3.1	90% for the year	
Ensure that council buildings remain functional	4/09-0060-2	% legitimate requests / complaints i.r.o. incidents addressed within the previous month	90% pm minimum	93.7% pm average for the year	3.1	90% pm minimum	93.8% pm average for the year	3.2	90% pm minimum	
Complete road markings on time	4/09-0061-1	% of the operating budget for road markings spent	95% for the year	87.0% for the year	2.7	95% for the year	98% for the year	3.1	95% for the year	
Complete road markings on time	4/09-0061-2	% of road markings work schedule completed	100% for the year	78.0% for the year	2.3	100% for the year	100% for the year	3	100% for the year	
Effectively execute maintenance projects	4/10-0007	% of planned and/or unforeseen maintenance projects of council houses and council buildings completed	90% for the year	96% for the year	3.2	90% for the year	98% for the year	3.3	90% for the year	

Update risk assessment	4/17-0125	Risk register updated	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)	REASON Qtr 2: Risk assessments not performed due to unavailability of staff and information as a result of the cyber attack and late commence of the AG audit. INTERVENTION: Risk assessment to be performed before the end of February 2021.
Contract management and building maintenance	4/17-0128-1	Set up, implementation, drafting and management of maintenance schedules	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Contract management and building maintenance	4/17-0128-2	Number of months that the maintenance schedules were reviewed and updated	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Compliance to Health and Safety	4/17-0129	Number of months that safety reports were submitted by supervisors according to projects	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Ensure control over tools	4/17-0130	Number of spot checks done on tools accounted for	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Productive workforce	4/17-0193	% of person days lost per month due to sick leave	4% pm maximum	2.2% pm average for the year	3.5	4% pm maximum	3.6% pm average for the year	3.4	4% pm maximum	
Inform staff	4/19-0043	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	

(c) Employees: Municipal Property Maintenance

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	5	5	5	0	0.00%
07 - 09	4	4	4	0	0.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	11	11	11	0	

(d) Financial Performance: Municipal Property Maintenance

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R3 947 222	R4 189 686	R4 189 686	R4 473 029	6.33%
2 Contracted Services	R5 133 181	R3 463 707	R3 501 340	R3 176 233	-9.05%
3 Other	R8 585 116	R6 584 731	R8 181 572	R5 173 880	-27.27%
TOTAL	R17 665 519	R14 238 124	R15 872 598	R12 823 142	

(e) Capital Expenditure: Municipal Property Maintenance

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 20-0002 Vehicles Buildings: Replace road painting machine	R250 000	R286 400	R286 400	12.71%
20/21 19-0001 Buildings: Social Economic Facility - Chatsworth (Multi-year project)	R3 850 000	R3 870 000	R2 674 093	-43.97%
20/21 20-0001 Buildings: Development of new stores, Malmesbury	R500 000	R380 000	R351 426	-42.28%
20/21 19-0003 Buildings: Disability Facilities, Additions and/or Upgrading	R1 000 000	R1 020 000	R990 573	-0.95%
20/21 20-0033 Buildings: Conversion / operationalisation of office space (Nedbank)	R0	R500 000	R500 000	100.00%

20/21 16-0006 Equipment Buildings & Maintenance	R45 300	R45 300	R43 587	-3.93%
20/21 20-0032 Buildings: Conversion / operationalisation of office space (STB)	R500 000	R500 000	R500 000	0.00%
TOTAL	R6 145 300	R6 601 700	R5 346 080	

(f) Comment on the performance of Municipal Property Maintenance overall

The Division : Buildings and Structures completed a total of 122 small projects for the 2020/2021 financial year scoring 98% on its overall performance and meeting its annual target of 90%. Seven major projects were also started within the same year and include: New Chatsworth Community hall (Phase one), Planning : New Municipal Stores, Moorreesburg Swimming pool boundary fence, Yzerfontein Council chambers replacement of thatch roof, Westbank flats replacement of gutters, Planning : Renovations of old - Nedbank and Standard bank offices and the Upgrading of various ablution facilities in order to conform with the latest Building regulations regarding the disabled community. The division performed well and apart from one project, were able to implement all planned maintenance and capital projects within budget and time frames.

3.10.16 TOWN AND COMMUNITY HALLS (INCLUDING PROPERTY AND LEGAL)

(a) Introduction

The Corporate Services Directorate is responsible for the administration of the Municipality's property portfolio, including the sale and lease of immovable properties and all transactions and contracts relating to same, and to ensure that all related actions and documents are legally compliant.

Legal Services are outsourced but the Directorate assists council, executive structures and the various municipal directorates with, inter alia,

- the interpretation and application of national and provincial legislation;
- policy formulation within the applicable legal frameworks;
- the assessment of legal risks and obtaining legal opinions where necessary; and
- the administration of legal actions and claims on behalf of and against the Municipality.

(b) Town and community halls (including property and legal) performance results

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
4 Indicators Division Heads										
Adequately maintain facility infrastructure	4/09-0081-1	Maintenance audit completed	Yes (annually by December)	Yes	3	Yes (annually by December)	Yes	3	Yes (annually by December)	
Adequately maintain facility infrastructure	4/09-0081-2	Maintenance upgrade needs provided to the building and maintenance division for action	Yes	Yes	3	Yes	Yes	3	Yes	
Ensure up to date policies	4/17-0138	Policies reviewed in terms of pre-determined schedule	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
Update risk assessment	4/17-0140	Risk register updated	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Property administration	4/17-0141	Number of updates of the security register verified	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Contract Management	4/17-0142-1	Number of updates of the automated database of all municipal property-related contracts and reports submitted to Director Corporate Services	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Contract Management	4/17-0142-2	Number of expiry contracts monitored by utilising automated system	10 for the year	10 for the year	3	10 for the year	9 for the year	3	10 for the year	Reason: Only 9 contracts expired and was considered for renewal during the financial year.
Correspondence addressed in a timely manner	4/17-0143	% of all correspondence recorded by Collaborator	90% pm average	70.8% pm average for	2.4	90% pm average	73.4% pm	2.4	90% pm average	REASON: Tasks that have been delayed due to revision of

		less than 60 days old		the year			average for Qtr 1			Contract Management Module on Collab
Inform staff	4/17-0144	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0189	% of person days lost per month due to sick leave	4% pm maximum	1.8% pm average for the year	3.5	4% pm maximum	2.3% pm average for the year	3.4	4% pm maximum	

(c) Employees: Town and community halls (including property and legal)

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	4	6	6	0	0.00%
04 - 06	10	9	10	1	10.00%
07 - 09	2	2	2	0	0.00%
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	17	18	19	1	

(d) Financial Performance: Town and community halls (including property and legal)

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R252 287	R373 321	R374 199	R255 477	-46.13%
1 Employees	R3 323 904	R4 003 543	R4 003 543	R3 611 100	-10.87%
2 Contracted Services	R256 799	R347 609	R347 609	R274 112	-26.81%
TOTAL	R3 832 990	R4 724 473	R4 725 351	R4 140 689	

(e) Capital Expenditure: Town and community halls (including property and legal)

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
20/21 09-0024 Equipment Corporate: Buildings and Swartland halls	R100 000	R98 797	R97 020	-3.07%
TOTAL	R100 000	R98 797	R97 020	

(f) Comment on the performance of Town and community halls overall

Town/Community halls exist in the towns of Malmesbury, Wesbank, Moorreesburg, Rosenhof, Yzerfontein, Darling and Abbottsdale. A new community hall was constructed in Riebeek Kasteel during the 2019/2020 financial year, and was opened during the 2020/2021 financial year after the Covid-19 lockdown.

Halls are utilised on a regular basis including standing users of which the WP Blood Transfusion Services and SASSA are examples.

Cleaning of halls is done by municipal cleaning staff, while maintenance of the buildings is the function of the Building Division. Maintenance is being carried out subject to the availability of funds.

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1 INTRODUCTION

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is: **To create a flexible organisation that enables optimal performance by developing and retaining a properly skilled and representative workforce.** Swartland Municipality considers its human resources as one of its most critical assets. This chapter will focus on some of the key issues relating to human resources and other organisational management issues. Issues which will be addressed includes the staffing rate of the municipality, personnel cost, the status quo of retirement funds and medical aid schemes, human resource policies and practices, as well as the remuneration of senior officials and councillors.

4.2 MUNICIPAL PERSONNEL

(a) Employees

Service Name	Posts	Employees	Vacancies	Vacancies As Percentage
Asset and Fleet Management	4	4	0	0.00%
Budget Office and Costing	2	2	0	0.00%
Building Control	6	6	0	0.00%
Caravan Park Yzerfontein	6	6	0	0.00%
Cemeteries	0	0	0	0.00%
Civil Protection (including Disaster Management)	0	0	0	0.00%
Community Development	4	4	0	0.00%
Council General Expenses	0	0	0	0.00%
Electricity Distribution	42	40	2	4.76%
Expenditure	11	11	0	0.00%
Financial Statements and Control	2	1	1	50.00%
Financial Systems Administration	1	1	0	0.00%
Fire Fighting Services	6	6	0	0.00%
Grants and subsidies Council	0	0	0	0.00%
Grants and subsidies Financial Services	0	0	0	0.00%
Grants and subsidies FMG	0	0	0	0.00%
Harbour Yzerfontein	0	0	0	0.00%

Annual Report for 2020/2021

Housing	3	3	0	0.00%
Human Resources	5	5	0	0.00%
ICT Services	4	4	0	0.00%
Income	32	32	0	0.00%
Internal Audit (including Risk Management)	2	2	0	0.00%
Legal and Credit Control	10	10	0	0.00%
Libraries	33	33	0	0.00%
Licencing and Registration Services	25	23	2	8.00%
Local Economic Development	0	0	0	0.00%
Management Civil Engineering Services	7	7	0	0.00%
Management Corporate Services	8	7	1	12.50%
Management Development Services	2	2	0	0.00%
Management Electrical Engineering Services	0	0	0	0.00%
Management Financial Services	1	1	0	0.00%
Management Municipal Manager	3	3	0	0.00%
Management Protection Services	2	2	0	0.00%
Marketing and Tourism	1	1	0	0.00%
Municipal Property Maintenance	11	11	0	0.00%
Occupational Health and Safety (including Pollution Control)	2	2	0	0.00%
Parks and Recreational Areas	55	54	1	1.82%
Planning and Valuations	6	6	0	0.00%
Proclaimed Roads	5	4	1	20.00%
Rates Services	3	3	0	0.00%
Refuse Removal	77	77	0	0.00%
Secretariat and Archives	6	6	0	0.00%
Sewerage Services	30	30	0	0.00%
Sports Grounds	5	5	0	0.00%
Strategic Management	2	1	1	50.00%

Streets and Stormwater	70	68	2	2.86%
Supply Chain Management	11	11	0	0.00%
Swimming Pools	5	5	0	0.00%
Thusong Service Centres	4	4	0	0.00%
Town and Community Halls (including Property and Legal)	19	18	1	5.26%
Traffic and Law Enforcement Services	57	57	0	0.00%
Water Services	40	39	1	2.50%
TOTAL	630	617	13	

(b) Vacancy rate

Designation	Total Approved Posts	Vacancies	Vacancy Percentage
a Municipal Manager	1	0	0.00%
b Chief Financial Officer	1	0	0.00%
c Other S56 Managers (excluding Finance Posts)	5	0	0.00%
d Other S56 Managers (Finance Posts)	0	0	0.00%
e Police Officers	0	0	0.00%
f Fire fighters	6	0	0.00%
g Senior Management: Levels 13-18 (excluding Finance Posts)	41	2	4.88%
h Senior Management: Levels 13-18 (Finance Posts)	10	1	10.00%
i Highly skilled supervision: Levels 9-12 (excluding Finance Posts)	125	3	2.40%
j Highly skilled supervision: Levels 9-12 (Finance Posts)	12	0	0.00%

(c) Turn-over Rate

Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-Over Rate
613	31	5.06%

(d) Comment on municipal personnel

The stable environment of Swartland Municipality ensures that employees have stable careers and therefore there is a very low staff turnover of 5.1%.

4.3 MANAGING THE MUNICIPAL WORKFORCE

4.3.1 HR POLICIES AND PLANS

(a) HR policies and plans as on 30 June 2021

Name Of Policy	Completed	Revised	Date Adopted	Comment
Acting Allowance	100.00%	0.00%	2016-12-01	
Alcohol and Drug Policy & Procedure	100.00%	100.00%	2018-12-01	
Code of Conduct for employees	100.00%	0.00%		Part of Municipal Systems Act
Delegations, Authorisation & Responsibility	100.00%	100.00%	2021-05-27	
Disability	100.00%	0.00%	2018-12-01	
Disciplinary Code and Procedures	100.00%	0.00%		Collective Agreement
Education, Training and Development	100.00%	0.00%	2018-12-01	
Employee Assistance / Wellness	100.00%	0.00%	2018-12-01	
Employment Equity	100.00%	100.00%	2016-04-01	
Essential Services	0.00%	0.00%		
Exit Management	0.00%	0.00%		
External Bursary Policy	100.00%	100.00%	2017-04-01	
Gift Policy	100.00%	0.00%	2018-12-01	
Grievance Procedures	100.00%	0.00%		Part of Main Collective Agreement
HIV/Aids	100.00%	0.00%	2016-04-01	
Information Technology	100.00%	100.00%	2012-07-01	
Internship	100.00%	0.00%	2016-04-01	
Job Evaluation	100.00%	0.00%		SALGA's prescribes process regarding job evaluation
Leave	100.00%	100.00%	2016-12-01	
Occupational Health and Safety	0.00%	0.00%		
Official Housing	100.00%	100.00%	2009-11-01	
Official Journeys	100.00%	100.00%	2020-01-01	

Official transport to attend Funerals	0.00%	0.00%		
Organisational Rights	100.00%	0.00%		Part of Main Collective Agreement
Other	0.00%	0.00%		
Outside Work	100.00%	100.00%	2018-12-01	
Overtime	100.00%	100.00%	2017-07-01	
Payroll Deductions	100.00%	0.00%		Part of Main Collective Agreement
Performance Management and Development	0.00%	0.00%		
Privacy Policy	100.00%	0.00%	2021-06-28	
Recruitment, Selection and Appointments	100.00%	100.00%	2016-04-01	
Remuneration Scales and Allowances	0.00%	0.00%		Collective Agreement
Resettlement	0.00%	0.00%		
Sexual Harassment	100.00%	0.00%	2018-12-01	
Smoking	100.00%	100.00%	2018-12-01	
Staff Bursary	100.00%	100.00%	2016-04-01	
Telecommunications	100.00%	0.00%	2016-04-01	
Uniforms and Protective Clothing	100.00%	100.00%	2019-10-21	
Work Organisation	0.00%	0.00%		

(b) Comment on HR policies and plans

Policies are not static documents and therefore have to be revised regularly. During the 2020/21 period a process involving all stakeholders, namely employer, councillors and unions, was followed where several policies were addressed. A new Privacy Policy was adopted on 28 June 2021 for implementation with effect from 1 July 2021.

4.3.2 INJURIES, SICKNESS AND SUSPENSIONS

(a) Number and cost of injuries on duty

Type Of Injury	Injury Leave Taken	Employees Using Injury Leave	Proportion Employees Using Sick Leave	Injury Leave Per Employee	Estimated Cost
Permanent disablement	0	0	0.00%	0	R0
Fatal	0	0	0.00%	0	R0
Temporary total disablement	0	0	0.00%	0	R0
Required basic medical attention only	112	18	16.07%	6	R83 035
TOTAL	112	18			

(b) Number of days and cost of sick leave (excluding injuries on duty)

Salary Band	Total Days Sick Leave	Proportion Without Medical Certification	Employees Using Sick Leave	Total Employees In Post	Average Days Per Employee	Estimated Cost
a Lower skilled (Levels 1 - 2)	0	0.00%	0	0	0	R0
b Skilled (Levels 3 - 5)	1185	38.20%	154	220	7.8	R573 238
c Highly skilled production (Levels 6 - 8)	1620	21.60%	162	207	10	R1 251 933
d Highly skilled supervision (Levels 9 - 12)	1285	18.60%	107	134	0	R1 478 501
e Senior management (Levels 13 - 18)	232	18.50%	38	49	6.1	R1 920 930
f MM and S56	44	0.00%	3	7	14.7	R215 021

(c) Comment on injury and sick leave

The percentage of employees absent due to sick leave and injury on duty is monitored on a monthly basis and is also part of the performance management system. Whenever the figure exceeds 3%, measures are put in place to address problem areas. Levels of absenteeism due to these reasons are relatively low with an average absenteeism for the period 2020/21 for sick leave being 1.7% and for injury on duty 0.02%. All injuries are investigated thoroughly and if necessary, the Health and Safety Officer addresses the problem areas through training and counselling. Injuries are examined by the municipality's own doctors, and where long or regular periods of sick leave are taken, prognosis reports are requested in order to determine the employees' fitness for duty.

(d) Comment on suspensions and cases of financial misconduct

There were no suspension of more than 4 months and any cases of financial misconduct within Swartland Municipality.

4.3.3 PERFORMANCE REWARDS

Performance bonuses were paid to the Municipal Manager, Director Development Services, Director Financial Services and Director Civil Engineering Services.

4.4 CAPACITATING THE MUNICIPAL WORKFORCE**4.4.1 INTRODUCTION**

MSA 2000 S68 (1) requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way.

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its human capital, the Municipality provides various learning and development opportunities for employees, non-employees and councillors. The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and annual implementation reports submitted. During 2020/2021 an amount of R1 568 192.40 was spent on efficiency development.

Swartland Municipality adopted a Succession Plan for the development of employees in order to prepare them for future vacancies through training and exposure to the required experience for the specific succession post. Bursaries are also awarded for succession candidates who need to complete formal qualifications. Currently there are 21 employees on the Succession Plan for various future vacancies.

4.4.2 SKILLS DEVELOPMENT AND TRAINING**(a) Annual Training Report: Number of employees trained as at 30 April 2021**

Occupational Category	No of Employees in post at 30 April 2018	Type of Learning Intervention										Total	
		Apprenticeship	Bursary	Leathership	RPL	Skills Programme	Short Course: Non-credit	AET1	AET2	AET3	AET4		
Legislators, senior officials and managers	7		1										1
Professionals	22			1		5	8						14
Techicians and Associate Professionals	32					18	12						30
Clerks	112	1		4		36	20						61

Annual Report for 2020/2021

Services and Sales Workers	65				32	13				45
Skilled agricultural and fishery workers	1									0
Craft and related trades workers	32				3	13				16
Plant and machine operators and assemblers	41	2			11	20				33
Elementary occupations	234	3	1	5	46	40	4		3	102
TOTAL	546	6	2	10	151	126	4		3	302

(b) Financial Competency Development: Progress Report

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated Total: A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
a Accounting officer	1	0	1	1	1	1
b Chief financial officer	1	0	1	1	1	1
c Senior managers	5	0	5	5	5	5
d Any other financial officials	76	0	76	76	0	0
e Heads of supply chain management units	2	0	2	2	0	2
f Supply chain management senior managers	1	0	1	1	1	1
TOTAL	86	0	86	86	8	10

(c) Skills Development Expenditure as at 30 April 2021

Type of Learning Intervention	NQF Level	Number trained		Actual Amount Spent
		Female	Male	
Apprenticeship	1-4		7	R207 066
	5-7			
	8-10			
Bursary	1-4			
	5-7		1	R99 180
	8-10			
Learnership	1-4	4		R41 920
	5-7	1		R11 605
	8-10			
RPL	1-4			
	5-7			
	8-10			
Skills Programme	1-4	54	73	R371 555
	5-7	15	81	R249 688
	8-10			
Short Course: Non-credit	1-4	53	255	R356 966
	5-7			
	8-10			
TOTAL		127	417	R1 337 980

(d) Comment on skills development and related expenditure and on the financial competency regulations

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its human capital, the Municipality provides various learning and development opportunities for employees, non-employees and councillors. The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and annual implementation reports submitted. During 2020/2021 an amount of R1 568 192.40 was spent on efficiency development.

Swartland Municipality adopted a Succession Plan for the development of employees in order to prepare them for future vacancies through training and exposure to the required experience for the specific succession post. Bursaries are also awarded for succession candidates who need to complete formal qualifications. Currently there are 21 employees on the Succession Plan for various future vacancies.

4.5 MANAGING THE WORKFORCE EXPENDITURE

4.5.1 INTRODUCTION

Workforce expenditure is managed effectively, through regular (monthly) budget control meetings to discuss expenditure and rectify any overspending. No appointments are made unless the posts are funded and vacant on the post establishment. In order to obtain value for money from workforce expenditure, the mandate for appointment is to appoint the candidate on the minimum notch of the scale unless motivation exists for appointment on a higher notch. The consultation for appointment on a higher notch is done by the Senior Manager: Human Resources and the director concerned. Should consensus not be reached, there should be a cooling-down period of forty-eight (48) hours after which further consultation should take place to reach consensus. Consensus must be reached after the cooling-down period has elapsed.

4.5.2 EMPLOYEE EXPENDITURE

(a) Workforce Expenditure Trends

Operational Expenditure Type	Total Operating Expenditure	Actual Workforce Expenditure	Ratio
1 Employees	R780 448 704	R259 134 453	33.20%

(b) Number of employees whose salaries were increased due to their positions being upgraded

Through job evaluation 14 employees' salaries were increased due to a higher job grading result.

(c) Employees whose salary levels exceed the grade determined by job evaluation

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Cashier and Enquiries Clerk	2	6	7	Implementation of TASK (Contractual to incumbent)
Senior Clerk: Registration	1	6	7	Implementation of TASK (Contractual to incumbent)
Cashier and Enquiries Clerk	2	6	8	Implementation of TASK (Contractual to incumbent)
Operator: Loader	1	6	8	Implementation of TASK (Contractual to incumbent)
Library Assistant	1	6	8	Implementation of TASK (Contractual to incumbent)
Cashier and Enquiries Clerk	1	6	9	Implementation of TASK (Contractual to incumbent)
Assistant Librarian	1	7	8	Implementation of TASK (Contractual to incumbent)
Principal Clerk	3	7	8	Implementation of TASK (Contractual to incumbent)
Chief Clerk: Enquiries	1	8	9	Implementation of TASK (Contractual to incumbent)
Assistant Librarian	2	8	9	Implementation of TASK (Contractual to incumbent)
Chief Clerk	1	8	11	Implementation of TASK (Contractual to incumbent)
Librarian	3	9	10	Implementation of TASK (Contractual to incumbent)

Administrator	1	9	11	Implementation of TASK (Contractual to incumbent)
Administrative Officer	1	9	11	Implementation of TASK (Contractual to incumbent)
Senior Foreman	1	10	11	Implementation of TASK (Contractual to incumbent)
Personal Assistant	1	10	11	Implementation of TASK (Contractual to incumbent)
Management Representative	1	11	13	Implementation of TASK (Contractual to incumbent)
Superintendent	1	12	13	Implementation of TASK (Contractual to incumbent)

(d) Employees appointed to posts not approved

None

(e) Comment on upgraded posts and those that are at variance with normal practice

Through job evaluation 14 posts acquired a higher grading.

CHAPTER 5 – FINANCIAL PERFORMANCE

5.1 INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

The municipality is being subjected to extreme external cost pressures which includes the effect of the tariff increases of Eskom, labour collective agreements which resulted in expenditure increases well above the normal inflation rate, the increased cost of fuel due to the declining currency and higher oil prices etc. The municipality is well aware of the effect of the global economic slowdown and the effect it has on the ability of the consumers to pay for services. The municipality therefore embarked on cost saving measures in its budgeting- and actual processes wherever possible.

GRAP compliance

GRAP is the acronym for **G**enerally **R**ecognized **A**ccounting **P**ractice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

The Accounting Standards Board annually issues a directive (Directive 5) indicating the relevant accounting standards which municipalities must comply with. The municipality implemented all the required standards and was able to obtain an unqualified audit report. The municipality did not deviate from any of the standards.

5.2 STATEMENTS OF FINANCIAL PERFORMANCE

5.2.1 INTRODUCTION

The financial statements of the municipality has been audited by the Office of the Auditor-General and the paragraphs below reflects a high level summary of the financial results for the financial year. The complete set of audited Annual Financial Statements is attached to the Annual Report as an appendix (Separate document).

5.2.2 STATEMENTS OF FINANCIAL PERFORMANCE

(a) Financial Summary

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
1a Total Revenue (excluding capital transfers and contributions)	R811 176 530	R783 171 275	R802 132 255	R847 143 777	7.55%	5.31%
a Property rates	R125 025 191	R128 927 639	R128 927 639	R133 191 703	3.20%	3.20%
b Service charges	R454 718 635	R444 402 638	R449 698 488	R468 606 537	5.17%	4.03%
c Investment revenue	R45 724 748	R30 712 017	R33 657 533	R36 438 345	15.72%	7.63%
d Transfers recognised - operational	R114 420 128	R120 495 285	R139 345 487	R135 127 570	10.83%	-3.12%
e Other own revenue	R71 287 828	R58 633 696	R50 503 108	R73 779 622	20.53%	31.55%
1b Total Expenditure	-R746 209 018	-R797 918 541	-R799 656 203	-R780 448 704	-2.24%	-2.46%
a Employee costs	R220 617 326	R239 382 358	R240 890 256	R248 277 729	3.58%	2.98%
b Remuneration of councillors	R10 890 659	R11 471 485	R11 471 485	R10 856 724	-5.66%	-5.66%
c Depreciation and asset management	R86 992 570	R92 754 540	R92 754 540	R87 220 068	-6.35%	-6.35%
d Finance charges	R14 452 515	R11 933 512	R13 954 439	R13 954 440	14.48%	0.00%
e Materials and bulk purchases	R255 338 498	R284 242 266	R284 122 497	R284 044 811	-0.07%	-0.03%
f Transfers and grants	R3 878 972	R3 223 083	R3 355 019	R2 989 247	-7.82%	-12.24%
g Other expenditure	R154 038 478	R154 911 297	R153 107 967	R133 105 685	-16.38%	-15.03%
1c Capital transfers and contributions	R60 811 962	R86 863 600	R80 767 352	R75 090 636	-15.68%	-7.56%
a Transfers recognised - capital	R60 239 866	R85 722 600	R79 263 313	R74 767 454	-14.65%	-6.01%
c Donated property, plant and equipment	R1 365 864	-R1 141 000	-R1 504 039	-R323 182	-253.05%	-365.38%

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
2 Total sources of capital funds	-R123 246 787	-R212 435 837	-R212 204 973	-R217 548 460	2.35%	2.46%
a Transfers recognised - capital	R60 239 838	R85 722 600	R79 626 351	R75 530 680	-13.49%	-5.42%

d Internally generated funds	R49 964 581	R126 713 237	R132 578 622	R142 017 780	10.78%	6.65%
3 Financial position						
a Total current assets	R757 405 995	R687 584 706	R719 692 087	R785 693 905	12.49%	8.40%
b Total non-current assets	R1 988 441 884	R2 135 414 398	R2 096 939 128	R2 104 144 118	-1.49%	0.34%
c Total current liabilities	R144 646 369	R179 125 149	R145 513 204	R141 461 120	-26.63%	-2.86%
d Total non-current liabilities	R207 418 325	R203 635 292	R194 104 186	R212 808 008	4.31%	8.79%
4 Cash Flows						
a Net cash from (used) operating	R222 504 098	R111 794 567	R201 147 023	R215 278 283	48.07%	6.56%
b Net cash from (used) investing	R105 754 045	R212 235 837	R210 162 875	R195 423 024	-8.60%	-7.54%
c Net cash from (used) financing	R11 709 586	R10 978 830	R10 978 830	R10 017 151	-9.60%	-9.60%
d Cash/Cash Equivalents at the year end	R630 365 897	R453 588 359	R610 371 215	R640 204 005	29.15%	4.66%
5 Cash backing/surplus reconciliation						
a Cash and investments available	R630 365 897	R453 588 359	R610 371 215	R640 204 005	29.15%	4.66%
b Application of cash and investments	R0	R0	R0	R0	0.00%	0.00%
c Balance - Surplus (Shortfall)	R0	R0	R0	R0	0.00%	0.00%
6 Asset Management						
a Asset register summary (WDV)	R1 988 439 991	R2 089 770 949	R2 061 059 636	R2 067 865 876	-1.06%	0.33%
b Depreciation & asset impairment	R86 992 570	R92 754 539	R92 754 539	R87 220 069	-6.35%	-6.35%
c Renewal of existing assets	R30 991 226	R23 198 000	R24 858 087	R25 051 684	7.40%	0.77%
d Repairs and maintenance	R53 341 340	R51 511 364	R53 190 955	R50 574 538	-1.85%	-5.17%
7 Free Services						
a Cost of free basic services provided	R0	R62 760 797	R61 364 855	R58 454 436	-7.37%	-4.98%

(b) Financial Performance of Operational Services

Service	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Variance From Original Budget	Variance From Adjustment Budget
Asset and Fleet Management	R2 186 642	R3 516 367	R3 391 020	R3 124 919	-12.53%	-8.52%
Budget Office and Costing	R3 630 134	R5 011 655	R5 025 429	R4 311 003	-16.25%	-16.57%
Building Control	R2 759 007	R3 062 857	R3 052 444	R2 887 018	-6.09%	-5.73%
Caravan Park Yzerfontein	R1 794 755	R2 140 467	R2 151 631	R1 938 101	-10.44%	-11.02%
Cemeteries	R701 676	R668 690	R771 175	R819 608	18.41%	5.91%
Civil Protection (including Disaster Management)	R2 062 848	R2 000 000	R2 600 000	R981 847	-103.70%	-164.81%
Community Development	R2 449 209	R3 010 683	R3 068 356	R2 810 951	-7.11%	-9.16%
Council General Expenses	R16 374 297	R18 108 459	R18 119 955	R16 781 455	-7.91%	-7.98%
Electricity Distribution	R270 027 334	R297 667 321	R298 149 511	R294 595 416	-1.04%	-1.21%
Expenditure	R0	R0	R0	R0	0.00%	0.00%
Financial Statements and Control	R0	R0	R0	R0	0.00%	0.00%
Financial Systems Administration	R0	R0	R0	R0	0.00%	0.00%
Fire Fighting Services	R5 463 292	R7 643 605	R7 837 086	R6 797 303	-12.45%	-15.30%
Grants and subsidies Council	R0	R0	R0	R0	0.00%	0.00%
Grants and subsidies Financial Services	R0	R0	R0	R0	0.00%	0.00%
Grants and subsidies FMG	R1 550 030	R1 550 000	R1 550 000	R1 550 000	0.00%	0.00%
Harbour Yzerfontein	R60 291	R384 535	R294 535	R247 749	-55.21%	-18.88%
Housing	R13 392 602	R6 628 609	R7 266 245	R6 208 080	-6.77%	-17.04%
Human Resources	R4 677 997	R5 213 030	R5 558 810	R5 249 701	0.70%	-5.89%
ICT Services	R9 549 309	R13 209 799	R14 087 607	R12 791 207	-3.27%	-10.14%
Income	R0	R0	R0	R0	0.00%	0.00%
Internal Audit (including Risk Management)	R1 714 924	R1 988 955	R2 183 955	R1 987 898	-0.05%	-9.86%
Legal and Credit Control	R0	R0	R0	R0	0.00%	0.00%
Libraries	R9 090 373	R9 926 350	R10 428 593	R10 425 430	4.79%	-0.03%
Licencing and Registration Services	R7 736 539	R8 645 970	R8 777 917	R8 633 926	-0.14%	-1.67%
Local Economic Development	R0	R0	R0	R0	0.00%	0.00%

Chapter 5 – Financial performance

Management Civil Engineering Services	R3 226 466	R3 433 818	R3 430 318	R3 477 529	1.26%	1.36%
Management Corporate Services	R14 735 970	R13 982 398	R14 017 077	R10 599 939	-31.91%	-32.24%
Management Development Services	R1 909 599	R2 078 407	R2 078 981	R2 404 154	13.55%	13.53%
Management Electrical Engineering Services	R1 647 399	R1 732 332	R1 732 332	R1 701 995	-1.78%	-1.78%
Management Financial Services	R30 882 142	R41 353 498	R34 228 825	R36 629 207	-12.90%	6.55%
Management Municipal Manager	R3 284 927	R3 917 644	R3 895 907	R3 571 131	-9.70%	-9.09%
Management Protection Services	R2 052 997	R2 254 840	R2 254 840	R2 248 466	-0.28%	-0.28%
Marketing and Tourism	R1 347 204	R1 534 125	R1 534 266	R1 468 602	-4.46%	-4.47%
Municipal Property Maintenance	R17 665 519	R14 238 124	R15 872 598	R12 823 142	-11.03%	-23.78%
Occupational Health and Safety (including Pollution Control)	R1 568 189	R1 933 246	R2 098 740	R1 897 841	-1.87%	-10.59%
Parks and Recreational Areas	R14 038 180	R15 720 981	R16 560 920	R17 557 751	10.46%	5.68%
Planning and Valuations	R7 635 457	R8 676 449	R8 814 949	R7 795 972	-11.29%	-13.07%
Proclaimed Roads	R6 469 541	R326 973	R326 973	R326 948	-0.01%	-0.01%
Rates Services	R414 466	R1 668 243	R3 187 397	R873 085	-91.07%	-265.07%
Refuse Removal	R44 853 607	R43 344 050	R47 529 350	R42 534 135	-1.90%	-11.74%
Secretariat and Archives	R0	R0	R0	R0	0.00%	0.00%
Sewerage Services	R52 691 717	R51 119 332	R48 856 864	R47 688 140	-7.20%	-2.45%
Sports Grounds	R4 691 950	R5 279 853	R5 189 471	R4 383 843	-20.44%	-18.38%
Strategic Management	R2 126 164	R2 185 347	R2 185 347	R1 814 301	-20.45%	-20.45%
Streets and Stormwater	R52 916 958	R55 425 768	R57 187 181	R59 014 936	6.08%	3.10%
Supply Chain Management	R6 273 612	R6 727 650	R6 727 650	R6 967 400	3.44%	3.44%
Swimming Pools	R2 107 564	R1 822 805	R1 922 062	R2 355 343	22.61%	18.40%
Thusong Service Centres	R1 177 076	R1 497 823	R1 540 018	R1 462 746	-2.40%	-5.28%
Town and Community Halls (including Property and Legal)	R3 832 990	R4 724 473	R4 725 351	R4 140 689	-14.10%	-14.12%
Traffic and Law Enforcement Services	R53 806 804	R43 579 131	R52 221 890	R58 487 189	25.49%	10.71%
Water Services	R59 631 263	R78 983 877	R67 340 360	R66 082 608	-19.52%	-1.90%
TOTAL	R746 209 020	R797 918 539	R799 773 936	R780 448 704		

(c) Comment on financial performance

Total operating expenditure amounted to **R780 448 704** and **97.58%** of the budget was spent.

Total operating revenue amounted to **R922 234 413** which is equal to **104.44%**.

5.2.3 GRANTS

(a) Grants received from the Division of Revenue Act (DoRA)

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
National Government (capital)						
Energy Efficiency and Demand Side Management Grant	R4 000 000	R4 000 000	R3 600 000	R3 600 000	-11.11%	0.00%
Integrated National Electrification Programme (Municipal) Grant	R5 000 000	R7 652 000	R5 652 000	R5 652 000	-35.39%	0.00%
Municipal Infrastructure Grant (MIG)	R21 301 000	R21 183 000	R22 923 000	R22 923 000	7.59%	0.00%
TOTAL	R30 301 000	R32 835 000	R32 175 000	R32 175 000		
National Government (operating)						
Equitable Share Grant	R91 534 000	R102 195 000	R116 404 000	R116 404 000	12.21%	0.00%
Expanded Public Works Programme Integrated Grant	R1 768 000	R1 867 000	R1 867 000	R1 867 000	0.00%	0.00%
Finance Management	R1 550 000	R1 550 000	R1 550 000	R1 550 000	0.00%	0.00%
TOTAL	R94 852 000	R105 612 000	R119 821 000	R119 821 000		
Provincial Government (capital)						
Establishment of a K9 Unit (capital)	R696 140	R611 600	R611 600	R543 495	-12.53%	-12.53%
Fire Service Capacity Building Grant	R0	R732 000	R732 000	R732 000	0.00%	0.00%
Human Settlements Development Grant (capital)	R26 688 990	R48 474 000	R39 687 411	R35 262 291	-37.47%	-12.55%
Library Service: Conditional Grant (capital)	R46 122	R70 000	R70 000	R67 365	-3.91%	-3.91%
RSEP/VPUU Municipal Projects Grant	R813 709	R3 000 000	R5 987 302	R5 987 302	49.89%	0.00%
TOTAL	R28 244 961	R52 887 600	R47 088 313	R42 592 453		

Provincial Government (operating)						
Community Development Workers Grant	R3 577	R38 000	R95 673	R64 877	41.43%	-47.47%
Establishment of a K9 Unit (operating)	R2 700 535	R1 588 400	R4 178 940	R3 154 685	49.65%	-32.47%
Financial Management Support Grant: Student Bursaries	R139 151	R401 000	R300 000	R148 175	-170.63%	-102.46%
Fire Damage Houses	R0	R0	R0	R97 252	100.00%	100.00%
Human Settlements Development Grant (operating)	R0	R1 950 000	R2 950 000	R2 757 191	29.28%	-6.99%
Library Service: Conditional Grant (operating)	R9 556 631	R10 068 000	R10 718 000	R10 720 634	6.09%	0.02%
Municipal Accreditation Assistance Grant	R224 000	R238 000	R238 000	R176 984	-34.48%	-34.48%
Proclaimed Roads Subsidy (operating)	R5 084 000	R175 000	R175 000	R175 000	0.00%	0.00%
RSEP/VPUU Municipal Projects	R0	R0	R198 989	R198 989	100.00%	0.00%
Thusong Service Centres Grant (Sustainability: Operation Support)	R0	R150 000	R150 000	R150 000	0.00%	0.00%
Title Restoration	R0	R0	R245 000	R145 065	100.00%	-68.89%
TOTAL	R17 707 894	R14 608 400	R19 249 602	R17 788 852		

(b) Comment on operating transfers and grants received from DoRA

Government grants and subsidies: Operating was underspend by **0.93%** and Government grants and subsidies: Capital was underspend by **5.67%**.

(c) Grants received from sources other than DoRA

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjusted Budget Variance
LG SETA	R355 874	R274 885	R274 885	R274 910	0.01%	0.01%
TOTAL	R355 874	R274 885	R274 885	R274 910		

(d) Comment on conditional grants and grant received from other sources

The municipality adhered to the conditions of all conditional transfers.

The following Grants were applied for roll-over:

- Unspent Resourcing Funding for Establishment and Support of a K9 Unit to an amount of R1 092 363.10.
- Unspent Community Development Workers Operational Support Grant to an amount of R54 074.04 to be repaid to the Provincial Fiscus.
- Unspent Municipal Accreditation & Capacity Building Grant to an amount of R61 015.08 to be repaid to the Provincial Fiscus.

Unspent Financial Management Capacity Building Grant (Student Bursaries) to an amount of R151 825 to be repaid to the Provincial Fiscus.

5.2.4 ASSET MANAGEMENT

(a) Introduction

Assets under the control of each department are being managed by the relevant departmental heads. The Chief Financial Officer is responsible for maintaining an asset register for all assets which qualify to be capitalised.

Asset management is guided by the Asset Management Policy of the municipality. The policy is reviewed on an annual basis as part of the budget policies review process to ensure it complies with the latest requirements of GRAP, audit- and treasury directives.

(b) Comment on asset management

The municipality designed and implemented a system whereby each capital project is measured according to the requirements of the MFMA. The Council only approves projects where the full cost of the project, the future operating costs of the project as well as the effect that the costs associated with the project will have on tax and tariffs were considered by the Council.

(c) Repair and maintenance expenditure

Type	Operating Budget	Actual	% of Operating Budget
Repairs & Maintenance	R53 190 955	R50 574 538	R95.08%

(d) Comment on repair and maintenance expenditure

Expenditure on repairs and maintenance does not keep track with the increase in asset values as well as the ageing of the infrastructure. A portion of repairs and maintenance is also included in the capital budget. The norm of repairs and maintenance as a % of Property, plant and equipment and investment property (carrying value) is 8%. Swartland Municipality is currently at 2.41%.

5.2.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Financial viability ratio's	Norms	Criteria	2019/2020	2020/2021
Cost coverage	>4 months	Higher than 4 months is better	10	10
Debt coverage	40%	The lower the actual the better the result	14.22%	12.16%

(a) Comment on financial ratios

As indicated in the financial overview in Chapter 1.4 of this report, the Municipality is in a financially healthy position. Management proactively participates in programs to ensure a financially sustainable municipality.

5.3 SPENDING AGAINST CAPITAL BUDGET

5.3.1 INTRODUCTION

Capital expenditures relates mainly to construction projects that will have value lasting over many years. Capital expenditure is funded from Grants and Capital Replacement Reserve.

The municipality spent **102.52%** of the approved budget on capital projects.

5.3.2 CAPITAL EXPENDITURE

The table below indicates the capital expenditure against the total budget.

Description	Original Budget	Adjustment Budget	Actual
Capital Expenditure	R212 435 837	R212 204 973	R217 548 460

5.3.3 SOURCES OF FINANCE

(a) Capital Expenditure - Funding Sources

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
Capital Replacement Reserve (CRR)	R47 068 276	R132 674 837	R133 578 080	R142 958 270	7.19%	6.56%
Grants and subsidies	R60 239 838	R79 761 000	R78 263 855	R74 300 052	-7.35%	-5.33%
Public contributions and donations	R1 858 961	R0	R363 038	R290 138	100.00%	-25.13%

(b) Comment on sources of funding

Capital sources of funding for actual expenditure consist of Transfers recognised - capital which amounted to **34.59%**, Other Contributions and Public Donations was **0.13%** and Internally generated funds was **65.28%**.

5.3.4 CAPITAL SPENDING ON 5 LARGEST PROJECTS**(a) Capital Expenditure of 5 largest projects**

Description	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjusted Budget Variance
20/21 09-0004 Roads: Resealing of roads - Swartland	R18 898 000	R20 804 000	R20 758 857	8.96%	-0.22%
20/21 13-0008 Sewerage: Moorreesburg	R40 642 207	R41 802 000	R41 802 000	2.77%	0.00%
20/21 16-0015 Roads: New Roads	R15 000 000	R15 000 000	R14 854 694	-0.98%	-0.98%
20/21 18-0004 Sewerage: Darling	R22 203 793	R22 274 000	R22 274 000	0.32%	0.00%
20/21 20-0014 Dev Services: Malmesbury De Hoop project (Streets and stormwater)	R14 732 508	R15 532 650	R13 587 591	-8.43%	-14.31%

(b) Comment on capital projects

The expenditure on the major projects listed above is according to budget and the projects were all completed within the timeframes set.

5.3.5 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS OVERVIEW**(a) Municipal Infrastructure Grant (MIG)* Expenditure on Service backlogs**

Service	Households Above Minimum Level	Percentage	Households Below Minimum Level	Percentage
Electricity Distribution	38 620	98.35%	649	1.65%
Water Services	38 895	99.30%	273	0.70%
Refuse Removal	32 343	82.22%	6 994	17.78%
Sewerage Services	37 080	93.89%	2 413	6.11%

(b) Municipal Infrastructure Grant (MIG)* Expenditure on Service backlogs

Service	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
	R21 183 000	R22 923 000	R22 923 000	7.59%	0.00%

5.4 CASH FLOW MANAGEMENT AND INVESTMENTS

5.4.1 INTRODUCTION

The municipality classified a positive cash balance as critical to its operations and future viability and all planning exercises take the effect of decisions on the cash position of the municipality into consideration.

The municipality utilises a Capital Replacement Reserve Fund (CRR), established in terms of the Asset Management Policy, to fund as much of the capital expenditure as possible. The CRRF is being funded by surplus cash which is mainly derived from a recovery from tariffs for depreciation charges.

In order to measure that the municipality has sufficient own cash resources, the municipality deducts any unspent grants as well as unspent loans from the available cash position, with the balance being own funds and which is allocated between the operating account and the CRR.

5.4.2 CASH FLOW

(a) Cash Flow Outcomes

Description	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
1a Receipts	R811 693 210	R763 597 248	R862 867 927	R847 490 038	9.90%	-1.81%
a Ratepayers and other	R589 610 711	R521 629 310	R607 784 893	R597 811 470	12.74%	-1.67%
b Government - operating	R114 420 128	R120 495 285	R139 345 487	R135 127 570	10.83%	-3.12%
c Government - capital	R60 239 866	R86 863 600	R79 626 352	R75 090 636	-15.68%	-6.04%
d Interest	R47 422 505	R34 609 053	R36 111 195	R39 460 362	12.29%	8.49%
e Dividends	R0	R0	R0	R0	0.00%	0.00%
1b Payments	-R589 189 112	-R651 802 681	-R661 720 904	-R632 211 755	-3.10%	-4.67%
a Suppliers and employees	R570 857 625	R636 646 086	R646 432 373	R617 288 996	-3.14%	-4.72%

b Finance charges	R14 452 515	R11 933 512	R11 933 512	R11 933 512	0.00%	0.00%
c Transfers and Grants	R3 878 972	R3 223 083	R3 355 019	R2 989 247	-7.82%	-12.24%
2a Receipts	R3 638 833	R200 000	R2 042 098	R1 182 583	83.09%	-72.68%
a Proceeds on disposal of PPE	R3 638 833	R200 000	R2 042 098	R1 182 583	83.09%	-72.68%
b Decrease (Increase) in non-current debtors	R0	R0	R0	R0	0.00%	0.00%
c Decrease (increase) other non-current receivables	R0	R0	R0	R0	0.00%	0.00%
d Decrease (increase) in non-current investments	R0	R0	R0	R0	0.00%	0.00%
2b Payments	-R109 392 878	-R212 435 837	-R212 204 973	-R196 605 607	-8.05%	-7.93%
a Capital assets	R109 392 878	R212 435 837	R212 204 973	R196 605 607	-8.05%	-7.93%
3a Receipts	R691	R866 835	R866 835	R784	-110465.69%	-110465.69%
a Short term loans	R0	R0	R0	R0	0.00%	0.00%
b Borrowing long term/refinancing	R0	R0	R0	R0	0.00%	0.00%
c Increase (decrease) in consumer deposits	R0	R866 835	R866 835	R0	0.00%	0.00%
Finance lease receipts	R691	R0	R0	R784	100.00%	100.00%
3b Payments	-R11 710 277	-R11 845 665	-R11 845 665	-R10 017 935	-18.24%	-18.24%
a Repayment of borrowing	R11 710 277	R11 845 665	R11 845 665	R10 017 935	-18.24%	-18.24%

(b) Comment on cash flow outcomes

The net cash position of the municipality, as indicated above, has improved from **R630.3m** to **R640.2m**. Unspent grants amounted to R 3 554 142.

The net increase in Cash and cash equivalents amounts to **R9.8m** compared to the previous year's (2019/2020) increase of **R105m**.

5.4.3 BORROWING AND INVESTMENTS

(a) Introduction

No new borrowing contracts were taken up for the 2020/2021 financial year. The Municipality does not rely on borrowed funds to fund its capital budget. The main funding source is the Capital Replacement Reserve, to which an annual contribution is made out of the operating surplus.

The Municipality has current investments on hand and review these investments on a monthly basis.

(b) Actual Borrowings

Instrument	Previous Year Amount	Amount
Financial Leases	R0	R0
Instalment Credit	R0	R0
Long-Term Loans (annuity/reducing balance)	R117 966 271	R107 948 337
Long-Term Loans (non-annuity)	R0	R0
Marketable Bonds	R0	R0
Non-Marketable Bonds	R0	R0
TOTAL	R117 966 271	R107 948 337

(c) Municipal Investments

Investment Type	Previous Year Amount	Amount
Bankers Acceptance Certificates	R0	R0
Deposits - Bank	R0	R0
Deposits - Corporation for Public Deposits	R0	R0
Deposits - Public Investment Commissioners	R0	R0
Guaranteed Endowment Policies (sinking)	R0	R0
Listed Corporate Bonds	R0	R0
Municipal Bonds	R0	R0

Negotiable Certificates of Deposit - Banks	R0	R0
Other	R630 365 897	R640 204 005
Repurchase Agreements - Banks	R0	R0
Securities - National Government	R0	R0
TOTAL	R630 365 897	R640 204 005

5.4.4 PUBLIC PRIVATE PARTNERSHIPS

N/a

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

6.1 INTRODUCTION

The Constitution section 188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. The responsibility of the Auditor-General is to perform an audit to obtain reasonable assurance whether the financial statements are free from material misstatement and to express an opinion based on the audit conducted in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the General Notice issued in terms thereof and International Standards on Auditing.

The Municipal System Act section 45 states that the results of performance measurement must be audited annually by the Auditor-General. The reported performance against predetermined objectives is evaluated against the overall criteria of usefulness and reliability. The usefulness of information relates to whether the reported performance is consistent with the planned development priorities or objectives and if indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury Framework for managing programme performance information.

The Auditor-General did not raise any material findings on the usefulness and reliability of the reported information.

The Annual Financial Statements (AFS) for the year 2019/20 submitted for auditing were prepared in accordance with the requirements of section 122(1) of the Municipal Finance Management Act. Swartland Municipality has improved from an unqualified opinion with findings to an unqualified opinion with no findings, i.e. a clean audit report. The Annual Financial Statements (AFS) and performance information were without any material uncorrected misstatements and Management will continue to improve its internal controls and processes over the preparation and presentation of the financial statements to ensure that it is free from material misstatements.

6.2 AUDITOR-GENERAL OPINION (PREVIOUS YEAR - 2019/2020)

6.2.1 AUDITOR GENERAL REPORTS

(a) Auditor-General Report on Financial Performance

Status of Audit Report:	Unqualified - Clean Audit Report with no findings
Non-Compliance Issues	Remedial Action Taken
There are no material findings. Management’s internal controls and processes over the preparation and presentation of the financial statements were adequate to ensure that the financial statements were prepared in accordance with the requirements of section 122(1) of the Municipal Finance Management Act.	None The Chief Financial Officer will apply the principle of continues improvement to internal controls and processes over the preparation and presentation of the financial statements to ensure that it is free from material misstatements or error. The addressing of GRAP training across departments is a key initiative to ensure that we keep abreast of changes in the accounting framework environment.
<i>Note:* The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse).</i>	

(b) Auditor-General Report on Service Delivery Performance

Status of Audit Report:	Unqualified - Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
There are no material findings on the usefulness and reliability of the reported performance information for the selected objective in respect of Strategic Goal 5 – Sufficient, affordable and well-run services.	None

6.3 AUDITOR-GENERAL OPINION (CURRENT YEAR 2020-2021)

6.3.1 AUDITOR GENERAL REPORTS

(a) Auditor-General Report on Financial Performance

Status of audit report:	Unqualified- Clean Audit Report with no findings*
Non-Compliance Issues	Remedial Action Taken
No material findings were raised. Management’s internal controls and processes are adequate to ensure that the financial statements were prepared in accordance with the requirements of section 122(1) of the Municipal Finance Management Act.	None The Chief Financial Officer will continue to improve the control environment to ensure that the financial statements are free from material misstatements, omissions or error. Training across departments will carry on to ensure staff is aware of changes in the accounting framework environment.
<i>Note: * The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse).</i>	

(b) Auditor-General Report on Service Delivery Performance

Status of audit report:	Unqualified - Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
There are no material findings on the usefulness and reliability of the reported performance information for the selected objective in respect of Strategic Goal 5 – Sufficient, affordable and well-run services.	None

(c) Auditor-General Report on the financial statements

See Chapter 1 paragraph 1.2.6

(d) Comments on Auditor-General’s opinion

Swartland Municipality once again received a clean audit from the Auditor-General for the past financial year 2020/2021. The Annual Financial Statements (AFS) and performance information were without any material uncorrected misstatements, which can be attributed to proper record keeping, processing and reconciling controls, and regular reporting that is monitored. The use of governance structures in key risk areas within the municipality should be continued to ensure that deficiencies identified are adequately responded to

and monitored through management's action plan.

Clean administration entails effective teamwork amongst all departments within the municipality, the right attitude of its workforce and keeping staff accountable for their area of responsibility. The Swartland Municipality continues to subscribe to high levels of good governance and clean administration.

The foundations on which Swartland Municipality builds its success are as follows:

- Political stability
- Good leadership
- Effective Oversight – Council/ MPAC/ Performance and Risk Audit Committee/ Disciplinary Board
- Apply Good Governance at all times
- Managing beyond compliance built into Performance Management system
- All employees' buy-in to doing the right things the first time and to apply control
- Committed and hardworking personnel to meet and maintain high standard at all times
- Investigate and implement best practices
- Support from Provincial Treasury
- Start with the end in mind
- Management oversight responsibility

(e) *Comments on MFMA section 71 responsibilities*

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)



Dated 20 January 2022

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Goals	A goal is a desired end result or possible outcome that an organisation envisions, plans and commits to achieve, towards which an organisation's programmes or problem solutions are directed. It is a major step in achieving the vision of the organisation. In the strategic planning context a goal is a state where the organisation wants to be, a destination
Objectives	Objectives are more detailed than goals and explain how goals will be accomplished. Objectives detail the activities that must be completed to bring about the achievement of the goal. The attainment of each goal may require a number of objectives to be reached.

Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Council Members	Full Time / Part Time FT/PT	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
Van Zyl, M	FT	Executive Mayoral Committee, Portfolio Committee (Municipal Manager, Administration & Finance – Deputy Chairperson; Protection Services)	Ward 1	100%	N/a
Papers, C H (resigned 31 March 2021)	PT	Portfolio Committee (Protection Services); MPAC	Ward 2	66%	71%
Smit, N	PT	Portfolio Committee (Civil & Electrical Services – Chairperson), MPAC	Ward 3	100%	N/a
Stanley, B J	PT	Portfolio Committee (Civil & Electrical Services)	Ward 4	93%	100%
Rangasamy, M A	FT	Speaker, Portfolio Committee (Municipal Manager, Administration & Finance; Protection Services)	Ward 5	93%	100%
Maart, E S M	PT	Portfolio Committee (Municipal Manager, Administration & Finance – Chairperson)	Ward 6	71%	100%
McQuire, V D	PT	Portfolio Committee (Development Services; Protection Services), MPAC	Ward 7	93%	92%
De Beer, J M	PT	Portfolio Committee (Municipal Manager , Administration & Finance; Development Services)	Ward 8	100%	N/a
Penxa, B J	PT	Portfolio Committee (Civil & Electrical Services)	Ward 9	100%	N/a
Van der Westhuizen, R F	FT	Executive Mayoral Committee, Portfolio Committee (Civil & Electrical Services – Deputy Chairperson, Development Services)	Ward 10	100%	N/a
Daniels, C	PT	Portfolio Committee (Municipal Manager, Administration & Finance; Civil & Electrical Services); MPAC – Chairperson	Ward 11	100%	N/a
Bess, D G	PT	Portfolio Committee (Civil & Electrical Services; Protection Services - Chairperson)	Ward 12	100%	N/a
Van Essen, T	FT	Executive Mayor	Party Representative	100%	N/a
Goliath, M S I	FT	Executive Deputy Mayor, Portfolio Committee (Municipal Manager, Administration & Finance; Civil & Electrical Services; Development Services;	Party Representative	85%	100%

Annual Report for 2020/2021

		Protection Services)			
Stemele, O M	FT	Executive Mayoral Committee, Portfolio Committee (Municipal Manager, Administration & Finance - Deputy Chairperson; Civil & Electrical Services)	Party Representative	100%	N/a
Solomons, P E	FT	Executive Mayoral Committee, Portfolio Committee (Development Services)	Party Representative	100%	100%
O’Kennedy, E S	PT	Portfolio Committee (Municipal Manager, Administration & Finance, Development Services; Protection Services); MPAC	Party Representative	93%	100%
Philander, D B	PT	Portfolio Committee (Development Services; Protection Services)	Party Representative	93%	100%
Sneewe, A M	PT	Portfolio Committee (Civil & Electrical Services)	Party Representative	85%	100%
Zatu, N S	PT	Portfolio Committee (Municipal Manager, Administration & Finance); MPAC	Party Representative	78%	100%
Humphreys, F S	PT	Portfolio Committee (Municipal Manager, Administration & Finance); MPAC	Party Representative	85%	100%
Bekebu, Z	PT	Portfolio Committee (Development Services; Protection Services)	Party Representative	71%	100%
Mfutwana, L E (resigned 3 November 2020)	PT	Portfolio Committee (Municipal Manager, Administration & Finance, Civil & Electrical Services, Development Services; Protection Services); MPAC	Party Representative	75%	97%
Matthyse, S E (appointed 19 November 2020)	PT	Portfolio Committee (Municipal Manager, Administration & Finance, Civil & Electrical services, Development Services; Protection Services); MPAC	Party Representative	90%	100%

Note: * Councillors appointed on a proportional basis do not have wards allocated to them

Council meetings = 8

EMC meetings = 16

Portfolio meetings = 36

MPAC = 5

Ward Committees = 0

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Municipal Committees	Purpose of Committee
Local Labour Forum / Training / Appointment Committee	To regulate HR matters
Swartland Law Enforcement and Traffic Committee	To regulate law enforcement and traffic matters
Landfill Audit Committee	To regulate landfill sites
Occupational Health Committee	To regulate occupational health
Disaster Management Committee	To regulate disaster management
Tourism Organisation	To regulate tourism matters
Assets and Fleet Management Committee	To regulate asset and fleet matters
Development Services Committee	To regulate development services matters
Budget Steering Committee	To perform an oversight function
Municipal Public Accounts Committee (MPAC)	To perform an oversight function
Performance and Risk Audit Committee	To perform an oversight function
Rules Committee	To oversee the conduct of councillors
Municipal Planning Tribunal	To consider land use applications
Swartland Social Development forum	To regulate social development
Appeal Committee	To regulate matters iro of Section 62 appeals
Disciplinary Board	To conduct independent investigations regarding Financial Misconduct and Offences

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Directorate	Director/Manager (State title and name)
Corporate Services	Senior Manager: Human Resources Services, Ms S de Jongh
Corporate Services	Manager: Secretariat & Records Services, Ms N Brand
Corporate Services	Manager: Properties, Contracts and Legal Administration, Mr G Solomons
Corporate Services	Manager: Public Affairs, Library and Tourism Services, Ms IH Loock
Financial Services	Senior Manager: Financial Statements & Control, Vacant
Financial Services	Manager: Budget Office and Costing, Ms HT Papier
Financial Services	Manager: Financial Systems Administration, Ms S Cilliers
Financial Services	Manager: Supply Chain, Mr PJ Swart
Protection Services	Head: Fire and Emergency Services, Mr R Harris
Protection Services	Manager: Traffic and Law Enforcement Services, Mr R Steyn
Electrical Engineering Services	Senior Manager: Information, Communication and Technology, Mr WJ Pienaar
Electrical Engineering Services	Senior Manager: Technical Services, Mr MJ Swanepoel
Electrical Engineering Services	Senior Manager: Operations, Maintenance and Construction, Mr TF Rossouw
Development Services	Senior Manager: Built Environment, Mr AM Zaayman
Development Services	Manager: Community Development, Ms H Balie
Development Services	Manager: Human Settlements, Mr SC Arendse
Development Services	Manager: Environmental and Occupational Health, Mr WSJ Marais
Civil Engineering Services	Manager: Buildings and Structures, Mr NC Quickfall
Civil Engineering Services	Senior Manager: Solid Waste & Trade Services, Mr JJ Venter
Civil Engineering Services	Manager: Civil Operations and Maintenance, Mr JP Barlow
Civil Engineering Services	Manager: Public Services, Mr JMS Spies

APPENDIX D – FUNCTIONS OF MUNICIPALITY

MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes (partially)
Local tourism	Yes
Municipal airports	No
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	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Yes
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
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours 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	No
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes

Annual Report for 2020/2021

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

APPENDIX E – Functionality of Ward Committees

Note: - All contact meetings with ward committees were cancelled in collaboration with the Speaker. Communication with ward committees on urgent matters took place via WhatsApp groups and via the ward councillor.

APPENDIX F – Largest Capital Projects PER WARD

WARD NUMBER	PROJECT NAME AND DETAILS	TOTAL VALUE
WARDS 1 & 2		
13-0008	Waste water treatment works (WWTW) Moorreesburg	41 802 000
WARD 3 & 12		
18-0064b	Riebeek Kasteel serviced sites project (sewerage)	5 263 472
WARD 4		
19-0001	Social economic facility - Chatsworth	3 870 000
WARD 5 & 6		
18-0004	Sewerage Darling	22 274 000
Ward 7		
18-0065b	Kalbaskraal serviced sites (sewerage)	465 589
Ward 8, 9, 10, 11		
20-0027	Purchase of Property: Erf 507 Malmesbury (Office accommodation - Nedbank)	12 334 796
ALL WARDS: THREE LARGEST PROJECTS PER BASIC SERVICE		
Sewerage		
pj-09-0003	Equipment: Sewerage: Telemetry	62 100

Water		
17-0082	Upgrading of water reticulation network: PRV's, flow control, zone metering	1 66 750
18-0072	New connections: water meters	612 242
Electricity Distribution		
18-0031	Electricity upgrading of streetlights, floodlighting and building installations	3 600 000
19-0030	Electricity: Swartland LV upgrading	1 462 600
19-0044	Electricity: new connections: electricity meters	588 264
Roads		
09-0004	Roads: Resealing of roads - Swartland	20 804 000
16-0015	New roads	15 000 000
17-0080	Roads: Ward Committee Projects	700 000

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL PERFORMANCE AND RISK AUDIT COMMITTEE

FINAL REPORT OF THE PERFORMANCE AND RISK AUDIT COMMITTEE FOR THE YEAR ENDED 30 JUNE 2021 FOLLOWS ON THE NEXT PAGE

FINAL REPORT OF THE INDEPENDENT PERFORMANCE AND RISK AUDIT COMMITTEE FOR THE YEAR ENDED 30 JUNE 2021 TO THE COUNCIL OF THE SWARTLAND MUNICIPALITY

The Performance and Risk Audit Committee is pleased to present its report for the financial year ended 30 June 2021 as required by Section 166 of the Municipal Finance Management Act, 56 of 2003 (MFMA). This report is provided by the Performance and Risk Audit Committee in respect of the 2020/2021 financial year of the Swartland Municipality.

AUDIT COMMITTEE RESPONSIBILITY

Section 166 of the Municipal Finance Management Act (MFMA), Act No. 56 of 2003, as amended obliges every municipality to establish an independent Audit Committee, which must advise the Municipal Council, political office-bearers, accounting officer and management staff of the municipality on matters relating to internal financial controls and internal audits, risk management, accounting policies, adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA and any other applicable legislation and any other issues referred to it by the municipality.

Municipal Planning and Performance Management Regulations, section 14(2)(c) makes provision for the establishment of a Performance Audit Committee (the role of which can be fulfilled by the audit committee) that must include at least one person who has expertise in performance management. The performance audit committee is required to review the quarterly reports submitted by internal audit on performance management, review the municipality's performance management system and make recommendations in this regard to council. The Performance and Risk Audit Committee submit audit reports to Council at least twice during a financial year.

The Committee is governed by a formal terms of reference as documented in their Charter, which is regularly reviewed and approved by Council (last updated vide Reference 3527711 dated 25 August 2020). The document was reviewed by the Committee and the changes accepted at their meeting of 2 June 2020.

AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The Committee currently comprises of three independent members, who have sufficient qualifications and experience, appointed by the Council of Swartland Municipality. During the year under review, six Performance and Risk Audit Committee meetings were held.

The Auditor-General (AG) has a standing invitation to all Audit Committee meetings. Committee members participate in meetings with our commitment as is evidenced from the summary below:

Name of Member	Number of meetings attended
Ms M. Roos (Chairperson)	1
Mr CB de Jager (Chairperson since August 2020)	6
Mr GN Lawrence	3
Ms R Gani	6
Mr BJ Gouws	1

The Performance and Risk Audit Committee met on the following dates during the financial year 2020/2021:

- 20 August 2020;
- 27 August 2020 1st Review of annual Financial Statements
- 19 October 2020 2nd Review of Annual Financial Statements (due to Covid-19 extension)
- 24 November 2020;
- 23 February 2021; and
- 25 May 2021.

The tenure and qualifications of the members are as follows:

NAME	QUALIFICATIONS	TENURE PERIOD
Ms M Roos	CA (SA), H Dip Co Law, Masters of Commerce in Auditing, Certified Sustainability Master Class	01 August 2014 to 31 July 2017 Period extended from 01 August 2017 to 31 July 2020
Mr CB de Jager	B.Comm. and B.Comm. (Hons), CA(SA) Practicing as CA (SA) and Registered Auditor	01 November 2018 to 31 October 2021
Mr GN Lawrence	B.A. Degree Diploma in African Administration Public Administration B.(Hons) Master's Degree in Public Administration	01 November 2019 to 31 October 2022 Resigned due to ill-health on 3 February 2021
Ms R Gani	Baccalaureus Commercii Honores with specialization Accounting Sciences CA (SA)	1 August 2020 to 31 July 2023
Mr BJ Gouws	Baccalaureus Commercii Honores with specialization in Industrial and Personnel Psychology Master Degree in Industrial Administration (Intro to Business Administration and System Engineering Practice)	1 May 2021 to 30 April 2024

DISCHARGE OF AUDIT COMMITTEE RESPONSIBILITY

The Committee is pleased to report that it has complied with its responsibilities arising from its terms of reference, including relevant legislative requirements.

The detailed minutes of each meeting following the approval of the minutes at Committee meetings are presented to Council.

Internal Control

During the year under review the Committee executed the following functions in respect of internal control:

- Considered reports of internal audit and external audit on Council's system of internal control including internal financial controls and maintenance of effective internal control systems.
- Reviewed significant issues raised by internal and external audit on internal control systems and adequacy of corrective actions in response to the findings.

The Auditor-General concluded the municipality has a generally good control environment. Recommendations were made to prevent material misstatements within the Annual Financial Statements going forward and include:

- Preparing documented standard operating procedures over the preparation of the Annual Financial Statements.
- Implementation of the Generally Recognised Accounting Practice checklist (GRAP) as issued by National Treasury.
- Reviewed the amendments to Supply chain Management policy.

The Performance and Risk Audit Committee will continue to monitor implementation of corrective action and the enhancement of the control environment in the 2021/2022 financial year.

Internal Audit Effectiveness

During the year under review the Committee executed the following functions in respect of Internal Audit:

- Reviewed and approved the Internal Audit Risk-based Annual Internal Audit Plan.
- Reviewed and approved the Internal Audit Three-year rolling Plan.
- Evaluated the independence and effectiveness and performance of the Internal Audit Function.
- Reviewed the work performed by Internal Audit on a quarterly basis and the implementation of internal audit recommendations.
- Review and monitor the implementation of the recommendations in respect of the 5-yearly External Quality Review of the Internal Audit Activity.

The Internal Audit activities are completed by a two-person in-house department operating in terms of an Internal Audit Charter. There appears to have been no compromise of the independence or objectivity of the function during the year of review. Internal Audit was not able to complete the Risk-based Internal Audit Plan for the year under review, due to the overruns on the Covid-19 Expenditure audit performed on behalf of the Auditor-General as well as on the flow-up of the Property Valuation audit findings. The security breach of some of the municipality's systems resulted in the unavailability of information and special ad-hoc management requests. Due to the Auditor-General personnel that worked remotely, documents had to be provided electronically, which was very time consuming. Therefore the following audits could not be performed and were carried over to the 2021/22 audit plan:

- Human Resources – Payroll/ Overtime/ Leave
- Housing

The Revised Internal Audit Plan was approved by the Performance and Risk Audit Committee on 25 May 2021.

Risk Management

Internal audit is responsible for facilitating risk management, as part of its consulting services, and assisted management during the performance of risk assessments. The Enterprise Risk Management Policy was reviewed and approved by the Executive Mayoral Committee on 19 August 2020 and the Risk Management Strategic Plan approved on 2 June 2020 by the Performance and Risk Audit Committee. During the year under review detail risk assessments were conducted at the different directorates. Management also presented Strategic and Operational Risk registers to the Performance and Risk Audit Committee for their consideration and input.

The Audit Committee will continue to exercise its advisory and oversight function in respect of risk management.

External audit

In respect of external audit, the Performance and Risk Audit Committee performed the following:

Financial year 2019/2020

- Reviewed and discussed the External Auditors' (Auditor-General) terms of engagement on 9 July 2020 and the revised engagement on 10 November 2020.
- Discussed with management the exemption of the audit and the municipality to submit their annual Financial Statements on 31 October 2020 and the AGSA to issue their Final Audit report and Management letter by 28 February 2021.
- Reviewed and discussed the Auditor-General's audit plan and budgeted audit fees on 24 November 2020.

- Reviewed and discussed the Draft External Audit Report and Final Management Letter on 23 February 2021 as well as the final cost of the audit.

The audit committee is satisfied with the independence of the external auditors.

Financial year 2021/2022

- Reviewed and discussed the Auditor-General's terms of engagement.
- Reviewed and discussed the Auditor-General's strategic audit plan and budgeted audit fees on 12 October 2021.

The audit committee is satisfied with the independence of the external auditors.

Combined assurance

A combined assurance framework has been developed and approved by Council. The Performance and Risk Audit Committee will continue to monitor the implementation of the combined assurance framework and make recommendations in this regard.

Review and Evaluation of the Annual Financial Statements

The Performance and Risk Audit Committee had the opportunity to review the annual financial statements and made recommendations to management as part of its advisory role.

Various material misstatements in the financial statements of 2018/2019 were identified by the Auditor-General, but were corrected by management and are not indicative of a breakdown in the internal control system. The dispute between management and the Auditor-General regarding a material non-compliance opinion issued by the Auditor-General for the 2017/2018 financial year has not yet been resolved.

Performance Management

The Performance and Risk Audit Committee has reviewed the municipality's performance on a quarterly basis and have specifically focused on the indicators showing negative variances. Senior Management of the municipality is required to provide explanations and corrective actions for variances between planned and actual performance. The Audit Committee emphasises the need to maintain appropriate evidence to substantiate performance information.

The Audit Committee will continue to monitor management's actions to ensure an effective Municipality Performance Management System.

CONCLUSION

The Committee wishes to express its appreciation to management, the Auditor-General and Internal Audit who assist the Committee in performing its functions effectively.

CB de Jager
Chairperson of the Performance and Risk Audit Committee

Date: 15 November 2021

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

(a) Long Term Contracts (20 Largest Contracts) Entered into

Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Start Date of Contract	Expiry date of Contract	Project manager	Contract Value
Riverlands Cleaning Maintenance	Collection of solid waste in Kalbaskraal/Riverlands/Chatsworth	October 2018	June 2021	Mr P Marais	R2 274 723
Samcho Cleaning Services (Pty) Ltd	Office cleansing services	July 2018	June 2021	Mr G Solomons	R745 200
Konica Minolta South Africa a division of Bidvest Office (Pty) Ltd	Provision, installation, commissioning and maintenance of digital photocopier equipment	July 2018	June 2021	Mr J Pienaar	Unit prices
The Standard Bank of South Africa Ltd	Banking Services	July 2017	June 2022	Mr C Gerber	Tariffs/Charges/Interest rates
Kaap Agri (Pty) Ltd	Supply of fuel (petrol, diesel, oil)	July 2019	June 2022	Ms A Beneke	Rebates tendered
TMT Services & Supplies (Pty) Ltd	Supply, delivery and administrative support services of fine collection system and camera equipment	July 2019	June 2022	Mr H Mouton	Rates tender
Ayanda Mbanga Communications (Pty) Ltd	Appointment of service provider to design and place personnel recruitment and tender advertisements in media	July 2019	June 2022	Ms S de Jongh/Mr P Swart	Tariff tender
Dogs and All	Leasing of trained narcotic dogs for the K9-unit of Swartland Traffic & Law Enforcement Services	July 2019	June 2022	Mr R Steyn	R1 195 614.72
Verso Financial Services (Pty) Ltd	Underwriting of Municipality's Group Life Insurance Portfolio	July 2019	June 2022	Ms S de Jongh	Rates tender
Fidelity Cash Solutions (Pty) Ltd	Provision of security services for the transportation of money	July 2019	June 2022	Mr H Mouton	R4 519 697.20
Mubesko Africa (Pty) Ltd in consortium with Moore	Accounting services for GRAP/mSCOA AFS	July 2019	June 2022	Mr R Alberts	Tariff tender
AL Abbott and Associates (Pty) Ltd	Wastewater Sampling and Analysis	August 2019	June 2022	Mr J Venter	Tariff tender
Oxbridge Academy (Pty) Ltd	Senior Certificate Training	January 2020	June 2022	Ms G April	Units tender
Tshayela Projects	Sweeping of Streets and Cleansing Services	September 2021	June 2023	Mr P Marais	R10 811 311.70
Haws & Inglis (Pty) Ltd	Mrb WWTW upgrading & Darling Dewatering Plant WWTW (Civil Works)			Mr L Zikman	R80 344 598.13
Inenzo Water (Pty) Ltd	Mrb WWTW Upgrading & Darling WWTW			Mr L Zikman	R75 470 322.36

Annual Report for 2020/2021

	Dewatering PLant (Mechanical and Electrical)				
AD Astra Health and safety (Pty) Ltd	Health and Safety Agent	July 2020	June 2023	Mr K Marais	Tariff tender
Swaco Organics	Removal of Sludge, Mbury & RK WWTW	July 2020	June 2023	Mr J Venter	Tariff tender
Panel of five tenderers: ASLA Construction (Pty) Ltd Amandla GCF Construction CC Baseline Civil Contractors (Pty) Ltd Lanser Civils (Pty) Ltd Razz Civils / Sharon Diversified JV	Construction of Roads	July 2020	June 2022	Mr J Spies	Rates tender (R25 000 000)
MBA Constuction	Construction of ablution facilities for the period up to 30 June 2023	March 2021	June 2023	Mr N Quickfall	Rates tender

(b) Public Private Partnerships Entered into: None

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

Name of Service Provider (Entity or Municipal Department)	Description of Services Rendered by the Service Provider	Did the service provider reach all targets (Yes/No)	If no, provide reasons	Project Manager
Riverlands Cleaning Maintenance	Collection of solid waste in Kalbaskraal/Riverlands/Chatsworth	Yes		Mr P Marais
Samcho Cleaning Services (Pty) Ltd	Office cleansing services	Yes		Mr G Solomons
Konica Minolta South Africa a division of Bidvest Office (Pty) Ltd	Provision, installation, commissioning and maintenance of digital photocopier equipment	Yes		Mr J Pienaar
The Standard Bank of South Africa Ltd	Banking Services	Yes		Mr C Gerber
Kaap Agri (Pty) Ltd	Supply of fuel (petrol, diesel, oil)	Yes		Ms A Beneke
TMT Services & Supplies (Pty) Ltd	Supply, delivery and administrative support services of fine collection system and camera equipment	Yes		Mr H Mouton
Ayanda Mbanga Communications (Pty) Ltd	Appointment of service provider to design and place personnel recruitment and tender advertisements in media	Yes		Ms S de Jongh/Mr P Swart
Dogs and All	Leasing of trained narcotic dogs for the K9-unit of Swartland Traffic & Law Enforcement Services	Yes		Mr R Steyn
Verso Financial Services (Pty) Ltd	Underwriting of Municipality's Group Life Insurance Portfolio	Yes		Ms S de Jongh
Fidelity Cash Solutions (Pty) Ltd	Provision of security services for the transportation of money	Yes		Mr H Mouton
Mubesko Africa (Pty) Ltd in consortium with Moore	Accounting services for GRAP/mSCOA AFS	Yes		Mr R Alberts
AL Abbott and Associates (Pty) Ltd	Wastewater Sampling and Analysis	Yes		Mr J Venter
Oxbridge Academy (Pty) Ltd	Senior Certificate Training	Yes		Ms G April
Tshayela Projects	Sweeping of Streets and Cleansing Services	Yes		Mr P Marais
Haws & Inglis (Pty) Ltd	Mrb WWTW upgrading & Darling Dewatering Plant WWTW (Civil Works)	Yes		Mr L Zikman
Inenzo Water (Pty) Ltd	Mrb WWTW Upgrading & Darling WWTW Dewatering Plant (Mechanical and Electrical)	Yes		Mr L Zikman
AD Astra Health and Safety (Pty) Ltd	Health and Safety Agent	Yes		Mr K Marais
Swaco Organics	Removal of Sludge, Mbury & RK WWTW	Yes		Mr J Venter
Panel of five tendereres:	Constuction of Roads	Yes		Mr J Spies

ASLA Construction (Pty) Ltd Amandla GCF Construction CC Baseline Civil Contractors (Pty) Ltd Lanser Civils (Pty) Ltd Razz Civils				
MBA Construction	Construction of ablution facilities for the period up to 30 June 2023	Yes		Mr n Quickfall

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

The Municipal Manager and directors signed a disclosure of financial interest form when the performance agreements were signed in June 2020. The forms are available at the Office of the Municipal Manager. Any changes in the nature of financial interests are declared quarterly at management meetings and reported to the Speaker of the Council as required by law.

APPENDIX K - REVENUE COLLECTION PERFORMANCE

(a) *By Vote*

Revenue Collection Performance by Vote						
Vote Description	2019/2020	2020/2021			2021/2022 Variances	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Corporate Services	10 909 205	11 517 827	12 311 827	11 433 227	-1%	-8%
Civil Services	251 053 713	208 566 814	219 950 448	246 937 587	16%	11%
Council	265 492	290 200	290 200	350 708	17%	17%
Electricity Services	313 020 973	335 512 371	333 112 371	338 356 652	1%	2%
Financial Services	215 968 070	209 518 278	212 312 543	219 040 349	4%	3%
Development Services	46 915 251	59 684 016	55 305 441	51 755 378	-15%	-7%
Municipal Manager	45 322	-	-	-	-	-
Protection Services	36 542 193	44 945 370	49 734 514	54 360 516	17%	9%
Total Revenue by Vote	874 720 219	870 034 875	883 017 344	922 234 416	5.66%	4.25%

(b) By Source

Revenue Collection Performance by Source						
Description	2019/2020	2020/2021			2020/2021	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	125 025 192	128 927 639	128 927 639	133 191 703	3.20%	3.20%
Service Charges - electricity revenue	300 364 052	318 741 198	318 741 198	323 771 828	1.55%	1.55%
Service Charges - water revenue	71 325 856	56 975 386	60 111 856	72 142 082	21.02%	16.68%
Service Charges - sanitation revenue	51 246 203	42 218 132	42 978 729	44 858 307	5.89%	4.19%
Service Charges - refuse revenue	31 782 524	26 467 922	27 866 705	27 834 320	4.91%	-0.12%
Service Charges - other	-	-	-	-	-	-
Rentals of facilities and equipment	1 530 733	1 495 250	1 911 550	1 657 704	9.80%	-15.31%
Interest earned - external investments	45 724 748	30 712 017	33 677 533	36 523 594	15.91%	7.79%
Interest earned - outstanding debtors	1 617 286	4 584 748	2 453 662	2 696 395	-70.03%	9.00%
Fines	22 745 067	33 029 877	22 486 977	28 401 672	-16.30%	20.83%
Licences and permits	3 562 469	3 759 150	4 309 150	4 627 269	18.76%	6.87%
Agency services	3 940 171	4 876 000	5 376 000	4 986 897	2.22%	-7.80%
Transfers recognised - operational	114 420 128	120 495 285	136 395 487	135 127 570	10.83%	-0.94%
Grants and Subsidies Received: Capital	60 239 866	85 722 600	79 263 313	74 767 454	-14.65%	-6.01%
Public contributions and Donations	1 937 960	1 141 000	363 039	323 182	-253.05%	-12.33%
Donated Property, Plant and -Equipment	1 365 864	-	-	-	-	-
Other revenue	24 318 790	10 688 671	14 994 671	16 766 990	36.25%	10.57%
Gains on disposal of PPE	13 573 311	200 000	3 159 835	14 557 448	98.63%	78.29%
Total Revenue (excluding capital transfers and contributions)	874 720 219	870 034 875	883 017 344	922 234 416	5.66%	4.25%

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.

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APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG					
Description	Original Budget	Adjustments Budget	Actual	Variance Budget	Variance Adj Budget
Neighbourhood Development Partnership Grant					
Public Transport Infrastructure and Systems Grant					
Other Specify:					
Finance Management	1 550 000	1 550 000	1 550 000	0.00%	0.00%
EPWP Incentive	1 867 000	1 867 000	1 867 000	0.00%	0.00%
Community Development: Workers	38 000	38 000	38 000	0.00%	0.00%
Human Settlements	50 424 000	50 940 000	31 249 772	1.01%	-63.01%
Municipal Accreditation and Capacity Building Grant	238 000	238 000	238 000	0.00%	0.00%
Libraries	10 138 000	10 788 000	10 788 000	6.03%	0.00%
Proclaimed Roads Subsidy	175 000	175 000	175 000	0.00%	0.00%
Financial Management Support Grant: Student Bursaries	401 000	300 000	300 000	-33.67%	0.00%
Thusong Grant	150 000	150 000	150 000	0.00%	0.00%
Establishment of a K9 Unit	2 200 000	2 200 000	2 200 000	0.00%	0.00%
RSEP/VPUU Municipal Projects	3 000 000	3 000 000	3 000 000	0.00%	0.00%
Energy Efficiency and Demand Side Management Grant	4 000 000	3 600 000	3 600 000	-11.11%	0.00%
Integrated National Electrification Programme (municipal)	7 652 000	5 652 000	5 652 000	-35.39%	0.00%
Fire Service Capacity Building Grant	732 000	732 000	732 000	0.00%	0.00%
	82 565 000	81 230 000	61 539 772	-1.64%	-32.00%

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

(a) Capital Expenditure - New assets programme

WC015 Swartland - Supporting Table SC13a Monthly Budget Statement - capital expenditure on new assets by asset class - M12 June									
Description	Ref	Budget Year 2020/21							
		Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1							%	
Capital expenditure on new assets by Asset Class/Sub-class									
Infrastructure		68 092	61 510	14 580	55 998	60 870	4 872	8.0%	61 510
Roads Infrastructure		40 403	37 877	9 303	34 257	36 684	2 427	6.6%	37 877
<i>Roads</i>		40 403	37 877	9 303	34 257	36 684	2 427	6.6%	37 877
Storm water Infrastructure		–	–	–	–	–	–		–
Electrical Infrastructure		8 506	6 786	720	6 748	6 820	72	1.1%	6 786
<i>MV Substations</i>		200	200	1	200	200	0	0.0%	200
<i>MV Networks</i>		7 152	3 052	486	3 328	3 330	1	0.0%	3 052
<i>LV Networks</i>		1 154	3 534	233	3 220	3 291	70	2.1%	3 534
Water Supply Infrastructure		8 626	6 544	1 352	5 866	7 111	1 244	17.5%	6 544
<i>Distribution</i>		8 626	6 444	1 262	5 776	7 011	1 235	17.6%	6 444
<i>Distribution Points</i>		–	100	90	90	100	10	9.9%	100
Sanitation Infrastructure		10 306	10 053	2 976	8 898	10 004	1 107	11.1%	10 053
<i>Reticulation</i>		10 306	10 053	2 976	8 898	10 004	1 107	11.1%	10 053
Solid Waste Infrastructure		250	250	228	228	250	22	8.6%	250
<i>Landfill Sites</i>		250	250	228	228	250	22	8.6%	250
<i>Waste Transfer Stations</i>		–	–	–	–	–	–		–
Community Assets		13 090	14 027	4 006	12 355	13 841	1 487	10.7%	14 027
Community Facilities		8 700	8 586	1 928	8 149	8 400	251	3.0%	8 586
<i>Centres</i>		5 000	–	–	–	–	–		–
<i>Parks</i>		700	1 417	39	1 190	1 231	41	3.3%	1 417

Public Open Space	3 000	6 347	1 695	6 210	6 347	137	2.2%	6 347
Markets	–	822	194	749	822	73	8.9%	822
Sport and Recreation Facilities	4 390	5 441	2 078	4 206	5 441	1 236	22.7%	5 441
Indoor Facilities	3 850	4 901	1 826	3 753	4 901	1 149	23.4%	4 901
Outdoor Facilities	540	540	252	453	540	87	16.1%	540
Other assets	3 777	4 804	2 087	5 282	5 414	133	2.4%	4 804
Operational Buildings	1 000	1 500	257	1 351	1 380	29	2.1%	1 500
Municipal Offices	500	1 000	50	1 000	1 000	–		1 000
Yards	500	500	207	351	380	29	7.5%	500
Housing	2 777	3 304	1 829	3 930	4 034	104	2.6%	3 304
Social Housing	2 777	3 304	1 829	3 930	4 034	104	2.6%	3 304
Computer Equipment	2 200	2 458	830	2 057	2 261	204	9.0%	2 458
Computer Equipment	2 200	2 458	830	2 057	2 261	204	9.0%	2 458
Furniture and Office Equipment	354	336	117	454	432	(22)	-5.1%	336
Furniture and Office Equipment	354	336	117	454	432	(22)	-5.1%	336
Machinery and Equipment	2 720	4 060	(861)	3 014	4 059	1 045	25.8%	4 060
Machinery and Equipment	2 720	4 060	(861)	3 014	4 059	1 045	25.8%	4 060
Transport Assets	4 873	5 124	412	5 061	5 125	64	1.2%	5 124
Transport Assets	4 873	5 124	412	5 061	5 125	64	1.2%	5 124
Land	18 790	18 757	13 894	32 230	18 757	(13 473)	-71.8%	18 757
Land	18 790	18 757	13 894	32 230	18 757	(13 473)	-71.8%	18 757
Total Capital Expenditure on new assets	113 896	111 077	35 063	116 451	110 759	(5 691)	-5.1%	111 077

(b) Capital Expenditure - Upgrade/renewal programme

WC015 Swartland - Supporting Table SC13b Monthly Budget Statement - capital expenditure on renewal of existing assets by asset class - M12 June									
Description	Ref	Budget Year 2020/21							
		Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1							%	
Capital expenditure on renewal of existing assets by Asset Class/Sub-class									
Infrastructure		22 198	23 858	9 124	24 061	24 259	198	0.8%	23 858
Roads Infrastructure		18 898	20 638	7 317	20 759	20 804	45	0.2%	20 638
<i>Roads</i>		18 898	20 638	7 317	20 759	20 804	45	0.2%	20 638
Electrical Infrastructure		3 300	3 220	1 807	3 302	3 455	153	4.4%	3 220
<i>MV Substations</i>		3 100	3 100	1 894	3 270	3 335	65	2.0%	3 100
<i>LV Networks</i>		200	120	(88)	32	120	88	73.2%	120
Community Assets		1 000	1 000	220	991	1 020	29	2.9%	1 000
Community Facilities		1 000	1 000	220	991	1 020	29	2.9%	1 000
<i>Public Ablution Facilities</i>		1 000	1 000	220	991	1 020	29	2.9%	1 000
Total Capital Expenditure on renewal of existing assets	1	23 198	24 858	9 344	25 052	25 279	228	0.9%	24 858

APPENDIX N – CAPITAL PROGRAMME BY PROJECT CURRENT YEAR

2020/2021 CAPITAL BUDGET							
Nr.	Project Description	mSCOA Allocation	Original Budget 2020/21	Final Budget 2020/2021	ACTUAL	Difference	Sources of Finance
	<u>CIVIL</u>						
1	Equipment : Civil	9/115-277-749	44 000	32 481	12 910	19 571	CRR
	<u>SEWERAGE SERVICE</u>						
2	Equipment : Sewerage Telemetry	9/111-278-749	32 000	62 100	62 100	-	CRR
3	Equipment : Sewerage	9/111-33-749	26 000	26 000	23 285	2 715	CRR
4	Sewerage Works: Moorreesburg	9/107-95-81	9 303 685	9 303 685	9 303 685	-	MIG
5	Sewerage Works: Moorreesburg	9/107-95-87	31 338 522	32 498 315	32 498 315	-	CRR
6	Sewerage Works: Darling	9/107-90-102	11 351 227	11 421 434	11 421 434	-	CRR
7	Sewerage Works: Darling	9/107-90-94	10 852 566	10 852 566	10 852 566	-	MIG
		Total	R 62 948 000	R 64 196 581	R 64 174 295	R 22 286	
	<u>Buildings & Maintenance</u>						
8	Chatsworth: Social Economic Facility	9/108-170-474	3 850 000	3 870 000	2 674 093	1 195 907	CRR
9	Disability Facilities, Additions and/or Upgrading	9/108-171-142	1 000 000	1 020 000	990 573	29 427	CRR

Annual Report for 2020/2021

10	Development of new stores: Malmesbury	9/108-428-164	500 000	380 000	351 426	28 574	CRR
11	Conversion / Operationalising of Office Space (Standard Bank Building)	9/108-592-264	500 000	500 000	500 000	-	CRR
12	Conversion / Operationalising of Office Space (Nedbank Building)	9/108-430-262		500 000	500 000	-	CRR
13	Equipment : Buildings & Maintenance	9/108-178-749	45 300	45 300	43 587	1 713	CRR
14	Replace Road Painting Machine	9/108-458-114	250 000	286 400	286 400	-	CRR
		Total	R 6 145 300	R 6 601 700	R 5 346 080	R 1 255 620	
	SWIMMING POOLS						
15	Moorreesburg Swimming Pool: Boundary Wall	9/113-602-302	540 000	540 000	453 046	86 954	CRR
		Total	R 540 000	R 540 000	R 453 046	R 86 954	
	Parks						
16	Ward Committee Projects: Parks	9/112-206-18	700 000	1 231 056	1 190 030	41 026	CRR
17	Equipment: Parks	9/112-41-749	58 000	58 000	57 445	555	CRR
	Equipment Insurance (Parks)	9/112-425-212			83 153	(83 153)	CRR
		Total	R 758 000	R 1 289 056	R 1 330 628	R -41 572	

	Roads							
18	Roads Swartland: Resealing of Roads	9/110-85-99	17 871 251	18 037 251	17 992 108	45 143	CRR	
19	Roads Swartland: Resealing of Roads (MIG)	9/110-85-144	1 026 749	2 766 749	2 766 749	-	MIG	
20	Roads Swartland: New Roads	9/110-175-154	15 000 000	15 000 000	14 854 694	145 306	CRR	
21	Ward Committee Projects: Roads	9/110-205-13	700 000	700 000	700 000	-	CRR	
22	Roads: CK33796 Izuzu KB	9/110-87-763	292 175	289 421	289 583	(162)	CRR	
23	Mechanical Broom	9/110-209-749	-	1 347 827	1 347 826	1	CRR	
		Total	R 34 890 175	R 38 141 248	R 37 950 961	R 190 287		

	Sportgrounds							
24	Upgrading of Sports Grounds: Chatsworth	9/106-531-132	1 267 430	1 036 324	1 036 324	-	CRR	
25	Upgrading of Sports Grounds: Darling	9/106-532-136	2 128 749	2 359 855	2 359 855	-	CRR	
26	Security and upgrading: Kalbaskraal irrigation borehole	9/106-404-27	-	31 172	-	31 172	CRR	
		Total	R 3 396 179	R 3 427 351	R 3 396 179	R 31 172		
	Stormwater							
27	Stormwater Network	9/114-98-129	500 000	500 000	454 911	45 089	CRR	
28	Equipment: Streets and Stormwater	9/114-44-749	58 000	58 000	56 266	1 734	CRR	
		Total	R 558 000	R 558 000	R 511 177	R 46 823		
	Water							
29	Water: Upgrading water reticulation network: PRV's, flow control, zone metering and water augmentation	9/105-183-126	100 000	166 750	166 750	-	CRR	
30	Riebeeck Wes Square: New Borehole, Pumps and Irrigation	9/105-214-318	-	100 000	90 115	9 885	CRR	
31	Industrial Area Upgrade of Water Supply	9/105-518-334	1 000 000	944 446	998 228	(53 782)	CRR	

32	Bulk water emergency spending	9/105-376-128	500 000	372 000	187 773	184 227	CRR
33	New Connections: Water Meters	9/105-405-23	426 688	612 242	566 254	45 988	CRR
34	Equipment : Water	9/105-36-741	45 000	54 519	54 516	3	CRR
35	Water: CK23982 NP300 Hardbody	9/105-187-763	292 175	289 421	289 583	(162)	CRR
		Total	R 2 363 863	R 2 539 378	R 2 353 219	R 186 159	
	Refuse						
36	Dumping site Moorreesburg: Fencing	9/104-489-338	250 000	250 000	228 389	21 611	CRR
37	Wheely Bins: Pilot Project	9/104-216-422	1 250 000	1 057 009	-	1 057 009	CRR
38	Equipment : Refuse bins, traps, skips (Swartland)	9/104-245-749	120 000	270 319	270 319	0	CRR
39	Equipment : Refuse Removal	9/104-190-749	20 000	20 000	45 635	(25 635)	CRR
40	Refuse: CK36152 Nissan UD290	9/104-192-763	2 310 000	2 595 000	2 594 340	660	CRR
		Total	R 3 950 000	R 4 192 328	R 3 138 683	R 1 053 645	

Annual Report for 2020/2021

	Development Services							
41	Neighbourhood Watchpoint: Alfa Street	9/123-317-116	-	100 000	100 000	-	CRR	
42	Entrepreneurial Hub (Donation)	9/123-279-770		222 000	149 100	72 900	Donation	
43	Darling RSEP Project: Inter Cultural space	9/123-318-67	-	1 000 000	862 898	137 102	CRR	
44	Darling RSEP Project: Inter Cultural space	9/121-194-67	3 000 000	5 247 148	5 247 148	-	RSEP/VPU U	
45	Entrepreneurial Hub	9/123-9-27	-	600 000	600 000	-	RSEP/VPU U	
46	Recreational Nodes	9/112-406-27	-	-	-	-	RSEP/VPU U	
47	Indoor / Outdoor Sport Centre (RSEP/VPUU)	9/121-407-27	-	140 154	140 154	-	RSEP/VPU U	
48	Indoor / Outdoor Sport Centre (Donation)	9/121-408-27	-	141 038	141 038	-	Donation	
49	Indoor / Outdoor Sport Centre (CRR)	9/121-409-27	-	750 000	797 335	(47 335)	CRR	
50	Equipment : Development Services	9/123-25-749	38 000	38 000	11 069	26 931	CRR	
51	Equipment: YZF Caravan Park	9/120-47-745	30 000	30 000	24 789	5 211	CRR	
		Total	R 3 068 000	R 8 268 340	R 8 073 531	R 194 809		
	Housing							
52	Malmesbury De Hoop (Professional Fees)	9/123-320-145	1 139 149	2 901 149	2 900 928	221	Dept. Human Settlements	

53	Malmesbury De Hoop (Sewerage)	9/123-464-492	2 190 322	3 190 322	3 190 322	-	Dept. Human Settlements
54	Malmesbury De Hoop (Water)	9/123-468-486	3 338 021	4 338 021	3 900 164	437 857	Dept. Human Settlements
	Malmesbury De Hoop (395 Water Meters)	9/123-477-252		437 858	437 858	1	Dept. Human Settlements
55	Malmesbury De Hoop (Streets & Stormwater)	9/123-472-156	14 732 508	15 532 650	13 587 591	1 945 059	Dept. Human Settlements
56	Malmesbury De Hoop - External Services (Sewerage)	9/123-474-496	590 000	-	-	-	CRR
57	Malmesbury De Hoop - External Services (Water)	9/123-476-166	890 000	-	-	-	CRR
58	Malmesbury De Hoop - External Services (Streets & Stormwater)	9/123-478-174	500 000	500 000	589 881	(89 881)	CRR
59	Riebeek Kasteel Serviced Sites	9/123-322-150	339 015	958 311	907 510	50 801	Dept. Human Settlements
60	Riebeek Kasteel Serviced Sites (Sewerage)	9/123-412-87	6 887 778	5 263 472	4 969 658	293 814	Dept. Human Settlements
61	Riebeek Kasteel Serviced Sites (Water)	9/123-413-23	3 162 564	583 154	553 629	29 525	Dept. Human Settlements
62	Riebeek Kasteel Serviced Sites (Streets & Stormwater)	9/123-433-144	8 410 643	4 369 858	4 148 614	221 244	Dept. Human Settlements
63	Sibanye-Moorreesburg Serviced Sites (Prof Fees)	9/123-324-165	1 074 000	41 603	3 471	38 132	Dept. Human Settlements

Annual Report for 2020/2021

64	Sibanye-Moorreesburg Serviced Sites (Sewerage)	9/123-437-87	-	223 010	44 686	178 324	Dept. Human Settlements
65	Sibanye-Moorreesburg Serviced Sites (Water)	9/123-438-23	-	549 038	12 050	536 988	Dept. Human Settlements
66	Sibanye-Moorreesburg Serviced Sites (Streets & Stormwater)	9/123-439-144	-	260 349	55 142	205 207	Dept. Human Settlements
67	Kalbaskraal Serviced Sites (Prof Fees)	9/123-323-155	-	133 170	118 314	14 856	Dept. Human Settlements
68	Kalbaskraal Serviced Sites (Sewerage)	9/123-434-87	-	465 589	465 589	0	Dept. Human Settlements
69	Kalbaskraal Serviced Sites (Water)	9/123-435-23	-	118 518	118 517	1	Dept. Human Settlements
70	Kalbaskraal Serviced Sites (Streets & Stormwater)	9/123-436-144	-	321 339	321 338	1	Dept. Human Settlements
71	Darling Serviced Sites (Professional Fees)	9/123-594-412	225 000	-	-	-	Dept. Human Settlements
72	Darling Serviced Sites (Sewerage)	9/123-596-426	206 325	-	-	-	Dept. Human Settlements
73	Darling Serviced Sites (Water)	9/123-598-434	308 700	-	-	-	Dept. Human Settlements
74	Darling Serviced Sites (Streets & Stormwater)	9/123-588-448	1 059 975	-	-	-	Dept. Human Settlements
75	Abbotsdale Social Economic Facility Project	9/123-133-167	5 000 000	-	-	-	Dept. Human Settlements

							Settlements
76	Phola Park (A,B & C) Rudimentary Services	9/123-440-87	400 000	800 000	165 461	634 539	CRR
		Total	R 50 454 000	R 40 987 411	R 36 490 722	R 4 496 689	
	Electrical Services						
77	Saamstaan/De Hoop: 389 plot development: Electrical Bulk supply, Infrastructure and connections	9/117-534-176	7 152 000	3 329 500	3 328 051	1 449	INEP
78	Minisubstations: Swartland	9/117-378-22	3 100 000	3 335 200	3 270 012	65 188	CRR
79	LV Upgrading: Swartland	9/117-382-438	1 500 000	1 462 600	1 455 471	7 129	CRR
80	Substation fencing: Swartland	9/117-384-72	200 000	200 000	199 909	91	CRR
81	Malmesbury meter and polebox replacement	9/117-386-328	200 000	120 087	32 241	87 846	CRR
82	Replace oil metering units (Volstruis Slagpale, Fabriek str)	9/117-536-182	300 000	300 000	297 968	2 032	CRR
83	Streetlight network upgrade: Darling South	9/117-538-192	200 000	200 000	199 944	56	CRR
84	MV upgrading: Malmesbury Saamstaan	9/117-541-194	1 500 000	1 489 200	1 400 641	88 559	CRR
85	Moorreesburg Sibanye Development: Electrical infrastructure and connections (Phase one - 115 serviced plots)	9/117-333-186	500 000	2 114 810	2 110 509	4 301	INEP
86	Moorreesburg Sibanye Development: Electrical infrastructure and connections (Phase one - 115 serviced plots) 230 Elec Meters	9/117-282-186		207 690	213 440	(5 750)	INEP

Annual Report for 2020/2021

87	Energy Efficiency Projects including upgrading of streetlights, floodlighting and building installations	9/117-255-188	4 000 000	3 600 000	3 600 000	-	EEDSM
88	Riebeeck Kasteel Low cost housing development- 435 erven. Electrification by Eskom. Streetlighting by Municipality	9/117-334-308	350 000	280 000	163 818	116 182	CRR
89	Kalbaskraal Low cost housing development-109 erven. Electrification by Eskom. Streetlighting by Municipality	9/117-335-303	100 000	100 000	53 427	46 573	CRR
90	Malmesbury Security Operational Centre: Communication, Monitoring and Other infrastructure equipment	9/117-332-318	800 000	672 000	669 049	2 951	CRR
91	Replacement of obsolete air conditioners	9/117-542-506	100 000	75 600	69 148	6 452	CRR
92	New Connections: Electricity Meters	9/117-442-37	204 000	588 264	679 293	(91 029)	CRR

93	Equipment: Electric	9/117-39-749	400 000	400 000	392 203	7 797	CRR
		Total	R 20 606 000	R 18 474 951	R 18 135 123	R 339 828	
	Information Technology						
94	Terminals	9/118-259-729	40 000	40 000	39 007	993	CRR
95	Scanner Replacements	9/118-87-729	80 000	49	-	49	CRR
96	Equipment: Information Technology	9/118-39-731	70 000	70 000	69 761	239	CRR
97	Storage Area Network (SAN)	9/118-261-734	700 000	748 000	747 417	583	CRR
98	Printers	9/118-74-729	150 000	150 000	128 003	21 997	CRR
99	DeskTops	9/118-201-729	170 000	170 000	95 956	74 044	CRR
100	Notebooks	9/118-64-729	260 000	481 000	342 731	138 269	CRR
	Equipment Insurance (IT)	9/118-460-214			35 038		CRR
		Total	R 1 470 000	R 1 659 049	R 1 457 913	R 236 174	
	Financial Services						
101	Equipment : Financial	9/119-25-737	44 000	164 239	164 238	1	CRR
102	Finance: CK40702 Citi Golf 310	9/119-50-765	216 720	188 975	188 975	-	CRR
	Equipment : Financial (Donated)	9/119-463-215			33 042		CRR

Annual Report for 2020/2021

	Deeds	9/119-416-374				13 479 486		CRR
		Total	R 260 720	R 353 214	R 13 865 742	R 1		
	Protection Services							
103	Law enforcement: CK14877 Nissan bakkie (Replace with Double Cab 4x4)	9/126-269-763	561 600	561 600	502 632	58 968		Com Safety
104	Equipment: Protection	9/126-44-749	96 000	96 000	74 711	21 289		CRR
105	Equipment : Fire Fighting	9/125-27-749	120 000	119 238	119 064	174		CRR
106	Equipment : K9 Unit	9/126-353-146	50 000	50 000	40 863	9 137		Com Safety
107	New Fire Fighting Vehicle	9/125-482-206	732 000	732 000	732 000	0		FSCBG
108	New Fire Fighting Vehicle (CRR)	9/125-484-248	468 000	468 762	464 262	4 500		CRR
		Total	R 2 027 600	R 2 027 600	R 1 933 532	R 94 068		
	MM and Council							
109	Equipment : Council	9/116-22-737	10 000	-	-			CRR
110	Equipment : MM	9/124-28-737	10 000	3 203	3 203	0		CRR
		Total	R 20 000	R 3 203	R 3 203	R 0		

	Corporate Services							
111	Equipment : Corporate	9/101-22-737	20 000	20 000	19 799	201	CRR	
112	Equipment: Libraries	9/102-360-739	70 000	70 000	67 365	2 635	Dept. CA and Sport	
113	Equipment Corporate: Buildings & Swartland Halls	9/103-36-735	100 000	98 797	97 020	1 777	CRR	
114	Purchase of Die Kraaltjie, Transnet (erf 47)	9/101-544-246	400 000	-	-	-	Dept. Human Settlements	
115	Purchase of land for cemetery, Moorreesburg (4 ha)	9/101-546-274	420 000	420 000	414 174	5 826	CRR	
116	Purchase of Malmesbury Nedbank Building, (Erf 507)	9/101-552-278	12 650 000	12 334 796	12 334 796	0	CRR	
117	Purchase of Malmesbury Standard Bank Building (Erf 512)	9/101-553-284	5 000 000	5 981 970	5 981 970	0	CRR	
118	Purchase of land: Erf 2180, Moorreesburg	9/101-554-286	20 000	20 000	19 303	697	CRR	
119	Purchase of land: Moorreesburg (Erf 2876, 30 ha)	9/101-556-292	100 000	-	-	-	CRR	
120	Purchase of land: Riebeek Kasteel (Erf 2111 - 6.8 ha)	9/101-558-298	200 000	-	-	-	CRR	
		Total	R 18 980 000	R 18 945 563	R 18 934 427	R 11 136		
	GRAND TOTAL		R 212 435 837	R 212 204 973	R 217 548 460	R 8 204 079		

APPENDIX O - CAPITAL PROGRAMME BY PROJECT BY WARD - CURRENT YEAR:

Capital Programme by Project ward: 2020-2021			
Project nr:	Capital Project	Budget	Works Completed (Yes/No)
WARDS 1 & 2			
13-0008	Waste water treatment works (WWTW) Moorreesburg	41 802 000	
14-0021	Refuse site Moorreesburg - fencing	250 000	
18-0053	Purchase land for cemetery, Moorreesburg	420 000	
20-0029	Purchas of land: Erf 2180 Moorreesburg	20 000	
19-0019	Electricity: Morreesburg Sibanye - Infrastructure and connections	2 114 810	
20-0037	Electricity: Morreesburg Sibanye - Infrastructure and connections 230 Elec meters	207 690	
18-0066a	Sibanye-Moorreesburg Serviced Sites (prof fees)	41 603	
20-0034	Sibanye-Moorreesburg Serviced Sites (Sewerage)	223 010	
20-0035	Sibanye-Moorreesburg Serviced Sites (Water)	549 038	
20-0036	Sibanye-Moorreesburg Serviced Sites (Streets and Stormwater)	260 349	
20-0004	Swimming pool Moorreesburg: Boundary wall	540 000	
TOTAL:		46 428 500	
WARDS 3 & 12			
19-0021	Streetlights: Riebeek Kasteel Low cost housing development- 435 erven - Electrification	280 000	
19-0014	Riebeek West square: new borehole, pumps and irrigation	100 000	
18-0064a	Riebeek Kasteel serviced sites project	958 311	
18-0064b	Riebeek Kasteel serviced sites project (sewerage)	5 263 472	

18-0064c	Riebeek Kasteel serviced sites project (water)	583 154	
18-0064d	Riebeek Kasteel serviced sites project (streets and stormwater)	4 369 858	
TOTAL:		11 554 795	
WARD 4			
19-0001	Social economic facility - Chatsworth	3 870 000	
17-0074	Upgrading of Sport Grounds: Chatsworth	1 036 324	
TOTAL:		4 906 324	
WARDS 5 & 6			
16-0044	Equipment: Yzerfontein Caravan Park	30 000	
19-0034	Darling West streetlight network upgrade	200 000	
17-0101	RSEP - Darling project	6 247 148	
17-0075	Upgrading of sports ground: Darling	2 359 855	
18-0004	Sewerage Darling	22 274 000	
TOTAL:		31 111 003	
WARD 7			
19-0022	Streetlights: Kalbaskraal Low cost housing development- 109 erven - Electrification	100 000	
18-0065a	Kalbaskraal serviced sites project	133 170	
18-0065b	Kalbaskraal serviced sites (sewerage)	465 589	

18-0065c	Kalbaskraal serviced sites (water)	118 518	
18-0065d	Kalbaskraal serviced sites (streets and stormwater)	321 339	
19-0040	Security and upgrading: Kalbaskraal irrigation	31 172	
TOTAL:		1 169 788	
WARDS 8, 9, 10 & 11			
17-0044	Electricity: Saamstaan/De Hoop project - 389 plot housing development	3 329 500	
19-0042	Phola Park (A, B & C) rudimentary services	800 000	
20-0020	Electricity: MV upgrading (Malmesbury - Saamstaan)	1 489 200	
20-0019	Electricity: Replace oil metering units (Ostrich Abbotoir - Fabriek str)	300 000	
20-0001	Buildings: Development of new stores, Malmesbury	380 000	
20-0008	Water: Upgrade of water supply - Industrial area (Malmesbury)	944 446	
20-0027	Purchase of Property: Erf 507 Malmesbury (Office accommodation - Nedbank)	12 334 796	
20-0028	Purchase of Property: Erf 512 Malmesbury (Office accommodation - Standard Bank)	5 981 970	
TOTAL:		25 559 912	
VARIOUS WARDS			
18-0018	Malmesbury De Hoop Project (Professional Fees)	2 901 149	
19-0011	Bulk water infrastructure	372 000	
19-0015	Wheely bins: pilot project	1 057 009	
19-0016	Equipment Refuse bins, traps, skips (Swartland)	270 319	

19-0023	Electricity: Malmesbury security operational centre	672 000	
19-0029	Electricity: Minisubstations (Swartland)	3 335 200	
19-0032	Electricity: Malmesbury meter and polebox replacement	120 087	
20-0012	Malmesbury De Hoop project (Sewerage)	3 190 322	
20-0013	Malmesbury De Hoop project (Water)	4 338 021	
20-0014	Malmesbury De Hoop project (Streets and stormwater)	15 532 650	
20-0017	Malmesbury De Hoop project - External Services (Streets and stormwater)	500 000	
20-0039	Malmesbury De Hoop Serviced Sites (395 Water Meter)	437 858	
-	Vehicles	2 548 589	
TOTAL:		35 275 204	
RSEP WARDS			
19-0028	Neighbourhood Watch point: Alfa Street	100 000	
17-0088	RSEP - Indoor outdoor sport centre	1 031 192	
17-0100	RSEP - Entrepreneurial Hub	822 000	
TOTAL:		1 953 192	
ALL WARDS			
Electricity Distribution			
18-0031	Electricity upgrading of streetlights, floodlighting and building installations	3 600 000	
19-0030	Electricity: Swartland LV upgrading	1 462 600	
19-0031	Electricity: substation fencing	200 000	
19-0044	Electricity: new connections: electricity meters	588 264	
20-0021	Electricity: Replace obsolete airconditioners	75 600	

ICT Services			
10-0004	IT: Storage Array Network (SAN)	748 000	
11-0104	IT: Terminal replacements	40 000	
11-0105	IT: Scanner replacements	49	
11-0106	IT: Equipment	70 000	
14-0028	IT: printers capital	150 000	
14-0029	IT: desktops	170 000	
14-0030	IT: notebooks capital	481 000	
Roads			
09-0004	Roads: Resealing of roads - Swartland	20 804 000	
16-0015	New roads	15 000 000	
17-0080	Roads: Ward Committee Projects	700 000	
Sewerage			
09-0003	Equipment Sewerage: Telemetry	62 100	
Municipal Property			
19-0003	Buildings: disability facilities, additions and/or upgrading	1 020 000	
20-0032	Buildings: Conversion / operationalisation of office space (STB)	500 000	
20-0033	Buildings: Conversion / operationalisation of office space (Nedbank)	500 000	
Parks and recreation			
17-0079	Ward Committee Projects	1 231 056	
Storm Water			
09-0009	Storm water: upgrading of old networks (Swartland)	500 000	
Water Distribution			

17-0082	Upgrading of water reticulation network: PRV's, flow control, zone metering	166 750	
18-0072	New connections: water meters	612 242	
Equipment			
09-0021ac	Equipment Civil Services	32 481	
16-0006	Equipment Buildings & Maintenance	45 300	
11-0058	Equipment Parks	58 000	
11-0059	Equipment Refuse Removal	20 000	
10-0114	Equipment Sewerage	26 000	
11-0060	Equipment Streets and Storm Water	58 000	
11-0062	Equipment Water	54 519	
09-0021ad	Equipment Corporate	20 000	
09-0024	Equipment Corporate: Halls and buildings	98 797	
17-0069	Equipment Libraries	70 000	
09-0021ab	Equipment Municipal Manager	3 203	
11-0097	Equipment Development Services	38 000	
11-0096	Equipment Electricity	400 000	
09-0021af	Equipment Financial	164 239	
10-0138	Equipment Traffic and Law Enforcement	96 000	
18-0068	Equipment K9 unit	50 000	
10-0139	Equipment Fire and Emergency Services	119 238	
Vehicles			

-	Vehicles Water	289 421	
-	Vehicles Refuse Removal	2 595 000	
-	Vehicles Streets	289 421	
-	Vehicles Buildings and Maintenance	286 400	
-	Vehicles Finance	188 975	
-	Vehicles Traffic and Law Enforcement	561 600	
TOTAL:		54 246 255	
GRAND TOTAL:		212 204 973	

APPENDIX P - SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS:

No backlogs regarding service delivery to provincial facilities in the urban areas. Information on rural areas is not available to the Municipality.

APPENDIX Q - SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION:

The housing backlog in the 2020/2021 financial year was 15 087. The impact of the backlog was that it put a lot of pressure on our infrastructure, suitable land and funding for new housing projects.

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY - CURRENT YEAR

All Organisation or Person in receipt of Loans */Grants* provided by the municipality	Nature of business	Conditions attached to funding	Value	Total Amount committed for 2020/2021
Bergrivier Canoe Marathon	Non-profit institution	Yes	R 30 000	R 30 000
National Sea Rescue Institute	Non-profit institution	Yes	R 31 560	R 31 560
SPCA	Non-profit institution	Yes	R 295 507	R 295 507
Yzerfontein Conservancy	Non-profit institution	Yes	R 71 936	R 71 936
Darling	Museums	Yes	R 55 171	R 55 171
Malmesbury	Museums	Yes	R 55 171	R 55 171
Oude Kerk	Museums	Yes	R 55 171	R 55 171
Wheat Industry	Museums	Yes	R 55 171	R 55 171
Swartland and Coastal Area	Tourism	Yes	R 816 489	R 816 489
Darling Focus	Social Upliftment	Yes	R 44 268	R 44 268
Elkana Childcare	Social Upliftment	Yes	R 49 802	R 49 802
HUB R27	Social Upliftment	Yes	R 5 814	R 5 814
Huis van Heerde	Social Upliftment	Yes	R 98 398	R 98 398
Jo Dolphin	Social Upliftment	Yes	R 55 335	R 55 335
Multi-Purpose Centre: Moorreesburg	Social Upliftment	Yes	R 44 268	R 44 268
Night Shelter	Social Upliftment	Yes	R 27 668	R 27 668
Old Age Homes	Social Upliftment	Yes	R 904 278	R 904 278
Student Bursaries	Social Upliftment	Yes	R 148 175	R 148 175
Title Restoration	Social Upliftment	Yes	R 145 065	R 145 065
			R2 989 247	R 2 989 247

APPENDIX S – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

None

APPENDIX T – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

Note: Information is already contained elsewhere in the Annual Report.

APPENDIX U – 2020/2021 CERTIFIED AUDITED ANNUAL FINANCIAL STATEMENTS