

2021/2022 ANNUAL REPORT



January 2023

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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

1.1. MAYOR’S FOREWORD



It is my privilege to present the 2021/2022 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. Swartland Municipality 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 a high in-migration between 2011 and 2016 at an annual rate of 3.3%. Population wise Swartland Municipality was the sixth largest municipality in the Western Cape and the largest in the West Coast District in 2016 (133 762).

We have implemented the predecessor's IDP during the 2021/2022 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:

- National Development Plan (Nov 2011)
- Medium-Term Strategic Framework (2019-2024)
- Integrated Urban Development Framework (2016)
- Western Cape Provincial Strategic Plan (2019-2024)
- Western Cape Provincial Spatial Development Framework (Mar 2014)

The Municipality continued to set an example of good and responsible financial management and again performed well in 2021/2022. It maintained the good liquidity levels of the previous year and ended the year with a cash surplus of R24.9 million after the exclusion of non-cash transactions.

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 (R248.18 pm), refuse removal (R139.28 pm), water (R120.78 pm) and electricity (R61.99). 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).

In respect of job creation, 296 job opportunities were created through the Municipality’s registered Expanded Public Works Programme (EPWP) projects in the 2021/2022 financial year. 150 jobs were also created through the Municipality’s own capital projects (contracts greater than R200 000).

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 Harold Cleophas
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 2021/2022 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 achieved up to the 2020/2021 financial year nine clean audits . For the 2021/2022 financial year the Municipality again received a clean audit, 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 2021/2022 year by improving on financial sustainability with a cash surplus of R24.9 million before contributing to the capital replacement reserve, a prerequisite for effective and sustained service delivery.

An excellent cash position was achieved with a current ratio result of 5.25: 1 for the year under review compared to the achievement of 5.55: 1 in

2020/2021, which illustrates management’s capacity to apply and influence sound financial and governance principles.

The 2021/2022 revenue collection rate amounted to 96.91% compared to an average of 95.48% 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 R266.2 million at 30 June 2022, compared to 210.2 million at 30 June 2021 and R199.5 million as at June 2020.

Outstanding external loans amounted to R99.5 million at the end of the 2021/2022 financial year, compared to R107.9 million at 30 June 2021 and R118 million at 30 June 2020.

Personnel costs as a percentage of total expenditure amounted to 31.83% in 2021/2022, compared to 33.89% in 2020/2021. 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 7.03% from R921.5 million in 2020/2021 to R987.2 million at 30 June 2022. The increase in operating expenditure was limited to only 14.55% to R875.9 million over the same period.(These totals excludes Gains and Losses)

Operating expenditure versus budget for the year under review amounted to 97.1%, whilst 102.9% of the capital budget was spent. The latter is on standard for Swartland Municipality, as the average for the five years was 94.6%.

LOCAL ECONOMIC DEVELOPMENT:

The GDPR growth of Swartland averaged 1.1% per annum over the period 2015-2019.

The three largest sectors in the Swartland area according to the GDPR contribution, 2019 (SEP, 2021) were as follows:

1. Manufacturing (26.0%)
2. Wholesale and retail trade (18.2%)
3. Agriculture, forestry and fishing (12.5%)

The three largest sectors in the Swartland area according to the employment contribution, 2019 (SEP, 2021) were as follows:

1. Agriculture, forestry and fishing
2. Wholesale and retail trade
3. Finance, insurance, real estate and business

SERVICES:

The five largest capital projects for 2021/2022 were:

- Sewerage Moorreesburg (R48.6 million)
- Resealing of roads - Swartland (R29.6 million)
- Electricity: Saamstaan/De Hoop project - 395 plot housing development (14.8 million)
- Roads Swartland: New Roads (R9.3 million)
- Buildings: Fitting of Council Chambers (Std Bank Building) (R5.8 million)

Electricity losses were 6.49% for the rolling 12 months 2021/2022, compared to 5.37% in 2020/2021.

Water losses were 23.10% for the rolling 12 months 2021/2022, compared to 21.11% in 2020/2021.

During the 2021/2022 financial year 28.56 km of roads was resealed. This is 23.37 % more than the 23.15 km of previous year. A total of 1200 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 1222 building plan applications to the value of R690 million were approved in 2021/2022, compared to 967 building plans applications to the value of R513 million in 2020/2021 - an increase of 34 % 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. 282 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, 42 were indicators from the IDP and 227 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 In-migration, population growth and land invasion
- 2 Community safety and Law compliance
- 3 Lack of capacity in respect of infrastructure
- 4 Insufficient preparation for disasters
- 5 Potential developers not investing in Swartland

- 6 Ageing infrastructure
- 7 Inadequate management and IT systems
- 8 Non- compliance/ Insufficient fiscal governance and discipline
- 9 Insufficient revenue from tax base and trading services to meet all other service demands
- 10 Uninvolvement of clients

CHALLENGES OF THE 2021/2022 FINANCIAL YEAR:

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

Considering that the municipality has achieved all its planned targets to provide basic services to low income households, this means the municipality effectively managed their budget to ensure that funds are spent for its intended purposes to achieve service delivery objectives to the needy.

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 2021/2022 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	9 223

(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%).

GDPR 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 - 23 002 households
- Electricity - 19 127 households
- Sanitation - 20 049 households
- Refuse removal - 22 112 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 248.18 per month levy (VAT excl)
- Refuse removal - R 139.28 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	8 446	91.58%
Rates Services	8 196	88.86%
Refuse Removal	9 223	100.00%
Sewerage Services	8 918	96.69%
Water Services	9 223	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 **17.8%** as well as the collective agreements on employee related costs of **2.8%**. Total revenue for the year amounts to **R 994.6m** while operating expenditure amounts to **R 912.3m**, with the budgeted surplus being **R 82.3m**.

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 resources 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	5.25 : 1	5.55 : 1
Collection Rate	>95%	96.91%	96.71%
Cash Generated from Operations	20%	20.05%	24.54%
Cost Coverage (months)	>4 months	9 months	10 months
Debtors Turnover (days)	<75 days	54 days	39 days
Long-term debt as % of Revenue	<40%	12.66%	12.16%
Capital Cost	5%	2.25%	2.88%
Creditors Payment Period	<30 days	35 days	42 days
Cash Funded Budget	100%	100%	100%

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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 - 2021/2022**

Description	Original Budget	Adjustment Budget	Actual
Grants	R199 257 374	R209 977 315	R178 507 910
Taxes, Levies and tariffs	R658 069 836	R662 600 742	R669 347 254
Other	R97 633 916	R126 883 872	R146 752 045
Income	R954 961 126	R999 461 929	R994 607 209
Less Expenditure	R898 052 662	R939 555 180	R912 284 058
Net Total	R56 908 464	R59 906 749	R82 323 151

(d) **Operating Ratios**

Expenditure Type	Ratio
1 Employees	30.31%
2 Contracted Services	10.37%
3 Other	59.32%

(e) **Comment on operating ratios**

Total revenue is **0.49%** under budget, mainly due to the following:

- **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.
- **Fines, penalties and forfeits:** Based on previous year's growth rates, we budgeted for more revenue than the previous year which did not materialise..
- **Other Revenue:** Construction contracts revenue, Development charges], and Insurance proceeds 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 **2.9%** under budget, mainly due to the following:

- **Finance charges:** The interest charge on unwinding of provision could not be reliably estimated as the balance of the provision was restated (refer prior year errors).

- **Debt impairment:** The court procedures to obtain summonses for outstanding amounts have been increased resulting in an overall longer period for collection which negatively affected the debt impairment.
- **Operational Costs:** Specific projects were not deemed necessary and savings on the external computer services (R 1million) resulted in the majority of the budget savings.
- **Losses:** This item cannot be budgeted for accurately due to the nature and timing of these amounts.

Employee costs (including Councillors Remuneration) represent **30.31%** 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 **52.94%**, which is well above the benchmark.

Repairs and Maintenance costs represents **6.31%** 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 **11.02%** 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 changed to 9 months compared to 10 months for 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
R166 435 729	R170 040 448	R174 901 664

(g) Comment on capital expenditure

Expenditure on the capital budget was overspent by **2.86%**. The main reason were the following:

The department of Civil Services overspent their budget primarily due to Retentions on the Waste Water Treatment Works for which no budget was allocated (R 1 003 956). This is as a result of the deemed capital expenditure due to accrual of the retentions rather than the actual payment thereof. The retentions are included in the following financial periods budgets when such will likely become payable. This is therefore a non-cash transaction for the current year.

(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).

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	April-May
11	Council adopts Oversight report	
12	Oversight report is made public	
13	Oversight report is submitted to relevant provincial councils	April-May
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 H Cleophas

DEPUTY MAYOR



Clr A de Beer

SPEAKER



Clr M Rangasamy

MAYORAL COMMITTEE MEMBERS



Clr A Warnick



Clr D Bess



Clr N Smit



Ald T van Essen

(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 administering laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers 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.

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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:

- 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



Thys Möller

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
Swartland Social Deverlopment Forum	2021-09-16	0	2	10	N/a
CWP-LRC Meeting	2021-11-18	0	2	9	N/a
Area Base Teams meeting	2021-12-06	2	6	31	N/a
Ilinge Lethu Gender Base Violence Feedback	2021-12-06	0	4	28	N/a
Area Base Teams meeting	2021-12-08	2	4	59	N/a
Induction: Ward Committee Members	2022-04-09	13	5	96	N/a
Safety Ambassadors Meeting	2022-05-21	0	1	12	N/a
Local Drug Action Executive Committee	2022-06-08	0	1	12	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:

1. In-migration, population growth and land invasion
2. Community safety and law compliance
3. Lack of capacity in respect of infrastructure
4. Insufficient preparation for disasters
5. Potential developers not investing in the Swartland

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
Property Rates By-law		Revised	No	2021-04-06	Yes	2021-06-25

(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 financial 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%)

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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%)
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 2021/2022

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 27 May 2021 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	21 for the year		3.9.3(a)
	Engagement with formal business on SMME support	Annual engagement held	Yes (annually by June)	Yes		3.9.3(a)
1.6 Coordinate social development internally and externally with partners.	Promote the coordination of social development through partnerships:					3.9.3(a)
	<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 (annually by June)	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 our own Automated Number Plate Recognition (ANPR) Bus	Number of reports on progress submitted to the portfolio committee	10 per annum	12 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)

<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>
1.10 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	Lobby budget to expand the current Firefighting and Emergency resources	Yes (annually by November)	Yes		3.9.7(a)
		Lobby 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	Extension of learners licence centres for Darling and Riebeek Valley	Learners licence centre operational in Darling subject to a budget allocation and approval from the National Department of Transport	Yes (by July 2021)	Yes		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)
	Support the four Community Police Forums	Attend CPF meetings and activities	Yes (quarterly)	Yes		3.9.7(a)
	Facilitate and support the establishment of four Neighbourhood watches	Neighbourhood watches accredited, registered and trained	Yes (by June 2022)	Yes		3.9.7(a)

(b) Strategic Goal 2: Inclusive economic growth

<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>
No targets applicable to the 2021/2022 financial year						

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)	150 for the year	175 for the year		3.4.2(d)
% of capital budget spent on capital projects identified for a particular financial year in terms	% of capital budget spent	Between 90% and 105%	102.1% for the year		3.9.6(a)

of the municipality's IDP					
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(c) Strategic Goal 3: Quality and sustainable living environment

Strategic Objective	Strategic Initiative	Key Performance Indicator	Target	Actual	Notes	Reference
3.3 Enhance conservation and biodiversity	Finalise conservation and biodiversity management plan	Registration of stewardship programme with Cape Nature on municipal land	By June 2022	100%		3.9.3(a)
3.10 Facilitate access for citizens to secure tenure	Implement title restoration programme in cooperation with Human Settlements (2020/21 & 2021/22)	% of 24 (pre-1994) estate properties transferred	100% by June 2022	100% for the year		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
4.4 More informed and effective ward councillors and ward committees	Revision and implementation of ward committee constitution	Implementation completed	Yes (by end of December 2021)	Yes		3.9.2(a)
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	By June 2023	Yes - done in Sep 2021		3.9.6(a)
	Compile a Handover procedure to newly appointed Manager, Internal Audit	Complete handover procedure	Yes (by February 2022)	No	New IA Manager appointment delayed. Person will only take up the position on 1 June 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	By December 2022	Yes	All members appointed up to 31 December 2022 except Manager Internal Audit up to 31 May 2022	3.9.6(a)
	Maintain an effective independent Performance, and Risk Audit Committee as per legislation (Appoint for three years, but can extend for six years)	Appointment of new members for the PRA Committee over a period of three years for continuity	Annually by June	Yes - done in October 2021		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 of Long Term Financial Plan in line with adoption of new IDP every five years	Review completed	By March 2022	N/a	KPI deleted with the amendment of the IDP in May 2022. LTFP was comprehensively reviewed in previous fin year. LTFP will be amended together with the new IDP during the 2022/2023 fin year.	3.9.5(a)
	Review budget related policies for purposes of insuring relevance and alignment to Budget Circular	Review completed	Annually by March	Yes		3.9.5(a)
4.10 Accomplish effective and efficient HR management	Implement data analysis procedure for future municipal needs to identify corrective and preventative actions and to improve HR management function's effectiveness and efficiency as well as external benchmarking to identify continuous improvement opportunities	Data analysis implemented subject to funding	Yes (by June 2022)	Yes		3.9.2(a)
4.11 Improve integrity of staff administration by streamlining HR processes	Implement Payday Employee Self Services & Time & Attendance Biometric system (pending budget)	Implementation completed	By June 2022	N/a	Target not achievable since no budget was allocated for these purposes	3.9.2(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)
People from employment equity target groups employed	% of people from employment equity target groups appointed for the month in terms of the Municipality's approved Employment Equity plan	100%	40.4% (19/47 employees for the year)	Candidates were appointed at a level where their race group is overrepresented. No equity candidates were available.	3.9.2(a)

Performance Objective	Key Performance Indicator	Targets	Actual	Notes	Reference
Budget spent on implementing the workplace skills plan	% of the municipality's training budget actually spent on implementing its workplace skills plan (cumulative)	At least 90%	97.8% for the year		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%	12.16%	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%	7.6%	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 months	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
5.2 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 (annually by end of Sep)	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 (annually by end of Nov)	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 (annually by end of Nov)	Yes		3.9.1(a)

Strategic Objective	Strategic Initiative	Key Performance Indicator	Targets	Actual	Notes	Reference
5.5 Ensure that a budget is submitted to provide 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 (annually by end of Nov)	Yes		3.9.4(a)
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%	6.49%		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.

Performance Objective	Key Performance Indicator	Targets	Actual	Notes	Reference
Improved access to water, sanitation and refuse removal	% of urban households with access to basic level of water (at least piped (tap) water within 200 meters from dwelling)	100%	100%		3.9.1(a)
	% of urban households with access to basic level of sanitation (at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP))	100%	100%		3.9.1(a)
	% households with access to basic level of solid waste removal (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)

3.2 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 Misverstand 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 following a section 78 investigation which was concluded in 2018/2019.

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

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

It is estimated that Swartland Municipality would require access to an increased allocation from the Western Cape Water Supply System by around 2030. The Municipality has therefore expressed interest to partake in the so-called BRVAS scheme. The scheme will augment yield of Voelvrei dam by about 23 million cubic meters per annum and will be implemented by the Department of Water Affairs. The indicative allocation for Swartland is 0.66 million cubic meters per annum. The Municipality has applied for a revision of the allocation given its limited access to alternative resources

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

Agriculture	Forestry	Industrial	Domestic	Unaccountable Water Losses	Total
94 636	164 905	926 463	2 987 818	23.06%	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	1 in Qtr 2	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	11	12	12	0	0.00%
07 - 09	6	5	6	1	16.67%
10 - 12	6	5	6	1	16.67%
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	40	39	41	2	

(h) Financial Performance: Water Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R18 969 842	R18 728 983	R19 841 248	R20 928 890	111.75%
2 Contracted Services	R3 103 831	R3 018 589	R3 653 339	R3 510 577	116.30%
3 Other	R44 008 935	R47 683 488	R57 148 018	R54 682 290	114.68%
TOTAL	R66 082 608	R69 431 060	R80 642 605	R79 121 757	

(i) Capital Expenditure: Water Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 21-0008 Water: Upgrade: Riverlands and Kalbaskraal water pump stations	R1 000 000	R1 000 000	R991 248	99.12%
21/22 18-0072 Water: Connections: Water Meters (New/Replacements)	R540 823	R600 000	R584 008	107.98%
21/22 21-0013 Water: Swartland System S3.3 & S3.4 Panorama to Wesbank I1/4 - CRR	R800 000	R1 500 000	R1 499 998	187.50%
21/22 18-0077 Year-end transactions: Equipment water (donated)	R0	R0	R22 000	0.00%
21/22 19-0014 Water: Riebeek Wes Square: New Borehole, Pumps and Irrigation	R150 000	R0	R0	0.00%
21/22 21-0015 Water: Riebeek Kasteel supply S2.4	R200 000	R200 000	R200 000	100.00%
21/22 19-0011 Water: Bulk water infrastructure (emergency spending)	R500 000	R1 102 963	R1 102 963	220.59%
21/22 12-0013 Water networks: Upgrades and replacement	R2 000 000	R2 000 000	R2 000 000	100.00%
21/22 11-0062 Equipment Water	R47 000	R47 000	R45 674	97.18%
21/22 17-0082 Water: Upgrading of water reticulation network: PRV's, flow control, zone metering	R100 000	R100 000	R100 000	100.00%
TOTAL	R5 337 823	R6 549 963	R6 545 890	

(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 reticulation 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 was completed. The project entails the upgrading of bulk supply pipes between the Panorama take off and the Wesbank Reservoir. This is a multiyear project with an approved budget of R33 682 688.

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 that directs the spending of capital. The seventh construction phase of this multi-year project was implemented. The value of the construction work amounted to R2 600 000 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 by either 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 upgrading of the Darling and Moorreesburg waste water treatment continued throughout the financial year. These are both multi year projects and construction commenced in the 2020/2021 financial year and will be completed in the 2022/2023 financial year.

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

The Municipality participated in the Green Drop audit of the Department of Water Affairs and achieved a score of 89% which is third in the Western Cape.

(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	90.4% pm average for the year	3.4	80.0% pm	87.9% 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	6	7	1	14.29%
04 - 06	11	8	9	1	11.11%
07 - 09	9	10	10	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	30	28	30	2	

(f) Financial Performance: Sewerage Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R10 644 606	R10 755 467	R11 005 213	R11 183 864	103.98%
2 Contracted Services	R5 161 208	R6 668 676	R7 328 102	R6 613 068	99.17%
3 Other	R31 882 326	R32 752 465	R34 122 945	R38 236 651	116.74%
TOTAL	R47 688 140	R50 176 608	R52 456 260	R56 033 583	

(g) Capital Expenditure: Sewerage Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 09-0003 Equipment Sewerage: Telemetry	R150 000	R144 400	R54 732	36.49%
21/22 10-0114 Equipment Sewerage	R28 000	R27 580	R25 037	89.42%
21/22 13-0008 Sewerage: Moorreesburg	R55 020 000	R48 687 246	R54 716 114	99.45%
21/22 17-0002 Vehicles Sewerage: CK11942 Nissan NP300	R315 000	R320 870	R320 997	101.90%
21/22 17-0003 Vehicles Sewerage: CK18173 Nissan NP300	R315 000	R320 870	R320 997	101.90%
21/22 18-0004 Sewerage: Darling	R4 720 600	R5 303 354	R7 332 537	155.33%
21/22 21-0001 Sewerage: Malmesbury: New Macerator	R920 000	R650 187	R526 248	57.20%
TOTAL	R61 468 600	R55 454 507	R63 296 662	

(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.

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 2021/22 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. At this stage significant progress has been made with the departmental replacement of overhead low voltage networks in Moorreesburg and Darling inasmuch more than 90% is completed.

(2) Completion of capital projects

For the 2021/22 financial year at least 98.5% expenditure of the capital budget was achieved. The phased construction of the De Hoop 132/11kV 20MVA substation has commenced which will provide electricity capacity for the south western areas of Malmesbury to allow for the planned development of low cost residential settlements and major commercial developments to proceed.

(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 2021/22 and the actual achievement was 90%.

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 2021/22.

The program to replace all obsolete streetlights with energy efficiency technology in order to reduce energy consumption was completed. All discharge type streetlights including in the Eskom distribution areas have been replaced achieving an overall annual energy saving of streetlight consumption of some 3GWh, resulting in an annual saving of R4 million in energy purchases as measured against the base date.

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 5.52% in 2021/22 represents a major improvement in efficiency.

At least 98.44% expenditure of the capital budget was achieved.

In 2021/22 for an average of 90% 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 De Hoop 132/11kV substation.

Electrification of 395 housing units in the De Hoop development in Malmesbury. The connection of houses is proceeding subject to completion of the building work.

Phase 2 of the upgrading of the municipal radionetwork.

Service provision by municipal entities

None additional

(b) Households - Electricity Distribution Delivery Levels (2016 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	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of	

			June)						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	93.5% for the year	3	95% for the year	99.8% for the year	3.2	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%	98.7%	3.3	90%	96.4%	3.2	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%	88.3% pm average for the year	3.3	80%	88% average pm for the year	3.3	80%	
Update risk assessment (Tom)	4/17-0132	Risk register updated	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Update risk assessment (MJ)	4/17-0151	Risk register updated	Yes (bi-annually	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by	Yes	3	Yes (bi-annually	

			by November and May)			November and May)			by November and May)	
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% average pm 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% pm average for the year	3.5	4% pm maximum	3.9% pm average for the year	3	4% pm maximum	
Inform staff (Tom)	4/19-0044	Number of invocoms held	1 per quarter	4 for the year	3	4 for the year	4 for the year	3	4 for the year	
Inform staff (MJ)	4/19-0048	Number of invocoms held	1 per quarter	4 for the year	3	4 for the year	4 for the year	3	4 for the year	

(e) Employees: Electricity Distribution

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	0	0	0	0	0.00%
04 - 06	18	18	19	1	5.26%
07 - 09	6	6	6	0	0.00%
10 - 12	10	9	10	1	10.00%
13 - 15	5	4	5	1	20.00%
16 - 18	2	2	2	0	0.00%
19 - 20	1	0	1	1	100.00%

TOTAL	42	39	43	4
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(f) Financial Performance: Electricity Distribution

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R18 364 931	R20 226 060	R20 333 025	R20 075 254	99.25%
2 Contracted Services	R1 192 524	R1 306 653	R2 380 852	R2 252 006	172.35%
3 Other	R275 037 961	R326 031 836	R339 400 110	R305 749 024	93.78%
TOTAL	294 595 416	R347 564 549	R362 113 987	R328 076 284	

(g) Capital Expenditure: Electricity Distribution

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 17-0044 Electricity: Saamstaan/De Hoop project - 395 plot housing development	R14 855 000	R14 855 000	R14 800 928	99.64%
21/22 19-0021 Electricity: Streetlights Riebeek Kasteel Low cost housing development- 435 erven	R150 000	R156 661	R127 337	84.89%
21/22 19-0022 Electricity: Streetlights Kalbaskraal Low cost housing development- 109 erven	R50 000	R50 000	R37 834	75.67%
21/22 19-0023 Electricity: Malmesbury Security Operational Centre	R500 000	R530 000	R519 773	103.95%
21/22 19-0029 Electricity: Minisubstations Swartland	R3 600 000	R3 600 000	R3 602 716	100.08%
21/22 19-0030 Electricity: LV Upgrading Swartland	R1 600 000	R1 600 000	R1 573 200	98.33%
21/22 19-0031 Electricity: Substation fencing	R200 000	R200 000	R132 962	66.48%
21/22 19-0032 Electricity: Malmesbury polebox replacement	R200 000	R160 500	R156 944	78.47%
21/22 19-0034 Electricity: Darling South streetlight network upgrade	R100 000	R100 000	R99 568	99.57%
21/22 19-0044 Electricity: Connections: Electricity Meters (New/Replacements)	R316 320	R909 900	R774 402	244.82%
21/22 20-0021 Electricity: Replace obsolete airconditioners	R100 000	R89 600	R57 486	57.49%
21/22 21-0006 Electricity: Replace oil metering units (Darling Finitex & Romery)	R300 000	R300 000	R299 007	99.67%
21/22 21-0007 Electricity: Caravan Park Kiosk Replacement: Yzerfontein	R100 000	R100 000	R99 598	99.60%
21/22 21-0009 Electricity: Protection Relay Upgrade: Swartland	R300 000	R400 504	R406 870	135.62%
21/22 21-0010 Electricity: Jakaranda RMU - N7 feeder cable: Moorreesburg	R250 000	R243 339	R243 203	97.28%

21/22 21-0011 Electricity: Park Close Mount Pleasant feeder cable: Darling	R350 000	R350 000	R344 995	98.57%
TOTAL	R22 971 320	R23 645 504	R23 276 824	

(h) Comment on electricity distribution performance overall

PRIORITY OF 4 LARGEST CAPITAL PROJECTS

New 132/11kV De Hoop substation

The largest capital project with the highest priority is the establishment of the 132/11kV De Hoop 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 2021/22. 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. Phase 1 of the De Hoop substation project was undertaken in 2021/22 and Phase 2 is proceeding in 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 2021/22:

- (1) 11KV De Hoop substation building and delivery of switchgear which will form part of the De Hoop 132/11kV substation.
- (2) Upgrading of cable networks to increase capacity to the Phola Park and De Hoop developments.
- (3) Replacement of obsolete miniature substations and switchgear.
- (4) Phase 2 of upgrading of municipal radio network to digital format.

VARIANCES BETWEEN BUDGET AND ACTUAL

The variances between capital budget and actual expenditure achieved is 1.5%. 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 2019/20-2021/22. It is expected that Eskom will provide quotations for the connection of the selected option during 2022/2023 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 than 95%.

(b) Households - Refuse Removal Delivery Levels (2016 Census)

Above minimum level

Description	Non-Urban (2011 Census)	Urban (2011 Census)	Total (2011 Census)	Current Year Non-Urban	Current Year Urban	Current Year Total
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)	Current Year Non-Urban	Current Year Urban	Current Year Total
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

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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

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
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)	Yes	3	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)	Yes	3	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	3.8	5.0% of weight (measured quarterly)	5.7% pm average for the year	3.4	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)	24.7% pm average for the year	3.7	20% of volume (measured quarterly)	24.2% pm average for the year	3.6	20% of volume (measured quarterly)	
Report to Province	4/19-0065	Reporting submitted to Provincial Government in accordance with	2 per quarter	12 for the year	3	2 per quarter	11 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	1.1% pm average for the year	3.8	4% pm maximum	2.3% pm average for the year	3.4	4% pm maximum	

(e) Employees: Refuse Removal

Job Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	50	49	50	1	2.00%
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	0	0	0	0	0.00%
16 - 18	1	1	1	0	0.00%
19 - 20	0	0	0	0	0.00%
TOTAL	77	76	77	1	

(f) Financial Performance: Refuse Removal

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R18 334 565	R19 140 800	R21 024 824	R20 569 374	107.46%
2 Contracted Services	R13 642 694	R15 789 561	R18 192 449	R17 768 851	112.54%
3 Other	R10 556 876	R18 032 891	R15 133 458	R17 174 783	95.24%
TOTAL	R42 534 135	R52 963 252	R54 350 731	R55 513 008	

(g) Capital Expenditure: Refuse Removal

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 11-0059 Equipment Refuse Removal	R22 000	R22 420	R15 784	71.75%
21/22 14-0021 Refuse site Moorreesburg - fencing	R720 000	R310 000	R271 799	37.75%
21/22 19-0016 Equipment Refuse bins, traps, skips (Swartland)	R120 000	R120 000	R101 520	84.60%
21/22 20-0011 Refuse: Chipper and trailor	R1 000 000	R858 296	R858 296	85.83%
TOTAL	R1 862 000	R1 310 716	R1 247 400	

(h) Comment on refuse removal performance overall

Illegal dumping remains a problem throughout the Municipal area and in some areas there is a notable increase. The present mode of dealing with the problem focus only on reactive clearing. This is not sustainable as it requires an increase in resources with urban expansion.

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. To this end, a chipper was purchased and put to service. Garden refuse is now chipped and diverted from the landfill

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

Planning for the construction of a new cell at the Highlands landfill has commenced. It is estimated that the new cell will be required in the 2025/2026 financial year. An application to increase the height of the current cell at the Highlands landfill was prepared and will be submitted to the Department early in the 2022/2023 financial year.

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 (2016 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% (R42 637 411 p.a.)	91.3% for the year	3	100%	91.8%	2.7	100%	The Provincial Department of Human Settlements decreased the funding of the Darling GAP project which implicated the implementation of the project negatively
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 De Hoop completed	80 for the year	80 for the year	3	200 for the year	200 for the year	3		
Ensure that housing access is provided in line with planning	4/09-0124-2	Number of serviced sites completed	635	634	3	No Serviced sites this year	N/a	0		No Serviced sites this year
Maintain functional structures to address housing issues	4/09-0127	Number of housing committee and technical meetings held	20 for the year	34 for the year	5	15 for the year	23 for the year	4	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	35 for the year	5	10 for the year	31 for the year	4	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 by end of May)	Yes	3	Yes (annually by end of May)	Yes	3	Yes (annually by end of May)	
Update risk assessment	4/17-0003	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	12 for the year	4.5	8 for the year	8 for the year	3	8 for the year	
Housing Programmes in the Swartland area	4/17-0005-2	Number of transfers of ownership (title deeds) completed	592	592 for the year	3	20 (Riebeek Kasteel)	17 for the year	3		The three beneficiaries has deceased before the houses was allocated to them and was subsequently referred to the masters of the High Court by their respective families for executorship of the late estates

Productive workforce	4/17-0173	% of person days lost per month due to sick leave	4% pm maximum	0.6% pm average for the year	3.9	4% pm maximum	5.5% average for the year	2.7	4% pm maximum	Due to valid sick leave
Inform staff	4/19-0031	Number of invocoms held	1 per quarter	4 for the year	3	4 for the year	4 for the year	3	4 for the year	

(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	1	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	3	3	3	0	

(e) Financial Performance: Housing Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 071 353	R2 335 910	R2 397 651	R2 386 954	102.19%
2 Contracted Services	R2 809 562	R26 752 252	R26 608 252	R35 733 739	133.57%
3 Other	R1 327 165	R1 354 304	R1 556 495	R1 301 587	96.11%
TOTAL	R6 208 080	R30 442 466	R30 562 398	R39 422 280	

(f) Capital Expenditure: Housing Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 21-0030 Dev Services: Silvertown IBS (Sewerage)	R1 200 000	R0	R0	0.00%
21/22 21-0031 Dev Services: Silvertown IBS (Water)	R1 400 000	R0	R0	0.00%
21/22 21-0044 Dev Services: Riebeek Wes Fencing	R0	R822 250	R589 926	0.00%
21/22 21-0045 Dev Services: Riebeek Kasteel (Prof Fees)	R0	R967 940	R967 940	0.00%
21/22 21-0043 Dev Services: Kalbaskraal Fencing	R0	R561 825	R432 875	0.00%
21/22 21-0027 Dev Services: Silvertown IBS (Professional fees)	R400 000	R0	R0	0.00%
21/22 21-0023 Dev Services: Chatsworth Serviced Sites (Professional fees)	R1 500 000	R0	R0	0.00%
21/22 20-0016 Dev Services: Malmesbury De Hoop project - External Services (Water)	R3 000 000	R2 754 293	R2 738 090	91.27%
21/22 19-0052 Dev Services: Darling Serviced Sites (Streets & Stormwater)	R825 506	R1 584 972	R0	0.00%
21/22 19-0051 Dev Services: Darling Serviced Sites (Water)	R187 119	R359 268	R0	0.00%
21/22 18-0018 Dev Services: Malmesbury De Hoop Project (Professional Fees)	R8 600 000	R5 254 947	R5 254 947	61.10%
21/22 18-0065 a Dev Services: Kalbaskraal Serviced Sites (Professional fees)	R0	R430 002	R430 002	0.00%
21/22 21-0042 Dev Services: Malmesbury De Hoop (395 Water Meters)	R0	R40 000	R40 000	0.00%
21/22 21-0036 Dev Services: Riebeek Kasteel Serviced Sites Project (Fencing)	R1 667 500	R1 155 575	R1 155 893	69.32%
21/22 19-0049 Dev Services: Darling Serviced Sites (Professional Fees)	R275 596	R527 431	R143 378	52.02%
21/22 19-0050 Dev Services: Darling Serviced Sites (Sewerage)	R211 779	R406 615	R0	0.00%
TOTAL	R19 267 500	R14 865 118	R11 753 050	

(g) Comment on Housing performance overall

Ward 11 : The De Hoop catalytic housing project was 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. We are currently busy with the construction of 395 top structures and the project will be completed end of January 2023. Since April 2022 till end of June 2022 we handed over 80 houses to approved beneficiaries in the project. The project also make provision for 29 disable persons (10 wheelchair & 19 partially/total movement loss).

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 2021-2022 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 the occupants 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; and where it is found that a state official is resident on a property the indigent subsidy will not be granted or cancelled as the case may be.

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; and
- 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	9 223	
Service Name	Households	Percentage
Electricity Distribution	8 446	91.58%
Rates Services	8 196	88.86%
Refuse Removal	9 223	100.00%
Sewerage Services	8 918	96.69%
Water Services	9 223	100.00%

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

Service	Original Budget	Adjustment Budget	Actual
Electricity Distribution	R5 415 248	R5 415 248	R5 696 775
Rates Services	R1 944 000	R1 944 000	R2 842 947
Refuse Removal	R15 757 485	R15 757 485	R15 448 520
Sewerage Services	R26 750 000	R26 750 000	R26 714 544
Water Services	R14 659 002	R14 659 002	R13 382 622

(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 9203 on 30 June 2021 to 9223 on 30 June 2022.

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 332km 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, R29 650 000 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 211 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
69	0	1	69

(c) Kilometres Tarred Road Infrastructure

Total Tarred Roads	New Tar Roads	Existing Tar Roads Retarred	Existing Tar Roads Resheeted	Tar Roads Maintained
332	1	0	29	332

(d) Kilometres Storm water Infrastructure

Total Stormwater Measures	New Stormwater Measures	Stormwater Measures Upgraded	Stormwater Measures Maintained
210	1	0	210

(e) Cost of Construction/Maintenance - Roads

Gravel New	Gravel - Tar	Gravel Maintained	Tar New	Tar Re-Worked	Tar Maintained
0	0	R7 304 623	R7 723 230	R29 650 000	R35 305 678

(f) Cost of Construction/Maintenance – Storm water

New Stormwater Measures	Upgraded Stormwater Measures	Maintained Stormwater Measures
1	0	R18 261 558

(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	96% for the year	3.2	90% for the year	97.2% 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 provision	4/19-0057-2	% of flood incidents reacted on within 3 hours after the incident has been reported	100%	100%	3	100%	100%	3	100%	

(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	18	18	0	0.00%
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	69	70	1	

(i) Financial Performance: Streets and Storm Water

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R18 141 711	R20 234 183	R19 006 857	R18 894 006	93.38%
2 Contracted Services	R6 304 871	R5 599 704	R6 694 340	R6 469 920	115.54%
3 Other	R34 568 354	R32 702 094	R37 393 780	R43 296 738	132.40%
TOTAL	R59 014 936	R58 535 981	R63 094 977	R68 660 664	

(j) Capital Expenditure: Streets and Storm Water

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 21-0038 Roads: Public Transport non motorised infrastructure	R0	R1 282 153	R1 282 153	0.00%
21/22 17-0022 Vehicles Roads: CK41130 Isuzu KB 250 Tipper	R409 500	R409 500	R406 910	99.37%
21/22 11-0060 Equipment Streets and Storm Water	R60 000	R71 288	R71 275	118.79%
21/22 21-0040 Roads: Construction: Side walks and Recreational nodes (Ilinge Lethu & Wesbank)	R0	R1 000 000	R975 510	0.00%
21/22 16-0015 Roads Swartland: New Roads	R7 555 096	R9 305 096	R9 305 096	123.16%
21/22 09-0004 Roads: Resealing of roads - Swartland	R23 000 000	R29 650 000	R29 650 000	128.91%

21/22 17-0080 Roads: Ward Committee projects	R700 000	R700 000	R698 640	99.81%
21/22 21-0005 Roads: Upgrading of N7/Voortrekker Northern Interchange	R2 000 000	R2 000 000	R2 000 000	100.00%
TOTAL	R33 724 596	R44 418 037	R44 389 584	

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

The amount of R29 650 000 was spent on the resealing and the rehabilitation of roads.

The amount of R9 305 096 was spent on the construction of new roads with a length of 1.18km.

A new traffic circle with access roads at the northern N7 interchange in Malmesbury is planned for implementation in the 2022/2023 financial year. This is provide access to a mall development to the North of Malmesbury.

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 stromwater 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.

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 are uploaded to our electronic building control Portal on our web site. Many challenges have been dealt with and progress has been made. 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	5	7	5	11	372	0
Determination made in following year	0	2	3	0	372	566
Determination made in year of receipt	38	62	27	37	619	656
Applications withdrawn	0	0	1	1	0	0
Planning application received	43	71	36	49	991	1222

(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)	Yes	3	Yes (annually by	Yes	3	Yes (annually)	

			by end of May)			end of May)			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	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	Reports on process of data cleansing submitted	1 per quarter	3 for the year	3	Yes	Yes	3	Yes	
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)	
Productive workforce	4/17-0174	% 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	2.6% pm average for the year	3.3	4% pm maximum	
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	

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	
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(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	1	1	1	0	0.00%
19 - 20	1	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	2	3	1	33.33%
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	5	6	1	

(f) Financial Performance: Planning, Valuation

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R5 431 958	R5 388 842	R5 454 680	R5 501 387	102.09%
2 Contracted Services	R1 444 950	R1 624 304	R1 560 086	R1 493 166	91.93%
3 Other	R919 064	R994 334	R1 061 079	R906 189	91.14%
TOTAL	R7 795 972	R8 007 480	R8 075 845	R7 900 742	

(g) Financial Performance: Building Control

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R2 849 614	R3 231 725	R3 098 314	R3 110 569	96.25%
2 Contracted Services	R0	R0	R0	R0	0.00%
3 Other	R37 404	R36 310	R150 199	R68 117	187.60%
TOTAL	R2 887 018	R3 268 035	R3 248 513	R3 178 686	

(h) Capital Expenditure: Built Environment

No capital projects

(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 are streamlined in order to enhance decision-making 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	Jobs Created
Capital projects (contracts > R200 000)	175

(c) Job creation through EPWP projects

Number Of Jobs	Notes
388	

(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	211 for the year	5	150 for the year	175 for the year	3.5	150 for the year	
3 Indicators Directors										

Liaison with business role-players	3/09-0001	Annual event with local business held	Yes (before end of June)	Yes	3	Yes (before end of June)	Yes	3	Yes (before end of June)	
LED fund management	3/09-0012	% of the LED funds actually spent	90% for the year	100% for the year	3	90% for the year	N/a	0	90% for the year	Budget has been moved to the Performance management due to the new municipal regulations

(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	11 for the year	3.3	10 for the year	13 for the year	3.9	10 for the year	
Promote the development of child facilities	4/09-0114-2	Number of quarterly reports 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	63 for the year	5	20 for the year	47 for the year	4	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	47 for the year	5	20 for the year	47 for the year	4	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	4 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	2077 for the year	3	2000 for the year	4866 for the year	4	4200 by end of June	
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	48 for the year	3.2	30 for the year	56 for the year	4	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	12 for the year	3.6	10 for the year	10 for the year	3	10 for the year	
Promote access to social development services for	4/09-0116-1	Government services available at the Ilinge Lethu Thusong centre	Yes	Yes	3	Yes	Yes	3	Yes	

vulnerable people										
Promote access to social development services for vulnerable people	4/09-0116-2	Number of Thusong Mobile Outreaches implemented in the Swartland municipal area	5 for the year	5 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	30 for the year	3	30 for the year	41 for the year	4.1	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	12 for the year	5	2 for the year	17 for the year	4	2 for the year	
Support local economic development through skills development	4/09-0118-2	Report on the impact of training workshops which caused an increase in income and quality of life of participants submitted	Yes (annually by August)	Yes	3	Yes (annually by August)	Yes	3	Yes (annually by August)	
Promote the coordination of social development	4/13-0004-1	Number of meetings with Social Development Forum	4 for the year	4 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)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
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	12 for the year	3	3 per quarter	19 for the year	3.5	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	4 for the year	3	4 for the year	4 for the year	3	4 for the year	
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 development committee	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Productive workforce	4/17-0175	% of person days lost per month due to sick leave	4% pm maximum	1.8% average pm for the year	3.5	4% pm maximum	4% pm average for the year	2.9	4% pm maximum	Due to valid sick leave
Implementing educational programmes	4/18-0002	Number of educational programmes implemented	2 per annum	1 for the year	3	1 for the year	1 for the year	3	1 for the year	

(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	1	2	1	50.00%
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	3	4	1	

(f) Financial Performance: Community Development

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R75 457	R212 361	R288 725	R104 260	49.10%
1 Employees	R2 595 209	R2 810 394	R2 874 131	R2 652 211	94.37%
2 Contracted Services	R140 285	R364 500	R355 451	R339 360	93.10%
TOTAL	R2 810 951	R3 387 255	R3 518 307	R3 095 831	

(g) Financial Performance: Thusong Service Centres

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R114 164	R192 916	R255 437	R172 076	89.20%
1 Employees	R1 173 406	R1 217 791	R1 221 713	R1 231 580	101.13%
2 Contracted Services	R175 176	R39 923	R40 920	R34 412	86.20%
TOTAL	R1 462 746	R1 450 630	R1 518 070	R1 438 068	

(h) Capital Expenditure: Community Development

No capital projects

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

No comments

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. There are also 3 permanent EPWP workers who act as cleaners at three of the libraries. Libraries are financed through the conditional grant and municipal replacement fund 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	25 000 per month	12 364 pm average for the year	3	15 000 per month	13 545 pm average for the year	3	30 000 per month	Circulation low because patrons are limited due to covid levels
Protect library material through consumer training	4/09-0076	Number of consumer training outreach programmes	4 pq for 2 qtrs and 5 pq for 2 qtrs	87 for the year	3	90 per annum	410 for the year	5	90 per annum	
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)	Yes	3	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 Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Library services	4/17-0089	Business plans compiled and	Yes	Yes	3	Yes	Yes	3	Yes	

		submitted to provincial authorities	(annually by end of May)			(annually by end of May)			(annually by end of May)	
Proper Communication	4/17-0090	Consult with directorates and compile integrated communication action plans	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Inform staff	4/17-0092	Number of invocoms	1 per quarter	7 for the year	3	1 per quarter	9 for the year	3	1 per quarter	
Youth Camp	4/17-0093	Evaluation report submitted to Mayoral Committee	Yes (annually by May)	N/a	0	Yes (annually by May)	N/a	3	Yes (annually by May)	Camp did not take place due to covid
Productive workforce	4/17-0195	% of person days lost per month due to sick leave	4% pm maximum	2.2% pm average for the year	3.4	4% pm maximum	5.4% pm average for the year	2.5	4% pm maximum	Due to valid sick leave

(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	7	8	1	12.50%
10 - 12	3	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	33	32	33	1	

(d) Financial Performance: Libraries

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R9 308 534	R9 951 229	R9 866 616	R9 872 965	99.21%
2 Contracted Services	R243 172	R166 314	R154 360	R119 320	71.74%
3 Other	R873 724	R940 899	R1 311 332	R1 784 055	189.61%
TOTAL	R10 425 430	R11 058 442	R11 332 308	R11 776 340	

(e) Capital Expenditure: Libraries

No Capital Projects

(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. Most libraries have young people called "Yeboneers" which are on a programme from Provincial Government where they assist library users with computer usage.

The average monthly circulation of books between the libraries are +- 15 000. For the past two years libraries focused on increasing their outreach programmes. Between the 9 libraries, they do an average of 63 programmes per month. Riebeeck Kasteel library offers a programme "Library for the Blind" whereby audio books are available to the visually impaired. Moorreesburg library offers educational games sponsored by the Bill and Melinda Gates Foundation.

There is a partnership between the Swartland Municipality and UNISA where students may use the libraries for certain student activities. The libraries also act as a courier service for study material for the students.

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	R296 512	R191 535	R548 155	R358 588	187.22%
2 Contracted Services	R114 450	R209 710	R155 540	R141 346	67.40%
3 Other	R408 646	R371 702	R503 979	R279 970	75.32%
TOTAL	R819 608	R772 947	R1 207 674	R779 904	

(e) Capital Expenditure: Cemeteries

No Capital Projects

(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	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 or loss of limbs
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	5 for the year	3	1 per quarter	4 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 issued for all erven that have to be cleaned	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	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 Provincial Department regarding air pollution	1 per quarter	4 for the year	3	3 for the year	4 for the year	4	3 for the year	
Proper business licence management	4/17-0101	All Business Licenses considered for all applications recieved	Yes	Yes	3	Yes	Yes	3	Yes	
Health and safety awareness campaigns	4/17-0103-1	Awareness campaign on Health and Safety designed and implemented	Yes annually	Yes	3	Yes annually	Yes	3	Yes annually	
Health and safety awareness campaigns	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	Yes	3	Yes	Yes	3	Yes	
Productive workforce	4/17-0197	% of person days lost per month due to sick leave	4% pm maximum	1.1% pm average	3.8	4% pm maximum	2.6% pm average	3.3	4% pm maximum	

				for the year			for the year			
Inform staff	4/19-0040	Number of invocoms held	1 per quarter	4 for the year	3	1 per quarter	6 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 836 871	R1 897 551	R1 926 458	R1 839 324	96.93%
2 Contracted Services	R31 928	R92 469	R60 032	R38 896	42.06%
3 Other	R29 042	R42 088	R78 008	R48 055	114.18%
TOTAL	R1 897 841	R2 032 108	R2 064 498	R1 926 275	

(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

The Swartland Municipal 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 2021/2022 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 law enforcement officers in the field on an average day	54	59
Number of road traffic accidents during the year	529	0
Number of by-law infringements attended	908	839
Number of law enforcement officers on duty on an average day	54	51

(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	14 pq average for the year	3.7	10 per quarter	14.8 pq average for the year	4.4	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	115.3 pq average for the year	3.9	90 per quarter	123 pq average for the year	4.1	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	104.3 pq average for the year	4.3	Minimum 70 per quarter	90 pq average for the year	3.8	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	23.5 pq average for the year	4.7	12 per quarter	30.8 pq average for the year	5	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	705.7 hrs average pq for the year	3.7	600 hrs per quarter	988.4 hrs average pq for the year	4.1	600 hrs per quarter	
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	12 for the year	3	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	69 for the year	5	20 per annum	51 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	12 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	3 for the year	4.5	2 for the year	5 for the year	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	Inspections of departmental firearms and ammunition done	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)	
Productive workforce	4/17-0187	% of person days lost per month due to sick leave	4% pm maximum	3.9% pm average for the year	3	4% pm maximum	5.0% pm average for the year	2.7	4% pm maximum	Due to valid sick leave
Inform staff	4/19-0047	Number of invocoms held	1 per quarter	5 for the year	3	1 per quarter	4 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	29	30	1	3.33%
10 - 12	42	47	47	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	79	80	1	

(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 990 392	R30 426 316	R34 894 900	R33 843 579	111.23%
2 Contracted Services	R2 698 211	R2 959 038	R3 517 222	R3 586 666	121.21%
3 Other	R25 798 586	R21 578 755	R30 167 674	R27 982 661	129.68%
TOTAL	R58 487 189	R54 964 109	R68 579 796	R65 412 906	

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

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 21-0041 Fire Arms: K9 Unit	R0	R220 000	R172 500	0.00%
21/22 21-0039 Equipping Donated Vehicles for K9 Unit	R0	R48 000	R12 660	0.00%
21/22 21-0037 Branding and dog kennels for vehicles	R0	R18 500	R12 000	0.00%
21/22 18-0068 Equipment K9 Unit	R27 500	R56 000	R49 198	178.90%
21/22 17-0061 Vehicles Traffic: CK31936 Corolla	R367 500	R381 099	R381 099	103.70%
21/22 18-0074 Year-end transactions: Transport Assets: K9 Unit (donated)	R0	R0	R679 201	0.00%
TOTAL	R395 000	R723 599	R1 306 658	

(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

A grant funded K9- Unit is also operational in the municipal area supporting the SAPS with crime prevention and addressing the usage and selling of drugs.

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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 (2021/2022) the Swartland Fire Service reacted to 751 fires and 215 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 - rural areas	25	18
Fire fighters in post at year end	33	33
Average number of appliance off the road during the year	2	2
Total fires attended in the year	530	751
Total of other incidents attended in the year	163	215
Total fire appliances at year end	10	10
Average turnout time - urban areas	15	12

(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	1 pm average for the year	3	0 maximum	1 pm for Qtr 1	3	0 maximum	Vehicles needed repairs
Provide a quality fire fighting service	4/09-0285-2	Number of written complaints regarding firefighting services received	5 maximum per annum	0 for the year	3	5 maximum per annum	2 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	12 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	10 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	506 for the year	3	500 for the year	527 for the year	3.2	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	12 for the year	3	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	4 for the year	3	1 per quarter	3 for the year	3	1 per quarter	No meetings arranged by WCDM in Qtr 3
Productive workforce	4/17-0192	% of person days lost per month due to sick leave	4% pm maximum	1.8% pm average for the year	3.6	4% pm maximum	5.2% average pm for the year	2.6	4% pm maximum	Due to valid sick leave
Inform staff	4/19-0038	Number of invocoms held	1 per quarter	4 for the year	3	4 for the year	4 for the year	3	4 for the year	

(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	4	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	6	6	6	0	

(e) Financial Performance: Fire Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R5 109 284	R5 922 776	R5 500 633	R6 014 476	101.55%
2 Contracted Services	R582 529	R458 657	R763 805	R665 523	145.10%
3 Other	R1 105 490	R1 244 762	R1 338 092	R1 649 799	132.54%
TOTAL	R6 797 303	R7 626 195	R7 602 530	R8 329 798	

(f) Capital Expenditure: Fire Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 10-0139 Equipment Fire and Emergency Services	R150 000	R150 000	R150 001	100.00%
21/22 20-0025 Vehicles Fire Services: CK32736 Nissan Hard Body - Replace with light pumper	R1 404 000	R1 404 000	R1 403 909	99.99%
TOTAL	R1 554 000	R1 554 000	R1 553 909	

(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	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	3	Yes (when disaster occurs)	Yes	3	Yes (when disaster occurs)	
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 end of Feb)	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	R90 006	R325 000	R594 500	R446 355	137.34%
3 Other	R891 841	R400 000	R411 500	R251 006	62.75%
TOTAL	R981 847	R725 000	R1 006 000	R697 361	

(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 2021/22 financial year:

1. The amount of R2 000 000 was spent on the upgarding of the Gabriel Pharaoh sport fields in Darling.
2. Combination courts were upgraded at the Gabriel Pharoah and Kalbaskraal sport fields to the amount of R241 930 and new combination courts were built at the Chatsworth sport fields to the amount of R740 814.

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

Sport

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
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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	90% for the year	92% for the year	3.1	90% for the year	90.7% for the year	3	90% for the year	

Swimming pools

Performance Objective	Objective ID	Key Performance Indicator	Previous Year Target	Previous Year Actual	Previous Year Score	Target	Actual	Score	Next Year Target	Notes
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(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	R1 900 254	R2 495 521	R2 372 006	R2 688 161	107.72%
2 Contracted Services	R448 381	R692 930	R737 300	R652 133	94.11%
3 Other	R2 035 208	R2 287 481	R2 485 041	R2 920 029	127.65%
TOTAL	R4 383 843	R5 475 932	R5 594 347	R6 260 323	

Parks and Recreational Areas

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
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1 Employees	R14 131 367	R14 246 439	R15 276 175	R15 105 603	106.03%
2 Contracted Services	R1 245 518	R1 038 502	R1 396 215	R1 298 289	125.02%
3 Other	R2 180 866	R1 972 451	R3 360 240	R2 273 903	115.28%
TOTAL	R17 557 751	R17 257 392	R20 032 630	R18 677 795	

Swimming Pools

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
3 Other	R201 980	R257 605	R423 378	R875 097	339.70%
2 Contracted Services	R258 093	R475 832	R484 689	R400 342	84.14%
1 Employees	R1 895 270	R1 489 371	R1 394 221	R2 017 034	135.43%
TOTAL	R2 355 343	R2 222 808	R2 302 288	R3 292 473	

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

Sport

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 21-0018 Sport: Upgrading Chatsworth combination courts	R600 000	R740 814	R740 743	123.46%
21/22 21-0016 Sport: Upgrading Darling combination courts	R207 500	R155 720	R155 720	75.05%
21/22 17-0075 Sport: Upgrading of Sports Fields: Darling and Chatsworth	R2 000 000	R2 000 000	R2 042 991	102.15%
21/22 21-0017 Sport: Upgrading Kalbaskraal combination courts	R175 500	R86 150	R86 150	49.09%
TOTAL	R2 983 000	R2 982 684	R3 025 604	

Parks and Recreational Areas

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 20-0005 Vehicles Parks: CK17851 Nissan UD 35A	R547 890	R613 000	R613 525	111.98%
21/22 11-0058 Equipment Parks	R60 000	R60 000	R58 027	96.71%
21/22 17-0079 Parks: Ward Committee projects	R700 000	R700 000	R697 917	99.70%
TOTAL	R1 307 890	R1 373 000	R1 369 469	

Swimming Pools

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
TOTAL				

No capital budget for swimming pools***(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	37.0% for the year	1.1	100% for the year	94.0%	2.8	100% for the year	Unable to spend budget due to Caravan Park Manager being on sick leave.
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 effectively	4/09-0156-3	% "good" and "fair" ratings out of the total ratings done by guests	90% minimum	98.3%	3.3	90% minimum	88.0%	2.9	90% minimum	Low responds during December, survey was done again in April (Easter weekend)
Manage caravan parks effectively	4/09-0156-4	Number of months that the caravan park maintenance checklist was updated	10 for the year	10 for the year	3	10 for the year	12 for the year	3.6	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 690 191	R1 979 334	R1 922 686	R2 002 563	101.17%
2 Contracted Services	R116 371	R205 463	R204 152	R205 109	99.83%
3 Other	R131 539	R132 392	R240 970	R604 459	456.57%
TOTAL	R1 938 101	R2 317 189	R2 367 808	R2 812 131	

(e) Capital Expenditure: Caravan Parks

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 16-0044 Equipment YZF Caravan Park	R30 000	R30 000	R25 765	85.88%
TOTAL	R30 000	R30 000	R25 765	

(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.

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	R245 880	R339 506	R342 614	R284 930	83.92%
3 Other	R1 869	R10 228	R11 768	R48 207	471.32%
TOTAL	R247 749	R349 734	R354 382	R333 137	

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 basic level of water (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 basic level of sanitation (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	% of households with access to basic level of solid waste removal (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 (annually by end of Sep)	Yes	3	Yes (by end of Sep annually)	
5.2 Inform budgetary processes of funding	2/17-0021	Budget requirements calculated and budget	Yes (by end of November)	Yes	3	Yes (annually)	Yes	3	Yes (by end of	

requirement for maintenance and upgrading of surfaced roads.		informed	annually)			by end of November)			November annually)	
5.3 Review and maintain master plans in accordance with the most recent growth model information	2/17-0022	Master plans reviewed and maintained	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	Yes	3	Yes (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 Nov annually)	Yes	3	Yes (annually by end of November)	Yes	3	Yes (by end of November annually)	
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0013	% of capital budget spent	Between 95% and 105%	97.6% for the year	3	Between 95% and 105%	100.8% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0014	Average % completion of capital projects	90% for the year	99.0% for the year	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	3/09-0015	% of operating budget spent	Between 90% and 100%	97.8% for the year	3	Between 90% and 100%	98.0% 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%	99.2% pm average	2.98	100%	Occ Health & Safety Rep Refresher Training (11 out of 14 attended - Qtr 2) Occ Health & Safety Rep to ensure to attend future trainings
Council decision implementation	3/09-0017	% of due council decisions initiated	100%	100%	3	100%	98.8% pm average	2.98	100%	The access of the Manager Solid Waste to the collab system were faulty which limited access tot tasks in the inbox. The problem were

										identified and rectified.
Performance and financial monitoring	3/09-0018	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	11 for the year	11 for the year	3	3 pq for 3 qtrs and 2 pq for 1 qtr	
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	
Equal employment opportunity management	3/09-0023	% of employment opportunities applied for appropriate equity appointments	100% cumulative by end of June annually	94.4% (17/18 employees) for the year	3	100% cumulative by end of June annually	66.7% (6/9 employees) for the year	3	100%	Candidates were appointed at a level where their race group is over represented. No equity candidates were available.
Procurement in line with legal process	3/09-0024	% compliance with SCM policy with the exception of approved deviations	100%	100%	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%	91.0% by the end of Qtr 4	3	100%	100% by the end of Qtr 4	3	100%	
Audit issues resolved	3/09-0025-3	% of Auditor General's queries (comafs) for which	100%	N/a	0	100%	N/a	0	100%	

		an action plan was submitted within 5 working days								
Audit issues resolved	3/09-0025-4	% of Auditor General's findings implemented within agreed time frame	100%	100%	3	100%	N/a	0	100%	
Risk identification and control implementation	3/09-0026-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0026-2	% of Risk Action Plans implemented in accordance with the agreed time frame	Bi-annually by November and May	Yes	3	100% (bi-annually by November and May)	100%	3	100% (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 changes in work procedures	Yes	N/a	0	Yes	Yes	3	Yes	
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	N/a	3	Yes	N/a	0	Yes	
Invocoms held	3/09-0028	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	11 for the year	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	4.6 months at the end of Qtr 4	0	3 months maximum	5.6 months at the end of	3	3 months maximum	Trade Test postponed due to Lockdown and assessment scheduled for 17-19 May 2021 at Northlink College in Belhar.

							Qtr 4			Due to Local Government Elections scheduled for 1 November 2021, Trade Test rescheduled for 6-9 December 2021. Vacancy advertised internally on 14 January 2022. Selection process finalised during March 2022. Report submitted to Management Team for relaxing of essential requirements. Management Team approved relaxed requirements on 27 May 2022. Post of Bricklayer filled with effect from 1 July 2022.
Productive workforce	3/10-0018	% 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	2.8% pm average for the year	3.3	4% pm maximum	
EPWP monitoring	3/11-0001-1	Number of Full Time Equivalent (FTE's) for the financial year	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	160.1 for the organisation	4.7	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	302 for the organisation	3	296 for the whole organisation	388 for the organisation	3.9	296 for the whole organisation	
Improved water sustainability	3/12-0086	% total water losses	Maintain the annual average below 17%	17% (Provisional)	3	Maintain the annual average below 17%	23.10%	3	Maintain the annual average below 17%	The loss is attributed to the usage of water that is the result of the illegal occupation of land in the south of the Swartland Municipal Area. The CFO undertook to determine the extent of water losses.
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	100% for the year	3	100% by end of June	97.3% for the year	3	100% by end of June	Poor retention of EPWP workers
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 February)	Yes	3	Yes (annually by February)	Yes	3	Yes (annually by February)	
Ensure timeous submission	3/18-0013	Due date for last capital	Annually by	Yes	3	Annually	Yes	3	Annually by	

of capital payment invoices and payment certificates to the finance department		payment invoices and payment certificates to be submitted to the Finance Department	9 July			by 9 July			9 July	
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)	No	3	Yes (annually by November)	No	3	Yes (annually by November)	Was awaiting a requesting email from HR Request was emailed by HR on 22 Dec 2021
4 Indicators Division Heads										
Update of Risk assessment (Johan Venter)	4/18-0011	Risk register updated	Yes (bi-annually by Nov and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
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)	
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)	

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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)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
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	5 for the year	3	4 for the year	4 for the year	3	4 for the year	
Inform staff (Johan Venter)	4/19-0046	Number of invocoms held	1 per quarter	5 for the year	3	4 for the year	4 for the year	3	4 for the year	
Inform staff (Jonhill Spies)	4/19-0051	Number of invocoms held	1 per quarter	8 for the year	3	4 for the year	7 for the year	3	4 for the year	
Productive workforce (John Barlow)	4/19-0053	% of person days lost per month due to sick leave	4% pm maximum	2.6% pm average for the year	3.4	4% pm maximum	3.0% pm average for the year	3.3	4% pm maximum	
Ensure up to date policies	4/19-0060-1	Water Services Audit	Yes (annually)	Yes	3	Yes	Yes	3	Yes	

(Johan Venter)		report reviewed	by Nov)			(annually by Nov)			(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	DPIP 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)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	
Productive workforce (Jonhill Spies)	4/19-0069	% of person days lost per month due to sick leave	4% pm maximum	0% pm average for the year	4	4% pm maximum	2.0% pm average for the year	3.5	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 920 108	R3 484 379	R2 802 603	R2 853 473	81.89%
2 Contracted Services	R0	R1 736	R1 736	R0	0.00%
3 Other	R557 421	R669 225	R753 144	R669 315	100.01%
TOTAL	R3 477 529	R4 155 340	R3 557 483	R3 522 788	181.91%

(d) Capital Expenditure: Civil Engineering Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 09-0021 ac Equipment Civil Services	R95 000	R87 878	R85 895	90.42%
TOTAL	R95 000	R87 878	R85 895	

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 people from employment equity target groups appointed for the month in terms of the Municipality's approved Employment Equity plan	70%	53.8% (7/13 employees for the year)	3	100%	40.4% (19/47 employees for the year)	3	70%	Candidates were appointed at a level where their race group is over represented. No equity candidates were available.
Budget spent on implementing the workplace skills plan	1/14-0028	% of the municipality's training budget actually spent on implementing its workplace skills plan (cumulative)	1% (Council budgeted 0.5% (R1 196 912)	0.7% for the year	3	At least 90%	97.8% for the year	3.3	At least 90%	
2 Indicators from IDP										
4.4 Revision and implementation of ward committee constitution	2/17-0073	Implementation completed			0	Yes (by end of December 2021)	Yes	3		
4.10 Implement data analysis procedure for future municipal needs to identify corrective and preventative actions and to improve HR management function's effectiveness and efficiency as well as external benchmarking to identify continuous improvement opportunities	2/20-0003	Data analysis implemented subject to funding	Yes (by June 2022)	N/a - next financial year	0	Yes (by June 2022)	Yes	3		

3.10 Implement title restoration programme in cooperation with Human Settlements (2020/21 & 2021/22)	2/20-0004	% of 24 (pre-1994) estate properties transferred	50% of 24 by June 2021	58%	3.5	100% by June 2022	100% for the year	3		Target was changed on 26 May 2022 to "% of 14 (pre-1994) estate properties transferred"
4.11 Implement Payday Employee Self Services & Time & Attendance Biometric system (pending budget)	2/20-0007	Implementation completed			0	By June 2022	N/a	0		Target not achievable, since no budget was allocated for these purposes
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0032	% of capital budget spent	Between 95% and 105%	99.9% for the year	3	Between 95% and 105%	91.6% for the year	3	Between 95% and 105%	Funds spent on plastic chairs were re-allocated from the capital to the operating budget
Capital project implementation	3/09-0033	Average % completion of capital projects	90.0% for the year	100% for the year	3.3	90.0% for the year	97.0% for the year	3.2	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%	88.0% for the year	3	Between 90% and 100%	91.5% for the year	3	Between 90% and 100%	
Workforce training roll-out	3/09-0035	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	98.8% pm average	3	100%	1 out of 2 attended in Qtr 2 Occ Health & Safety Rep to ensure to attend future trainings
Council decision implementation	3/09-0036	% of due council decisions initiated	100%	100%	3	100%	100%	3	100%	
Performance and financial monitoring	3/09-0037	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	11 for the year	12 for the year	3	11 for the year	
Annual Report inputs	3/09-0038	Departmental input to the	Yes	Yes	3	Yes	Yes	3	Yes	

provided by departments		annual report submitted by due date								
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	
Equal employment opportunity management	3/09-0042	% of employment opportunities applied for appropriate equity appointments	100%	100% (6/6 employees) for the year	3	100% cumulative by end of June annually	40% (2/5 employees) for the year	3	100%	Candidates were appointed at a level where their race group is over represented. No equity candidates were available.
Procurement in line with legal process	3/09-0043	% compliance with SCM policy with the exception of approved deviations	100%	100%	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%	100% by the end of Qtr 4	3	100%	96.0% by the end of Qtr 4	3	100%	A draft Contract Management Policy has been compiled and can only be finalised after all workflows and controls have been developed, tested and implemented. The Contract Management Policy should be finalised and submitted to Council for approval in August 2022
Audit issues resolved	3/09-0044-3	% 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	3/09-0044-4	% 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)	Qtr 2 N/a; Qtr 4 Yes	3	100% (bi-annually by November and May)	100%	3	100% (bi-annually by November and May)	
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	Yes	3	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	N/a	0	Yes	
Invocoms held	3/09-0047	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	11 for the year	11 for the year	3	11 for the year	
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	5 months at the end of qtr 4	3	3 months maximum	1 month at the end of qtr 4	3	3 months maximum	
Productive workforce	3/10-0039	% of person days lost per month due to sick leave	4% pm maximum	2.2% pm average for the year	3.4	4% pm maximum	4.1% pm average for the year	2.9	4% pm maximum	Due to valid sick leave

EPWP monitoring	3/12-0012-1	Number of Full Time Equivalents (FTE's) for the financial year	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	160.1 for the whole organisation	4.7	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	302 for the organisation	3	296 for the whole organisation	388 for the whole organisation	3.9	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	Yes	3	Yes	N/a	0	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 June)	Yes	3	Yes (by end of June)	N/a	0	Yes (by end of June)	Clause 7.10 of the Code of Good Practice on the Preparation, Implementation and Monitoring of the Employment Equity Plan, deals with monitoring and evaluating the EE Plan. In terms of Clause 7.10(e) the EE Plan may only be reviewed if there is a major event or restructuring during its duration. No major event or restructuring took place in the

											financial year from 1 July 2021 to 30 June 2022 therefore no review is necessary.
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	98.5% for the year	3	100% by end of June	102.3% for the year	3.1	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 February)	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		
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)	No	3	Yes (annually by November)	No	3	Yes (annually by November)	Was awaiting a requesting email from HR Request was emailed by HR on 22 Dec 2021	

(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	2	2	2	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	1	1	1	0	0.00%
TOTAL	8	8	8	0	

(c) Financial Performance: Corporate Services

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R7 395 366	R8 132 115	R7 988 908	R8 248 218	101.43%
2 Contracted Services	R1 363 190	R3 148 059	R1 929 916	R1 681 469	53.41%
3 Other	R1 841 383	R6 108 247	R2 460 831	R1 301 775	21.31%
TOTAL	R10 599 939	R17 388 421	R12 379 655	R11 231 462	

(d) Capital Expenditure: Corporate Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 09-0021 ad Equipment Corporate	R22 000	R22 000	R20 674	93.97%
21/22 09-0024 Equipment Corporate: Buildings and Swartland halls	R100 000	R100 000	R58 312	58.31%
21/22 17-0069 Equipment Libraries	R50 000	R70 000	R66 044	132.09%
21/22 20-0026 Purchase of land: Die Kraaltjie, Transnet Erf 47	R400 000	R367 550	R367 550	91.89%
21/22 20-0030 Purchase of Land: Erf 2876 Moorreesburg	R100 000	R0	R0	0.00%
21/22 20-0031 Purchase of Land: Erf 2111 Riebeek Kasteel	R200 000	R0	R0	0.00%
TOTAL	R872 000	R559 550	R512 580	

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)	

3.3 Finalise conservation and biodiversity management plan	2/17-0053-2	Registration of stewardship programme with Cape Nature on municipal land	By June 2021	N/a	0	By June 2022	100%	3		
3.9 Appoint credible social housing institution to build and manage social housing	2/17-0062	Appointment finalised			0	By December 2022	N/a	0		
1.1 Support local economic development through skills and enterprise development	2/20-0005	Number of SMME training sessions	1 per quarter	9 for the year	3	4 for the year	21 for the year	3	4 for the year	
1.1 Engagement with formal business on SMME support	2/20-0006	Annual engagement held	Yes (by June 2021)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	

3 Indicators Directors

Capital expenditure in line with budget and time frames	3/09-0048	% of capital budget spent	Between 95% and 105%	90.5% for the year	2.8	Between 95% and 105%	79.1% for the year	3	Between 95% and 105%	The Provincial Department of Human Settlements decreased the funding of the Darling GAP project which implicated the implementation of the project negatively.
Capital project implementation	3/09-0049	Average % completion of capital projects	90.0% for the year	95% for the year	3.2	90.0% for the year	95.0% for the year	3.2	90.0% for the year	
Operating expenditure in line with budget and time frames	3/09-0050	% of operating budget spent	Between 90% and 100%	90.7% for the year	3	Between 90% and 100%	114.7% for the year	3	Between 90% and 100%	The expenditure over a 100% is due to overspending on top structures. The expenditure is fully funded by additional grant revenue received in the year under review.
Workforce training roll-out	3/09-0051	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	95.8% pm average	2.9	100%	Occ Health & Safety Rep Refresher Training (3 out of 6 attended in Qtr 2) Occ Health & Safety Rep to

										ensure to attend future trainings
Council decision implementation	3/09-0052	% of due council decisions initiated	100%	100%	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	11 for the year	11 for the year	3	11 for the year	
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	
Equal employment opportunity management	3/09-0058	% of employment opportunities applied for appropriate equity appointments	100%	0% (0/3 employees) for the year	3	100% cumulative by end of June annually	100% (1/1 employees) for the year	3	100%	
Procurement in line with legal process	3/09-0059	% compliance with SCM policy with the exception of approved deviations	100%	100%	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%	96%	3	100%	100.0% by end of Qtr 3	3	100%	

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%	N/a	0	100%	
Audit issues resolved	3/09-0060-4	% of Auditor General's actions implemented within agreed time frame	100%	100%	3	100%	N/a	0	100%	
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)	Qtr 2 N/a; Qtr 4 Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0061-3	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	Yes	3	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	N/a	0	Yes	
Invocoms held	3/09-0063	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	11 for the year	12 for the year	3	11 for the year	
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	0 months at the end of qtr 4	3	3 months maximum	2 months by the end of	3	3 months maximum	

							qrt 4			
Productive workforce	3/10-0036	% of person days lost per month due to sick leave	4% pm maximum	1.3% pm average for the year	3.7	4% pm maximum	2.9% pm average for the year	3.3	4% pm maximum	
EPWP monitoring	3/12-0011-1	Number of Full Time Equivalent (FTE's) for the financial year	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	160.1 for the organisation	4.7	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	302 for the organisation	3	296 for the whole organisation	388 for the organisation	3.9	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	Yes	3	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	3/14-0018-2	Number of reports on all	1 per	4 for the	3	1 per	4 for the	3	1 per	

implementation		communication activities undertaken by the department submitted to the Director Corporate Services	quarter	year		quarter	year		quarter	
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	91.4% for the year	2.7	100% by end of June	91.9% for the year	3	100% by end of June	The Provincial Department of Human Settlements decreased the funding of the Darling GAP project which implicated the implementation of the project negatively.
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 February)	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	
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)	No	3	Yes (annually by November)	No	3	Yes (annually by November)	Was awaiting a requesting email from HR Department. Request was emailed by HR on 22 Dec 2021

(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	R2 260 624	R2 011 667	R2 138 322	R2 165 132	107.63%
2 Contracted Services	R0	R1 736	R1 736	R0	0.00%
3 Other	R143 530	R138 279	R218 386	R161 162	116.55%
TOTAL	R2 404 154	R2 151 682	R2 358 444	R2 326 294	

(d) Capital Expenditure: Development Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 11-0097 Equipment Development Services	R40 000	R40 000	R38 819	97.05%
TOTAL	R40 000	R40 000	R38 819	

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 Nov annually)	Yes	3	Yes (annually by end of November)	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%	5.69% (provisional)	3.6	Maintain the annual average below 8%	6.49	3.4	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 95% and 105%	97.3% for the year	3	Between 95% and 105%	98.3% for the year	3	Between 95% and 105%	

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Capital project implementation	3/09-0065	Average % completion of capital projects	90.0% for the year	96.1% for the year	3	90.0% for the year	97.9% for the year	3.3	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%	98.4% for the year	3	Between 90% and 100%	92.5% 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%	91.7% pm average	2.8	100%	Occ Health and Safety Rep Refresher Training (0 out of 2 attended) Occ Health & Safety Rep to ensure to attend future trainings
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 pq for 3 qtrs and 2 pq for 1 qtr	12 for the year	3	11 for the year	11 for the year	3	11 for the year	
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	
Equal employment opportunity management	3/09-0074	% of employment opportunities applied for appropriate equity appointments	100%	0% (0/3 employees) for the year	3	100% cumulative by end of June annually	50% (1/2 employees) for the year	3	100%	1/2 employees appointed in terms of the EE Plan. One Coloured Male was appointed in the 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	3/09-0075	% compliance with SCM policy with the exception of approved deviations	100%	100%	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%	100%	3	100%	100% by end of Qtr 4	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%	N/a	0	100%	N/a	0	100%		
Audit issues resolved	3/09-0076-4	% of Auditor General's actions implemented within agreed time frame	100%	N/a	0	100%	N/a	0	100%		
Risk identification and control implementation	3/09-0077-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)		
Risk identification and control implementation	3/09-0077-2	% of Risk Action Plans implemented in accordance with the agreed time frame	Yes (bi-annually by November and May)	Qtr 2 N/a; Qtr 4 Yes	3	100% (bi-annually by November and May)	100%	3	100% (bi-annually by November and May)		
Risk identification and control implementation	3/09-0077-3	Chief Risk Officer / Internal Audit informed of any	Yes	Yes	3	Yes	Yes	3	Yes		

		newly identified risks								
Risk identification and control implementation	3/09-0077-4	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes	Yes	3	Yes	Yes	3	Yes	
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	N/a	0	Yes	
Invocoms held	3/09-0079	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	11 for the year	3	11 for the year	11 for the year	3	11 for the year	
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	0.7 months by the end of Qtr 4	3	3 months maximum	2.3 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	1.9% pm average for the year	3.4	4% pm maximum	3.6% pm average for the year	3.1	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	164.4 for the organisation	3	103 for the whole organisation	160.1 for the organisation	4.7	103 for the whole organisation	
EPWP monitoring	3/12-0009-2	Number of work opportunities created during the financial year	296 for the whole organisation	302 for the organisation	3	296 for the whole organisation	388 for the organisation	3.9	296 for the whole organisation	
Assets safeguarding	3/14-0002-1	A condition assessment and a review of the remaining useful life of all assets in the department	Yes (by June annually)	Yes	3	Yes (by June annually)	Yes	3	Yes (by June annually)	

		done and a certification in this regard provided to the Head Asset Management.								
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 revenue estimates are prepared in relation to operating requirements	3/17-0080	Projected tariff increases determined for the budget of the new financial year	Yes (annually by end of February)	Yes	3	Yes (annually by end of February)	Yes	3	Yes (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	Annually by 9 July	Yes	3	Annually by 9 July	Yes	3	Annually by 9 July	

		Department								
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)	No	3	Yes (annually by November)	No	3	Yes (annually by November)	Was awaiting a requesting email from HR Request was emailed by HR on 22 Dec 2021

(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 665 865	R1 713 779	R1 717 585	R1 611 383	94.03%
2 Contracted Services	R0	R0	R0	R0	0.00%
3 Other	R36 130	R65 455	R61 270	R35 474	54.20%
TOTAL	R1 701 995	R1 779 234	R1 778 855	R1 646 857	

(d) Capital Expenditure: Electrical Engineering Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 11-0096 Equipment Electricity	R350 000	R350 000	R318 918	91.12%

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%	5.94%	5	Norm = 20%	7.6%	5	Norm = 20%	
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	10 mnths	5	Norm = 1-3 months	10 Mths	5	Norm = 1-3 months	
Ensure general financial viability	1/09-0096-3	% debt coverage = D / (B-C) Where - B - represents total operating revenue received C - represents operating grants D - represents debt service payments (i.e. interest + redemption) due within financial year	Norm = 45%	14.07%	5	Norm = 45%	12.16%	5	Norm = 45%	

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 of Long Term Financial Plan in line with adoption of new IDP every five years	2/17-0013	Review completed			0	By March 2022	N/a	0		KPI deleted with the amendment of the IDP in May 2022. LTFP was comprehensively reviewed in previous Fin year. LTFP will be amended together with the new IDP during the 2022/2023 Fin year
4.7 Review budget related policies for purposes of insuring relevance and alignment to Budget Circular	2/17-0014	Review completed	Annually by March	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 95% and 105%	151.5% for the year	3	Between 95% and 105%	100% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0081	Average % completion of capital projects	90% for the year	100% for the year	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%	92.3% for the year	3	Between 90% and 100%	111.6% for the year	3.3	Between 90% and 100%	
Workforce training roll-out	3/09-0083	% of planned training sessions according to the Workplace Skills Plan realised	100%	100%	3	100%	100%	3	100%	

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	11 for the year	11 for the year	3	11 for the year	
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	
Equal employment opportunity management	3/09-0090	% of employment opportunities applied for appropriate equity appointments	100.0%	50% (3/6 employees) for the year	3	100.0% cumulative by end of June annually	0% (0/1 employees) for the year	3	100.0%	One Coloured Male appointed in the Semi-Skilled Level where Coloured Males are over represented. The vacancy of Meter Reader was filled through an internal appointment made in terms of par 5.2.3(b) of the Recruitment and Selection Policy.
Procurement in line with legal process	3/09-0091	% compliance with SCM policy with the exception of approved deviations	100%	100%	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%	100%	3	100%	100%	3	100%	

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Audit issues resolved	3/09-0092-2	% internal actions implemented within agreed time frame	100%	95.5% pm average for the year	3	100%	100.0% by end of Qtr 4	3	100%	
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%	N/a	0	100%	
Audit issues resolved	3/09-0092-4	% of Auditor General's findings implemented within agreed time frame	100%	100%	3	100%	100%	3	100%	
Risk identification and control implementation	3/09-0093-1	Confirmation of risk assessment done	Yes (bi-annually by November and May)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
Risk identification and control implementation	3/09-0093-2	% of Risk Action Plans implemented in accordance with the agreed time frame	Yes (bi-annually by November and May)	Qtr 2 N/a; Qtr 4 Yes	3	100% (bi-annually by November and May)	100%	3	100% (bi-annually by November 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	Yes	3	Yes	Yes	3	Yes	
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	
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	11 for the year	11 for the year	3	11 for the year	
Average duration of	3/10-0027	Average duration of	3 months	2 months	3	3 months	9	3	3 months	Vacancy of Snr Manager:

vacancies reduced		vacancies after decision was taken by management team to fill the post	maximum	by the end of Qtr 4		maximum	months by the end of Qtr 4		maximum	Treasury, Financial Reporting & Fin Systems vacant since 31 March 2021 and vacancies of Chief Meter Reader and Chief Clerk: Prepaid Services vacant since 30 June 2021. In respect of the vacancy of Snr Manager: Treasury, Financial Reporting & Fin Systems the process to be included in the organisational structure review process to be completed on 30 September 2022. The post of Administrator: Prepaid Services was filled with effect from 1 July 2022. Post of Administrator: Meter Reading filled with effect from 6 June 2022.
Productive workforce	3/10-0028	% of person days lost per month due to sick leave	4% pm maximum	2.4% pm average for the year	3.4	4% pm maximum	2.9% pm average for the year	3.3	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 were lost or stolen reported immediately in the prescribed manner to the Head: Asset	Yes	N/a	0	Yes	Yes	3	Yes	

		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 February)	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	
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)	No	3	Yes (annually by November)	No	3	Yes (annually by November)	Was awaiting a requesting email from HR Request was emailed by HR on 22 Dec 2021

(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	0	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	1	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	R24 135 366	R24 414 370	R24 077 249	R24 564 757	100.62%
2 Contracted Services	R1 427 036	R5 813 020	R1 878 879	R1 439 458	24.76%
3 Other	R11 066 805	R9 134 281	R10 404 308	R8 205 905	89.84%
TOTAL	R36 629 207	R39 361 671	R36 360 436	R34 210 120	

(d) Capital Expenditure: Financial Services

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 09-0021 af Equipment Finance	R56 000	R38 359	R38 359	68.50%
21/22 18-0073 Year-end transactions: Deeds	R0	R0	R481 000	0.00%
21/22 21-0002 Vehicles Finance: New Sedan Motor Vehicle	R215 000	R242 133	R242 133	112.62%
21/22 17-0050 Finance: Meter reading handhelds	R110 000	R40 880	R40 880	37.16%
TOTAL	R381 000	R321 372	R802 371	

(e) Debt Recovery

Details	Previous Year Actual Billed	Previous Year Percentage	Billed In Year	Actual Billed	Percentage	Estimate Billed In Year	Estimate Actual Billed	Estimate Percentage
Electricity	R323 771 828	3500.00%	R369 386 656	R369 386 656	0.00%	R0	R0	0.00%
Other	R315 556 896	3426.00%	R0	R0	0.00%	R0	R0	0.00%
Property Rates	R133 191 703	1446.00%	R141 485 766	R141 485 766	0.00%	R0	R0	0.00%
Refuse	R27 834 320	302.00%	R29 734 395	R29 734 395	0.00%	R0	R0	0.00%
Sanitation	R44 858 307	487.00%	R48 955 853	R48 955 853	0.00%	R0	R0	0.00%
Water	R75 838 776	823.00%	R79 784 584	R79 784 584	0.00%	R0	R0	0.00%

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%	102.5% for the year	3	Between 90% and 105%	102.1% for the year	3	Between 90% and 105%	
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	10 by end of Dec 2020	10 by end of Dec 2020	3	15 by end of Dec 2022	N/a	0	15 by end of Dec 2022	
2.2 Ensure adequate supply of land and services for commercial and industrial	2/17-0034	Number of well located, serviced industrial sites available	15 by end of Dec 2020	17 by end of Dec 2020	3.4	20 by end of Dec 2022	N/a	0	20 by end of Dec 2022	

premises.										
2.4 Establish a local business opportunity network incl. a local business directory	2/17-0036	Number of opportunities advertised / shared with Swartland businesses	50 by end of Dec 2020	128 by end of Dec 2020	5	100 by end of Dec 2022	N/a	0	100 by end of Dec 2022	
2.5 New (more enabling) Spatial Development Framework	2/17-0037	Number of key constraints to growth removed	2 by end of Dec 2020	2 by end of Dec 2020	3	3 by end of Dec 2022	N/a	0	3 by end of Dec 2022	
2.6 Establish an information portal pointing to best information sources including local support services	2/17-0038	Number of unique visitors (local, with more than 1 page view)	300 by end of Dec 2020	535 by end of Dec 2020	5	400 by end of Dec 2022	N/a	0	400 by end of Dec 2022	
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	Every second year	100%	3	By June 2023	Yes - done in Sep 2021	3	By June 2023	
4.6 Compile a Handover procedure to newly appointed Manager, Internal Audit	2/17-0066	Complete handover procedure	By March 2021	N/a	0	Yes (by February 2022)	No	3		New IA Manager appointment delayed. Person will only take up the position on 1 June 2022. Report to be finalised in April 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	2 members by July 2020 and thereafter every three years	All members appointed until 2022	3	By December 2022	Yes	3		All members appointed up to 31 December 2022 except Manager, Internal Audit up to 31 May 2022
4.6 Maintain an effective independent Performance and Risk Audit Committee as per legislation (Appoint for three years, but can extend for six years)	2/17-0068	Appointment of new members for the PRA Committee over a period of three years for continuity	Annually by June	Yes - all members appointed	3	Annually by June	Yes - done in Oct 2021	3	Annually by June	

3 Indicators Directors										
Sound management	3/09-0003	Number of monthly management meetings held	At least 10 p.a.	11 for the year	3	At least 10 p.a.	11 for the year	3.3	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 3 qtrs and 2 pq for 1 qtr	12 for the year	3	11 for the year	11 for the year	3	11 for the year	
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)	
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)	
Council decision implementation	3/09-0007	% of due council decisions initiated	100%	100%	3	100%	99.4%	3	100%	The resolution was implemented but was not updated as completed on the collab system Collab will be updated
Monitoring the IDP/Budget process	3/09-0008	Number of months that the IDP / Budget process schedule were checked	At least 10 p.a.	11 for the year	3	At least 10 p.a.	11 for the year	3.3	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-	3/10-0040	% of issues raised by the Auditor-General in an audit report addressed	100%	100%	3	100%	100%	3	100%	

General in an audit report are addressed										
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 November)	No	3	Yes (annually by November)	No	3	Yes (annually by November)	Was awaiting a requesting email from HR Request was emailed by HR on 22 Dec 2021
Hand-over report for the new council	3/21-0001	A hand-over report that can be tabled at the first meeting of the newly elected council completed			0	Yes (by end of September 2021)	Yes	3		

(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	1	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	3	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 512 966	R3 448 195	R3 570 875	R3 494 004	101.33%
2 Contracted Services	R158	R1 736	R3 200	R3 200	184.33%
3 Other	R58 007	R7 053	R298 572	R136 355	1933.29%
TOTAL	R3 571 131	R3 456 984	R3 872 647	R3 633 559	

(d) Capital Expenditure: Office of the Municipal Manager

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 09-0021 aa Equipment Council	R10 000	R10 000	R9 223	92.23%
21/22 09-0021 ab Equipment Municipal Manager	R10 000	R10 000	R7 331	73.31%
TOTAL	R20 000	R20 000	R16 553	

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 (ANPR) Bus	2/17-0030	Number of reports on progress submitted to the portfolio committee	10 per annum	10 for the year	3	10 per annum	12 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)	Yes	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	10 per annum	12 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	Lobby 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	2/18-0001-2	Lobby budget to expand	Yes	Yes	3	Yes	Yes	3	Yes	

operational Protection Service		the current Law Enforcement resources	(annually by November)			(annually by November)			(annually by November)	
1.12 Extension of learners licence centres for Darling and Riebeek Valley	2/18-0002-2	Learners licence centre operational in Darling subject to a budget allocation and approval from the National Department of Transport	Yes Darling: July 2020	N/a	0	Yes (by July 2021)	Yes	3		
1.13 An effective Swartland Community Safety Forum	2/18-0003	Report submitted to the Mayoral Committee	Yes (annually by June)	Yes	3	Yes (annually by June)	Yes	3	Yes (annually by June)	
1.13 Support the four Community Police Forums	2/18-0004	Attend CPF meetings and activities			0	Yes (quarterly)	Yes	3	Yes (quarterly)	
1.13 Facilitate and support the establishment of four Neighbourhood watches	2/18-0005	Neighbourhood watches accredited, registered and trained			0	Yes (by June 2022)	Yes	3		
3 Indicators Directors										
Capital expenditure in line with budget and time frames	3/09-0100	% of capital budget spent	Between 95% and 105%	95.4% for the year	3	Between 95% and 105%	95.5% for the year	3	Between 95% and 105%	
Capital project implementation	3/09-0101	Average % completion of capital projects	90.0% for the year	100% for the year	3	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	3/09-0102	% of operating budget spent	Between 90% and 100%	104.4% for the year	3	Between 90% and 100%	96.3%% 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%	99.8% pm average	3	100%	Firearm Refresher Training (40), Occ Health & Safety Refresher Training (4 out of 5 attended) Occ Health & Safety Rep to ensure to attend future trainings

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Council decision implementation	3/09-0104	% of due council decisions initiated	100%	100%	3	100%	99.2%	3	100%	7/8 resolutions initiated/implemented in April Director will follow up with Chief Fire Officer
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	11 for the year	11 for the year	3	11 for the year	
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	
Equal employment opportunity management	3/09-0110	% of employment opportunities applied for appropriate equity appointments	100%	50% (3/6 employees) for the year	3	100% cumulative by end of June annually	23.1% (6/26 employees) for the year	3	100%	Candidates were appointed at a level where their race group is over represented. No equity candidates were available.
Procurement in line with legal process	3/09-0111	% compliance with SCM policy with the exception of approved deviations	100%	100%	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	100%	100%	3	100%	100%	3	100%	

		agreed time frame								
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%	N/a	0	100%	N/a	0	100%	
Audit issues resolved	3/09-0112-4	% of Auditor General's findings implemented within agreed time frame	100%	N/a	0	100%	N/a	0	100%	
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	100% (bi-annually by November and May)	100%	3	100% (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	
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	
Risk identification and control implementation	3/09-0113-5	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes	Yes	3	Yes	N/a	0	Yes	
Invocoms held	3/09-0115	Number of invocoms held	3 pq for 3 qtrs and 2 pq for 1 qtr	10 for the year	3	11 for the year	10 for the year	3	11 for the year	Covid regulations did not allow contact meetings (Qtr 1)
Average duration of vacancies reduced	3/10-0032	Average duration of vacancies after decision was taken by management	3 months maximum	0.7 months at the end of Qtr 4	3	3 months maximum	1.5 mnths by end	3	3 months maximum	

		team to fill the post					of Qtr 4			
Productive workforce	3/10-0033	% of person days lost per month due to sick leave	4% pm maximum	3.7% pm average for the year	3	4% pm maximum	4.9% pm average for the year	2.6	4% pm maximum	Due to valid sick leave
EPWP monitoring	3/12-0010-1	Number of Full Time Equivalent (FTE's) for the financial year	103 for the whole organisation	164.4 for the organisation	3	103 for the whole organisation	160.1 for the organisation	4.7	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	302 for organisation	3	296 for the whole organisation	388 for organisation	3.9	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 the Head: Asset Management	Yes	Yes	3	Yes	Yes	3	Yes	
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	3/14-0017-2	Number of reports on all	1 per	4 for the	3	1 per	4 for	3	1 per	

implementation		communication activities undertaken by the department submitted to the Director Corporate Services	quarter	year		quarter	the year		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	80.2% for the year	2.4	100% by end of June	82.2% for the year	3	100% by end of June	The grant for the Law Enforcement Reaction Unit received late in the financial year. Could only spend in May and June 2022.
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 February)	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	3/18-0010	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	
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)	No	3	Yes (annually by November)	No	3	Yes (annually by November)	Was awaiting a requesting email from HR. Request was emailed by HR on 22 Dec 2021.

(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	R2 174 059	R2 207 786	R2 216 767	R2 213 394	100.25%
2 Contracted Services	R22 311	R45 035	R26 279	R20 099	44.63%
3 Other	R52 096	R60 475	R161 435	R86 225	142.58%
TOTAL	R2 248 466	R2 313 296	R2 404 481	R2 319 718	

(d) Capital Expenditure: Protection Services

ProjectName	OriginalBudget	AdjustmentBudget	Actual	OriginalBudgetVariance
21/22 10-0138 Equipment Protection	R49 000	R43 103	R35 193	71.82%

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	
Ensure the effective management of assets	4/09-0266-1	Asset verification process completed	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	Yes	3	Yes (annually by end of March)	
Provide support to directors regarding the proper management of vehicle expenditure	4/13-0002-1	Number of meetings held with each director	2 pq for 2 qtrs and 3 pq for 2 qtrs	10 for the year	3	10 for the year	10 for the year	3	10 for the year	
Provide support to directors by reporting on asset and fleet management	4/17-0013	Number of asset and fleet management meetings held	1 per quarter	4 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	Yes	Yes	3	Yes	Yes	3	Yes	

		completed and submitted to CFO	(annually by end of October)			(annually by end of October)			(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	12 for the year	3	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 November)	Yes	3	Yes (annually by November)	Yes	3	Yes (annually by November)	
Ensure effective management of assets	4/17-0018-3	Auction process 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)	Yes (annually by end of November)	Yes	3	Yes (annually by end of November)	Yes	3	Yes (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 - exemption to 31 Oct)	Yes	3	Yes (annually before 15 August)	Yes	3	Yes (annually before 15 August)	
Productive workforce	4/17-0177	% of person days lost per month due to sick leave	4% pm maximum	3.1% pm average for the year	3.2	4% pm maximum	2.5% pm average	3.4	4% pm maximum	

							for the year			
Inform staff	4/19-0033	Number of invocoms held	1 per quarter	5 for the year	3	4 for the year	5 for the year	3	4 for the year	

(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)	Yes	3	Yes (bi-annually by November)	Yes	3	Yes (bi-annually by November)	

			and May)			and May)			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 December)	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	1.8% pm average for the year	3.6	4% pm maximum	2.4% pm average for the year	3.4	4% pm maximum	
Inform staff	4/19-0041	Number of invocoms held	1 per quarter	5 for the year	3	4 for the year	4 for the year	3	4 for the year	

(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										
Provide support to directors regarding the proper management of 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	10 for the year	3	10 for the year	10 for the year	3	10 for the year	
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	97.0%	99.1% average for	3.1	97.0%	98.9% average	3	97.0%	

		statement/invoice		the year			pm for the year			
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	N/a	0	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 November and May)	Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by 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	
Duties as tax representative	4/17-0064-2	Number of months that	3 per	12 for the	3	3 per	12 for	3	3 per	

of the municipality		VAT was correctly declared before / on the end of the following month	quarter	year		quarter	the year		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	2.3% pm average for the year	3.4	4% pm maximum	2% average pm for the year	3.6	4% pm maximum	
Inform staff	4/19-0035	Number of invocoms held	1 per quarter	5 for the year	3	10 for the year	10 for the year	3	4 for the year	

(b) Employees: Expenditure

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	5	5	5	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	11	11	11	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 Audit Committee and inputs attended to prior to submission to Auditor General	Yes (annually before 21 August)	Yes	3	Yes (annually before 21 August)	Yes	3	Yes (annually before 21 August)	
Completion of financial	4/09-0263-3	Accurate and credible	Yes	Yes	3	Yes	Yes	3	Yes	

statements in line with legislation		Financial Statements submitted to Auditor General	(annually before end of August - exemption to 30 Oct)			(annually before end of August)			(annually before end of August)	
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)	
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)	Yes	3	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 suitable register	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	4/17-0076-2	Ensure timeous 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	3.6% average pm for the year	3	4% pm maximum	
Inform staff	4/19-0037	Number of invocoms held	1 per quarter	6 for the year	3	4 for the year	5 for the year	3	4 for the year	

(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	2	1	2	1	

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%	3.3	90.0%	97.5%	3.2	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 reviewed	Yes (annually before the end of June)	Yes (achieved in March)	3	Yes (annually before the end of June)	N/a	0	Yes (annually before the end of June)	No formal training. Only informative/in-house session when new functions or appointments are made on PROMUN systems.

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 challenges must be identified proactively and	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

		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)	Qtr 3 = N/a, Qtr 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 Debit Raising	4/17-0047-1	Completion of annual debit raising procedure	Yes (annually by July)	Yes	3	Yes (within the first 10 days of August)	Yes	3	Yes (within the first 10 days of August)	

Accuracy and completeness of Annual Debit Raising	4/17-0047-2	Completion of interim valuation debit raising procedure subject to obtaining the data timeously from the Built Environment Division	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	12 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)	N/a	0	Yes (provide reports in practical usable formats)	No new ODBC, a request from us to provider to create reports.
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	0.4% average pm for the year	3.9	4% pm maximum	

(b) Employees: Financial Systems Administration

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
10 - 12	0	0	0	0	0.00%
13 - 15	1	1	1	0	0.00%
00 - 03	0	0	0	0	0.00%
04 - 06	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
07 - 09	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	11 for the Year	3	10 for the year	10 for the year	3	10 for the year	
Provide accurate service information	4/09-0251	Number of monthly updates of electricity and water statistics and distribution losses done	3 per quarter	N/a	0	3 per quarter	12 for the year	3	3 per quarter	
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 of cash were received	3 per quarter	12 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

Ensure up to date policies	4/17-0161	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)	Qrt2 No and Qrt 4 Yes	3	Yes (bi-annually by November and May)	Yes	3	Yes (bi-annually by November and May)	
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)	No	0	Yes (annually by June)	No	3	Yes (annually by June)	Target was incorrectly formulated, function can only be performed after year-end in July
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	4/17-0166-2	% 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%	No	0	100%	N/a	0	100%	

Productive workforce	4/17-0176	% of person days lost per month due to sick leave	4% pm maximum	2.4% pm average for the year	3.3	4% pm maximum	2.8% average pm for the year	3.3	4% pm maximum	
Inform staff	4/19-0050	Number of invocoms held	1 per quarter	5 for the year	3	3 per quarter	12 for the year	3	3 per quarter	

(b) Employees: Income

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
13 - 15	1	1	1	0	0.00%
00 - 03	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
04 - 06	10	10	11	1	9.09%
07 - 09	19	16	18	2	11.11%
10 - 12	2	3	3	0	0.00%
16 - 18	0	0	0	0	0.00%
TOTAL	32	30	33	3	

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	Yes	3	98% in quarter 4	100%	3.1	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)	Feb=Yes; May=No	3	Yes (bi-annually by Feb and June)	Target reflection incorrectly recorded. June billing must be covered in the write off. Can only be finalised in June.
Ensure up to date policies	4/17-0112	Review of policies and strategies submitted to CFO: Credit control and debt collection policy and Indigent policy	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	4/17-0114	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 address same	Yes	Yes	3	Yes	Yes	3	Yes	
Credit Control Management	4/17-0115-2	Make sure that cut-off list for termination and	Yes	Yes	3	Yes	Yes	3	Yes	

		reconnection of services are carried out and that same is accurate								
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)	Yes	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)	Yes	3	60% (annually by end of June)	91.0% for the year	4.5	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)	Yes	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 off	Yes (bi-annually by February and May)	Yes	3	Yes (bi-annually by February and May)	No	3	Yes (bi-annually by February and May)	Due to the implementation of the POPIA these workshops cannot be held anymore. The score substantiated because the verbal motivation that the CFO gave to the MAYCO resulted in the MAYCO accepting the motivations and agree to a 100% write-off of the said accounts.
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)	No	3	Yes (bi-annually by Feb and May)	The score substantiated because the verbal motivation that the CFO gave to the MAYCO resulted in the MAYCO accepting the motivations and agree to a 100% writeoff of the said accounts.
Legal Collections Management	4/17-0117-6	Take responsibility by certifying the correctness	Yes (once a year prior to	Yes	3	Yes (once a year prior	Yes	3	Yes (once a year prior	

		of write-offs to be done against debtor's accounts once Council decision is obtained	year-end)			to year-end)			to year-end)	
Indigent Subsidy Management	4/17-0118	Verify additions and cancellations in respect of 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% pm average for the year	3.2	4% pm maximum	4.5% pm average for the year	2.8	4% pm maximum	Due to valid sick leave
Inform staff	4/19-0045	Number of invocoms held	1 per quarter	8 for the year	3	1 per quarter	12 for the year	3	1 per quarter	

(b) Employees: Legal and Credit Control

Level	Previous Year Posts	Employees	Posts	Vacancies	Vacancies As Percentage
00 - 03	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%
04 - 06	0	0	0	0	0.00%
07 - 09	8	8	8	0	0.00%
13 - 15	1	1	1	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) = 10
- Portfolio Committee meetings = 7
- Executive Mayoral Committee meetings (including special meetings) = 15
- Ward Committee meetings = 36 (The first ward committee meetings after the election of the municipal council in November 2021 were held end of March 2022)

(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	9 for the year	3	1 per quarter	11 for the year	4	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	15 for the year	3	3 per quarter	12 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	N/a	0	8 for the year	3 for the year	3	8 for the year	Ward Committees were established in February 2022 after the local elections that took place in November 2021. Ward committee meetings only commenced in March 2022

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	4.2 days pm average for the year	3.8	7 days maximum	4.5 days pm average for the year	3.9	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	N/a	0	At least 48 for the year	27 for the year	3	At least 48 for the year	Ward Committees were established in February 2022 after the local elections that took place in November 2021. Ward committee meetings only commenced in March 2022
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%	96.4% pm average for the year	3.1	95%	96.6% pm average for the year	3.1	95%	
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	Yes	N/a	0	Yes	Yes	3	Yes	

		of pre-determined schedule	(annually by end of June)			(annually by end of June)			(annually by end of June)	
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 authorities on ward committee activities	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
Compliance with the Promotion of Access to Information Act (PAIA)	4/17-0027-1	s32 Report submitted to Information Regulator	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 submitted to Information Regulator	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	Yes	3	Yes (annually by end of June)	
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	2.2% pm average for the year	3.5	4% pm maximum	2.7% pm average for the year	3.3	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 first meeting of the 5th Council of Swartland Municipality was held on 16 November 2021, seven days after the results of the Local Government Elections held on 1 November 2021 were published.

Council resolved on 16 November 2021 to establish ward committees in terms of Section 72 of the Structures Act. The Rules and Procedures for Ward Committees were approved by the new Council on 9 December 2021.

Section 73 of the Structures Amendment Act (No. 3 of 2021) determines that a local council must establish a ward committee for each ward in the municipality within 120 days after the election of the municipal council. Ward committees in all 12 wards were established within the required period.

The division was able to maintain the standard of service required.

3.10.9 MARKETING AND TOURISM

(a) Introduction

Swartland Municipality provides funding to the newly formed tourism company named Swartland Tourism NPC in terms of a Service Level Agreement. The new company was formed after a restructuring process and they will draw up a new Strategy and Marketing plan for the next 5 years. The funding is mainly used for personnel to man the offices and marketing through brochures and attendance of festival and travel markets. In the region there are 4 tourism offices, namely in Malmesbury, Riebeek Valley, Darling and Yzerfontein. The company

appointed a Board of Directors who will head it and provide direction. The company is evaluated annually on their KPI's. Their financial statements and Chairman's report are tabled at council.

(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
4 Indicators Division Heads										
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	4/09-0085-1	Number of reports submitted by LTO	1 per quarter	5 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
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	R573 676	R572 704	R592 204	R595 768	104.03%
2 Contracted Services	R36 887	R108 206	R46 696	R42 274	39.07%
3 Other	R858 039	R1 059 097	R1 098 047	R1 091 449	103.05%
TOTAL	R1 468 602	R1 740 007	R1 736 947	R1 729 491	

(e) Capital Expenditure: Marketing and Tourism

None

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

The Swartland Tourism NPC is assessed annually on certain key performance indicators as provided for in the Service Level Agreement with the municipality. Its financial statements and Chairman's report are tabled in 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 (bi-annually)	Yes	3	Yes (quarterly)	
Ensure effective performance management	4/09-0015-2	Number of performance management meetings	10 for the year	12 for the year	3	10 for the year	11 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 (by Sept)	3	Yes (annually by August)	Yes (by Sept)	3	Yes (annually by August)	
Ensure effective performance management	4/09-0015-4	Key performance indicators and targets reviewed	Yes (annually by May)	N/a	0	Yes (annually by June)	Yes (done in January)	3	Yes (annually by June)	
Proper consultation in	4/17-0066-1	With the compilation of	Report by	Yes	3	Yes (report	Yes	3	Report by	

reviewing of the IDP		the IDP, were all the stakeholders consulted	May annually			by May annually)			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 (report by December annually)	Yes	3	Yes (report by December annually)	No	3	Yes (report by December annually)	Due to elections that took place in November and a new council being elected, a strategy session couldn't be held. A strategy session will be held during February 2022
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 development (LED) policy and framework reviewed	Yes (annually by May)	Yes	3	Yes (annually by May)	Yes	3	Yes (annually by May)	
Ensure up to date policies	4/17-0068-2	Performance management policy/framework reviewed	Yes (annually by May)	Yes	3	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%	100%	3	100%	N/a	0	100%	
Resolve audit issues	4/17-0071-2	% of Auditor General's findings implemented within agreed time frame	100%	100%	3	100%	N/a	0	100%	
Resolve audit issues	4/17-0071-3	% of outstanding internal audit findings addressed according to scheduled deadlines	100%	100%	3	100%	100%	3	100%	
Productive workforce	4/17-0188	% of person days lost per	4% pm	0% pm	4	4% pm	1.2%	3.7	4% pm	

		month due to sick leave	maximum	average for the year		maximum	pm average for the year		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 Senior 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 and indicates that 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)	Yes	3	Yes (by November 2024)	N/a	0	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 their next meeting	1 per quarter	4 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
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 May for submission)	Yes	3	Yes (annually by May for submission)	

						to PRAC for approval)			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 May)	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	99.0% for the year	3	80% for the year	77.0% for the year	3	80% for the year	The execution of audits are behind schedule due to the vacancy of the Internal Auditor's position during April 2022. Appointed made in May 2022. The Manager, Internal Audit appointed in June 2022 whereby several hours were spent on introduction and training. Vacancies have been filled and new Risk Based Audit Plan (RBAP) to be compiled for approval by the MM and Chairperson of the Performance and Risk Audit Committee in August 2022
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%	95.0% pm average for the year	2.9	100%	89.3% average pm for the year	2.8	100%	A draft Contract Management Policy has been compiled and can only be finalised after all workflows and controls have been developed, tested and implemented. The Contract Management Policy should be finalised and submitted to Council for approval in August 2022
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	3	Yes (bi-annually by Nov and May)	Yes	3	Yes (bi-annually by Nov and May)	

MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	4/09-0008-1	% of Auditor General requests for documents and information effectively obtained and submitted (Audit File) within 2 working days	100%	100%	3	100%	100%	3	100%	
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	5 for the year	3	1 per quarter	4 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)	Yes	3	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)	Yes	3	Yes (annually)	Yes	3	Yes (annually)	

			by end of June)			by end of June)			by end of June)	
Ensure up to date policies	4/12-0006-6	Risk Management 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	4/12-0006-7	Unauthorised, Irregular and Fruitless and wasteful expenditure reviewed	Yes (annually)	Yes	3	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 Seafire information updates	10 for the year	10 for the year	3	10 for the year	11 for the year	3.3	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	10 for the year	3	10 for the year	11 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% pm average for the year	4	4% pm maximum	0,8% average pm for the year	3.8	4% pm maximum	
Inform staff	4/19-0039	Number of invocoms held	1 per quarter	4 for the year	3	4 for the year	4 for the year	3	4 for the year	

(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
1 Employees	R1 682 106	R1 769 386	R1 681 919	R1 635 709	92.45%
2 Contracted Services	R284 458	R269 146	R236 508	R172 435	64.07%
3 Other	R21 334	R79 786	R139 631	R53 190	66.67%
TOTAL	R1 987 898	R2 118 318	R2 058 058	R1 861 334	

(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 Senior Manager, Internal Audit. Risk registers and performance against the approved Risk Based 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%	60% (6/10 vacancies) for the year	3	90% for the year	96.9% (32/33 vacancies for the year)	3.2	90%	
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)	
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)	

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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)	Yes	3	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	Yes (quarterly)	Yes	3	Yes (quarterly)	Yes	3	Yes (quarterly)	
Report on productive workforce	4/09-0102	Number of reports on % of person days lost per month due to sick leave	3 per quarter	9 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
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	9 for the year	3	3 per quarter	12 for the year	3	3 per quarter	
Sufficiently orientate new staff to Swartland values	4/09-0104	% of new personnel receiving induction within three month after employment	100%	100%	3	100%	100%	3	100%	
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	4 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	4 for the year	3	4 for the year	4 for the year	3	4 for the year	
Organisation structure	4/17-0057	Number of vacancy reports compiled for submission to management meeting and other forums	10 for the year	11 for the year	3.3	10 for the year	12 for the year	3.6	10 for the year	
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	2.9% pm average for the year	3.3	4% pm maximum	5.3% average pm for the year	2.5	4% pm maximum	Due to valid sick leave
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	0	0	0	0	0.00%
10 - 12	4	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
1 Employees	R3 089 822	R3 195 188	R3 251 757	R3 226 656	100.98%
3 Other	R549 750	R806 293	R1 027 423	R709 658	88.01%
2 Contracted Services	R1 610 129	R2 025 006	R2 075 006	R1 985 873	98.07%
TOTAL	R5 249 701	R6 026 487	R6 354 186	R5 922 187	

(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, fibre 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 and software-defined wide area network effectively, rather than relying on expensive Telkom lines. The Division e-mails approximately 14 000 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, user training and cyber security.

(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%	99.1% pm average for the year	3	99%	100%	3	99%	
Address requests effectively	4/09-0271	% of requests lodged with Helpdesk resolved within 48 hours	90%	98% pm average for the year	3.3	90%	97% average pm 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	5 for the year	3	1 per quarter	4 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)	Qtr 2 No; Qtr 4 Yes	3	Yes (bi-annually by Nov and May)	Yes	0	Yes (bi-annually by Nov and May)	
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	3 for the year	3	1 per quarter	4 for the year	3	1 per quarter	
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	2.8% pm average for the year	3.4	4% pm maximum	1.9% average pm for the year	3.6	4% pm maximum	
Inform staff	4/19-0042	Number of invocoms held	1 per quarter	4 for the year	3	4 for the year	4 for the year	3	4 for the year	

(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 930 105	R4 078 821	R4 121 896	R4 126 977	101.18%
2 Contracted Services	R167 543	R495 632	R445 632	R387 323	78.15%
3 Other	R8 693 559	R10 348 123	R9 680 380	R8 096 095	78.24%
TOTAL	R12 791 207	R14 922 576	R14 247 908	R12 610 395	

(e) Capital Expenditure: ICT Services

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 11-0104 IT: Terminals	R40 000	R0	R0	0.00%
21/22 11-0105 IT: Scanner replacements	R80 000	R80 000	R76 707	95.88%
21/22 11-0106 IT: Equipment	R70 000	R154 572	R151 649	216.64%
21/22 13-0053 IT: Server SM virtual environment	R500 000	R0	R0	0.00%
21/22 14-0028 IT: Printers	R60 000	R60 000	R58 183	96.97%
21/22 14-0029 IT: Desktops	R155 000	R155 000	R152 569	98.43%
21/22 14-0030 IT: Notebooks	R252 000	R854 000	R823 358	326.73%
21/22 21-0028 IT: Communications and infrastructure equipment (Nedbank Building)	R450 000	R463 800	R463 350	102.97%

21/22 21-0029 IT: Communications and infrastructure equipment (Standard Bank Building)	R430 000	R377 200	R370 119	86.07%
TOTAL	R2 037 000	R2 144 572	R2 095 934	

(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.

The capital projects for 2021/22 were intended to upgrade aging infrastructure, to bring down operating and maintenance costs by making use of equipment with a longer life cycle. Buildings were furnished for the financial department and council.

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	Yes	Yes	3	Yes	Yes	3	Yes	

		registered on Swartland Municipality's website								
Verification 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	16 for the year	3	3 per quarter	3 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)	Yes	3	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	2.9 pm average for the year	3.3	4% pm maximum	3.2 pm average for the year	3.2	4% pm maximum	
Inform staff	4/19-0049	Number of invocoms held	1 per quarter	4 for the year	3	8 for the year	6 for the year	3	8 for the year	

(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	0	0	0	0	0.00%
07 - 09	8	8	8	0	0.00%
10 - 12	2	2	2	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: Supply Chain Management

Operational Expenditure Type	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance
1 Employees	R5 817 892	R5 942 372	R5 926 116	R5 940 668	99.97%
2 Contracted Services	R321 845	R390 908	R365 766	R358 146	91.62%
3 Other	R827 663	R873 552	R1 245 132	R1 269 950	145.38%
TOTAL	R6 967 400	R7 206 832	R7 537 014	R7 568 764	

(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 31 March 2022. 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 106 small projects for the 2021/2022 financial year scoring 100% 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 two), Planning : Municipal Stores Erf 2737, Planning : Rosenhof community hall additions, Renovation of Malmesbury Sewer plant Care takers house, Planning : Department Corporate Service ablution upgrading, Asbestos Survey of all Municipal buildings (Phase one) and the rectifying of electrical installations including the issuing of electrical certificates of compliance for various Municipal buildings. The division were able to implement all of its planned 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	92% for the year	3.1	90% for the year	99.3% for the year	3.3	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	93.8% pm average for the year	3.2	90% pm minimum	94.6% pm average	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	98% for the year	3.1	95% for the year	99.9% for the year	3.2	95% for the year	
Complete road markings on time	4/09-0061-2	% of road markings work schedule completed	100% for the year	100% for the year	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	98% for the year	3.3	90% for the year	100.0% for the year	3.3	90% for the year	
Update risk assessment	4/17-0125	Risk register updated	Yes (bi-	Qtr 2 No;	3	Yes (bi-	Yes	3	Yes (bi-	

			annually by November and May)	Qtr 4 Yes		annually by November and May)			annually by November and May)	
Contract management and building maintainance	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 maintainance	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	3.6% pm average for the year	3.4	4% pm maximum	3.3% pm average for the year	3.1	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	R4 473 029	R4 606 510	R4 504 975	R4 537 363	98.50%
2 Contracted Services	R3 176 233	R4 049 931	R4 562 932	R4 386 048	108.30%
3 Other	R5 173 880	R8 196 727	R8 371 232	R6 798 456	82.94%
TOTAL	R12 823 142	R16 853 168	R17 439 139	R15 721 867	

(e) Capital Expenditure: Municipal Property Maintenance

Project Name	Original Budget	Adjustment Budget	Actual	Original Budget Variance
21/22 20-0032 Buildings: Fitting of Council Chambers (Std Bank Building)	R5 100 000	R5 803 272	R5 803 272	113.79%
21/22 18-0076 Year-end transactions: Equipment Insurance (mun prop)	R0	R0	R5 520	0.00%
21/22 19-0001 Buildings: Social Economic Facility - Chatsworth (Multi-year project)	R800 000	R2 112 907	R2 028 028	253.50%
21/22 20-0033 Buildings: Conversion / operationalisation of office space (Nedbank)	R4 900 000	R4 876 495	R4 638 290	94.66%
21/22 21-0004 Buildings: New Painting Machine	R34 500	R35 968	R35 967	104.25%

21/22 16-0006 Equipment Buildings & Maintenance	R25 500	R25 466	R23 765	93.20%
21/22 21-0003 Buildings: Repair Burnt Caretakers House: Mby Sewerage Works	R830 000	R712 737	R669 745	80.69%
TOTAL	R11 690 000	R13 566 845	R13 204 588	

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

The Division : Buildings and Structures completed a total of 106 small projects for the 2021/2022 financial year scoring 100% 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 two), Planning : Municipal Stores Erf 2737, Planning : Rosenhof community hall additions, Renovation of Malmesbury Sewer plant Care takers house, Planning : Department Corporate Service ablution upgrading, Asbestos Survey of all Municipal buildings (Phase one) and the rectifying of electrical installations including the issuing of electrical certificates of compliance for various Municipal buildings. The division were able to implement all of its planned 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	9 for the year	3	10 for the year	12 for the year	3	10 for the year	
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	2.3% pm average for the year	3.4	4% pm maximum	2.2% pm average for the year	3.5	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	6	6	6	0	0.00%
04 - 06	10	10	10	0	0.00%
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	19	19	19	0	

(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
1 Employees	R3 611 100	R4 471 771	R4 019 608	R3 827 140	85.58%
2 Contracted Services	R274 112	R410 537	R410 537	R220 094	53.61%
3 Other	R255 477	R380 559	R1 052 369	R914 536	240.31%
TOTAL	R4 140 689	R5 262 867	R5 482 514	R4 961 770	

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

Project	Original Budget	Adjustment Budget	Actual	Original Budget Variance
TOTAL				

No capital budget for Town and community halls

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

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	5	1	16.67%
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	43	39	4	9.30%
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%

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Harbour Yzerfontein	0	0	0	0.00%
Housing	3	3	0	0.00%
Human Resources	5	5	0	0.00%
ICT Services	4	4	0	0.00%
Income	33	30	3	9.09%
Internal Audit (including Risk Management)	2	2	0	0.00%
Legal and Credit Control	10	10	0	0.00%
Libraries	33	32	1	3.03%
Licencing and Registration Services	25	22	3	12.00%
Local Economic Development	0	0	0	0.00%
Management Civil Engineering Services	7	6	1	14.29%
Management Corporate Services	8	8	0	0.00%
Management Development Services	2	2	0	0.00%
Management Electrical Engineering Services	0	0	0	0.00%
Management Financial Services	2	1	1	50.00%
Management Municipal Manager	4	3	1	25.00%
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	56	55	1	1.79%
Planning and Valuations	6	6	0	0.00%
Proclaimed Roads	5	3	2	40.00%
Rates Services	3	3	0	0.00%
Refuse Removal	77	76	1	1.30%
Secretariat and Archives	6	6	0	0.00%
Sewerage Services	30	28	2	6.67%
Sports Grounds	5	5	0	0.00%

Strategic Management	1	1	0	0.00%
Streets and Stormwater	70	69	1	1.43%
Supply Chain Management	11	11	0	0.00%
Swimming Pools	5	5	0	0.00%
Thusong Service Centres	4	3	1	25.00%
Town and Community Halls (including Property and Legal)	19	19	0	0.00%
Traffic and Law Enforcement Services	80	79	1	1.25%
Water Services	41	39	2	4.88%
TOTAL	658	631	27	

(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)	4	1	25.00%
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)	42	0	0.00%
h Senior Management: Levels 13-18 (Finance Posts)	9	1	11.11%
i Highly skilled supervision: Levels 9-12 (excluding Finance Posts)	125	7	5.60%
j Highly skilled supervision: Levels 9-12 (Finance Posts)	12	2	16.67%

(c) Turn-over Rate

Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-Over Rate
620	32	5.16%

(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 2022

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%	2022-05-26	
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%	2022-06-15	

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%	2022-05-26	
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%	2021-01-27	
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 2021/22 period a revision process of all policies involving all stakeholders, namely employer, councillors and unions, commenced in terms of the Local Government: Municipal Staff Regulations that was promulgated on 21 September 2021, in order to ensure that the policies are in line with the new Regulations. New policies in terms of the Regulations were also developed. The process was still ongoing on 30 June 2022.

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
Temporary total disablement	0	0	0.00%	0	R0
Fatal	0	0	0.00%	0	R0
Required basic medical attention only	259	28	10.81%	9	R155 059
TOTAL	259	28			

(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)	1760	29.60%	0	213	10	R876 949
c Highly skilled production (Levels 6 - 8)	1869	22.90%	0	227	11	R1 480 337
d Highly skilled supervision (Levels 9 - 12)	1559	17.60%	0	137	14	R1 943 805
e Senior management (Levels 13 - 18)	359	15.30%	0	51	9	R830 732
f MM and S56	20	35.00%	0	7	5	R93 593

(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 2021/22 for sick leave being 3.3% and for injury on duty 0.1%. 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.

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 2021/2022 an amount of R1 778 284.00 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 18 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 2022

Occupational Category	No of Employees in post at 30 April 2018	Type of Learning Intervention								Total		
		Apprenticeship	Bursary	Learnership	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
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	77	0	77	77	0	0
e Heads of supply chain management units	2	0	2	2	2	2
f Supply chain management senior managers	1	0	1	1	1	1
TOTAL	87	0	87	87	10	10

(c) Skills Development Expenditure as at 30 April 2022

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 2021/2022 an amount of R1 778 284.00 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 18 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	R912 284 058	R276 516 194	30.31%

(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)	R847 143 777	R907 048 723	R947 436 699	R943 240 307	103.99%	99.56%
a Property rates	R133 191 703	R138 385 761	R140 331 667	R141 485 766	102.24%	100.82%
b Service charges	R468 606 537	R519 684 081	R522 269 081	R527 861 285	101.57%	101.07%
c Investment revenue	R36 438 345	R37 705 906	R37 769 216	R35 489 312	94.12%	93.96%
d Transfers recognised - operational	R135 127 570	R152 541 874	R160 849 499	R172 790 473	113.27%	107.42%
e Other own revenue	R73 779 622	R58 731 101	R86 217 236	R65 613 471	111.72%	76.10%
1b Total Expenditure	-R780 448 704	-R898 052 662	-R939 555 180	-R912 241 183	101.58%	97.09%
a Employee costs	R248 277 729	R260 601 632	R264 912 731	R265 586 999	101.91%	100.25%
b Remuneration of councillors	R10 856 724	R11 231 505	R11 231 505	R10 929 196	97.31%	97.31%
c Depreciation and asset management	R87 220 068	R95 796 561	R99 375 115	R97 539 875	101.82%	98.15%
d Finance charges	R13 954 440	R13 140 841	R13 140 841	R15 738 250	119.77%	119.77%
e Materials and bulk purchases	R284 044 811	R332 223 353	R338 316 216	R332 319 904	100.03%	98.23%
f Transfers and grants	R2 989 247	R3 850 527	R3 890 789	R3 774 363	98.02%	97.01%
g Other expenditure	R133 105 685	R181 208 243	R208 687 983	R186 352 596	102.84%	89.30%
1c Capital transfers and contributions	R75 090 636	R47 912 409	R52 027 246	R51 351 353	107.18%	98.70%
a Transfers recognised - capital	R74 767 454	R46 715 500	R49 127 337	R46 180 908	98.86%	94.00%
b Contributions recognised - capital and contributed assets	R0	R0	R0	R0	0.00%	0.00%
c Donated property, plant and equipment	-R323 182	-R1 196 909	-R2 899 909	-R5 170 445	431.98%	178.30%

Decsription	Previous Year Actual	Original Budget	Adjustment Budget	Actual	Original Budget Variance	Adjustment Budget Variance
2 Total sources of capital funds	-R217 548 460	-R166 435 729	-R170 040 448	-R174 901 664	105.09%	102.86%
a Transfers recognised - capital	R75 530 680	R46 715 500	R50 127 337	R46 905 930	100.41%	93.57%
b Public contributions and donations	R0	R0	R0	R0	0.00%	0.00%
c Borrowing	R0	R0	R0	R0	0.00%	0.00%
d Internally generated funds	R142 017 780	R119 720 229	R119 913 111	R127 995 734	106.91%	106.74%
3 Financial position						
a Total current assets	R785 693 905	R703 154 966	R778 737 824	R818 706 586	116.43%	105.13%
b Total non-current assets	R2 104 144 118	R2 157 862 933	R2 152 951 886	R2 184 127 909	101.22%	101.45%
c Total current liabilities	R141 461 120	R146 380 039	R125 398 477	R155 986 302	106.56%	124.39%
d Total non-current liabilities	R212 808 008	R180 715 569	R212 566 733	R224 232 063	124.08%	105.49%
4 Cash Flows						
a Net cash from (used) operating	R215 278 283	R144 659 694	R153 277 401	R198 781 563	137.41%	129.69%
b Net cash from (used) investing	R195 423 024	R166 358 039	R142 963 798	R166 584 478	100.14%	116.52%
c Net cash from (used) financing	R10 017 151	R10 978 830	R8 463 163	R7 310 141	66.58%	86.38%
d Cash/Cash Equivalents at the year end	R640 204 005	R577 694 040	R642 054 445	R665 090 949	115.13%	103.59%
5 Cash backing/surplus reconciliation						
a Cash and investments available	R640 204 005	R577 694 040	R642 054 445	R665 090 949	115.13%	103.59%
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)	R2 067 865 876	R2 123 350 428	R2 118 439 632	R2 148 178 663	101.17%	101.40%
b Depreciation & asset impairment	R87 220 069	R95 796 561	R99 375 115	R90 817 410	94.80%	91.39%
c Renewal of existing assets	R25 051 684	R28 030 000	R31 605 390	R35 868 026	127.96%	113.49%
d Repairs and maintenance	R50 574 538	R57 497 032	R59 237 165	R57 556 351	100.10%	97.16%

7 Free Services						
a Cost of free basic services provided	R58 454 436	R64 525 735	R64 525 735	R64 085 407	99.32%	99.32%
b Revenue cost of free services provided	R0	R0	R0	R0	0.00%	0.00%

(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	R3 124 919	R2 433 978	R2 571 305	R2 402 507	98.71%	93.44%
Budget Office and Costing	R4 311 003	R5 232 361	R4 086 189	R3 157 729	60.35%	77.28%
Building Control	R2 887 018	R3 268 035	R3 248 513	R3 178 686	97.27%	97.85%
Caravan Park Yzerfontein	R1 938 101	R2 317 189	R2 367 808	R2 812 131	121.36%	118.77%
Cemeteries	R819 608	R772 947	R1 207 674	R779 904	100.90%	64.58%
Civil Protection (including Disaster Management)	R981 847	R725 000	R1 006 000	R697 361	96.19%	69.32%
Community Development	R2 810 951	R3 387 255	R3 518 307	R3 095 831	91.40%	87.99%
Council General Expenses	R16 781 455	R18 219 890	R18 458 946	R18 175 437	99.76%	98.46%
Electricity Distribution	R294 595 416	R347 564 549	R362 113 987	R328 076 284	94.39%	90.60%
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	R6 797 303	R7 626 195	R7 602 530	R8 329 798	109.23%	109.57%
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 550 000	R1 550 000	R1 547 529	R1 576 209	101.69%	101.85%
Harbour Yzerfontein	R247 749	R349 734	R354 382	R333 137	95.25%	94.01%
Housing	R6 208 080	R30 442 466	R30 562 398	R39 422 280	129.50%	128.99%
Human Resources	R5 249 701	R6 026 487	R6 354 186	R5 922 187	98.27%	93.20%
ICT Services	R12 791 207	R14 922 576	R14 247 908	R12 610 395	84.51%	88.51%
Income	R0	R0	R0	R0	0.00%	0.00%

Internal Audit (including Risk Management)	R1 987 898	R2 118 318	R2 058 058	R1 861 334	87.87%	90.44%
Legal and Credit Control	R0	R0	R0	R0	0.00%	0.00%
Libraries	R10 425 430	R11 058 442	R11 332 308	R11 776 340	106.49%	103.92%
Licencing and Registration Services	R8 633 926	R9 034 953	R9 618 179	R9 429 647	104.37%	98.04%
Local Economic Development	R0	R0	R0	R0	0.00%	0.00%
Management Civil Engineering Services	R3 477 529	R4 155 340	R3 557 483	R3 522 788	84.78%	99.02%
Management Corporate Services	R10 599 939	R17 388 421	R12 379 655	R11 231 462	64.59%	90.73%
Management Development Services	R2 404 154	R2 151 682	R2 358 444	R2 326 294	108.12%	98.64%
Management Electrical Engineering Services	R1 701 995	R1 779 234	R1 778 855	R1 646 857	92.56%	92.58%
Management Financial Services	R36 629 207	R39 361 671	R36 360 436	R34 210 120	86.91%	94.09%
Management Municipal Manager	R3 571 131	R3 456 984	R3 872 647	R3 633 559	105.11%	93.83%
Management Protection Services	R2 248 466	R2 313 296	R2 404 481	R2 319 718	100.28%	96.47%
Marketing and Tourism	R1 468 602	R1 740 007	R1 736 947	R1 729 491	99.40%	99.57%
Municipal Property Maintenance	R12 823 142	R16 853 168	R17 439 139	R15 721 867	93.29%	90.15%
Occupational Health and Safety (including Pollution Control)	R1 897 841	R2 032 108	R2 064 498	R1 926 275	94.79%	93.30%
Parks and Recreational Areas	R17 557 751	R17 257 392	R20 032 630	R18 677 795	108.23%	93.24%
Planning and Valuations	R7 795 972	R8 007 480	R8 075 845	R7 900 742	98.67%	97.83%
Proclaimed Roads	R326 948	R486 576	R486 576	R480 250	98.70%	98.70%
Rates Services	R873 085	R3 736 558	R1 132 122	R3 044 496	81.48%	268.92%
Refuse Removal	R42 534 135	R52 963 252	R54 350 731	R55 513 008	104.81%	102.14%
Secretariat and Archives	R0	R0	R0	R0	0.00%	0.00%
Sewerage Services	R47 688 140	R50 176 608	R52 456 260	R56 033 583	111.67%	106.82%
Sports Grounds	R4 383 843	R5 475 932	R5 594 347	R6 260 323	114.32%	111.90%
Strategic Management	R1 814 301	R2 592 291	R2 060 613	R2 011 831	77.61%	97.63%
Streets and Stormwater	R59 014 936	R58 535 981	R63 094 977	R68 660 664	117.30%	108.82%
Supply Chain Management	R6 967 400	R7 206 832	R7 537 014	R7 568 764	105.02%	100.42%
Swimming Pools	R2 355 343	R2 222 808	R2 302 288	R3 292 473	148.12%	143.01%
Thusong Service Centres	R1 462 746	R1 450 630	R1 518 070	R1 438 068	99.13%	94.73%
Town and Community Halls (including Property and Legal)	R4 140 689	R5 262 867	R5 482 514	R4 961 770	94.28%	90.50%

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Traffic and Law Enforcement Services	R58 487 189	R54 964 109	R68 579 796	R65 412 906	119.01%	95.38%
Water Services	R66 082 608	R69 431 060	R80 642 605	R79 121 757	113.96%	98.11%
TOTAL	R780 448 704	R898 052 662	R939 555 180	R912 284 058		

(c) Comment on financial performance

Total operating expenditure amounted to **R912 284 063** and **97.10%** of the budget was spent.

Total operating revenue amounted to **R994 607 213** which is equal to **99.51%**.

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)						
Integrated National Electrification Programme (Municipal) Grant	R5 652 000	R8 355 000	R8 355 000	R8 355 000	100.00%	100.00%
Municipal Infrastructure Grant (MIG)	R22 923 000	R22 700 000	R26 301 000	R26 301 000	115.86%	100.00%
TOTAL	R28 575 000	R31 055 000	R34 656 000	R34 656 000		
National Government (operating)						
Equitable Share Grant	R116 404 000	R108 796 000	R108 796 000	R108 796 000	100.00%	100.00%
Expanded Public Works Programme Integrated Grant	R1 867 000	R1 832 000	R1 832 000	R1 832 000	100.00%	100.00%
Finance Management	R1 550 000	R1 550 000	R1 550 000	R1 550 000	100.00%	100.00%
TOTAL	R119 821 000	R112 178 000	R112 178 000	R112 178 000		
Provincial Government (capital)						
Development of Sport and Recreation Facilities Grant	R0	R983 000	R983 316	R982 684	99.97%	99.94%
Establishment of a K9 Unit (capital)	R543 495	R27 500	R342 500	R246 358	895.85%	71.93%
Human Settlements Development Grant (capital)	R35 262 291	R14 600 000	R11 794 000	R8 915 127	61.06%	75.59%
Library Service: Conditional Grant (capital)	R67 365	R50 000	R70 000	R70 000	140.00%	100.00%

Public Transport non-motorised infrastructure grant	R0	R0	R1 282 000	R1 282 153	0.00%	100.01%
Title Restoration	R0	R0	R40 262	R0	0.00%	0.00%
TOTAL	R35 873 151	R15 660 500	R14 512 078	R11 496 322		
Provincial Government (operating)						
Community Development Workers Grant	R64 877	R38 000	R38 000	R38 000	100.00%	100.00%
Establishment of a K9 Unit (operating)	R3 154 682	R2 392 500	R5 602 863	R5 591 520	233.71%	99.80%
Establishment of a Law Enforcement Reaction Unit	R0	R0	R2 214 000	R884 861	0.00%	39.97%
Financial Management Support Grant: Student Bursaries	R148 175	R250 000	R250 000	R228 580	91.43%	91.43%
Human Settlements Development Grant (operating)	R0	R26 560 000	R26 366 000	R0	0.00%	0.00%
LG Public Employment Support Grant	R0	R0	R1 700 000	R844 659	0.00%	49.69%
Library Service: Conditional Grant (operating)	R10 720 635	R10 394 000	R11 331 000	R11 331 000	109.01%	100.00%
Municipal Accreditation Assistance Grant	R176 984	R252 000	R252 000	R252 876	100.35%	100.35%
Proclaimed Roads Subsidy (operating)	R175 000	R175 000	R175 000	R175 000	100.00%	100.00%
WC Mun Energy Resilience Grant	R0	R0	R400 000	R400 000	0.00%	100.00%
TOTAL	R14 440 353	R40 061 500	R48 328 863	R19 746 496		

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

Government grants and subsidies: Operating was overspend by **7.42%** and Government grants and subsidies: Capital was underspend by **6%**.

(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	R274 910	R302 374	R302 374	R431 092	142.57%	142.57%
TOTAL	R274 910	R302 374	R302 374	R431 092		

(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 R107 485.
- Unspent Resourcing Funding for Establishment of Law Enforcement Reaction Unit to an amount of R1 329 140.
- Unspent Western Cape Financial Management Capacity Building Grant (Student Bursaries) to an amount of R21 420.
- Unspent Local Government Public Employment Support Grant to an amount of R855 341.
- Unspent Municipal Accreditation & Capacity Building Grant to an amount of R255 124.
- Unspent Human settlements Development Grant (Beneficiaries) to an amount of R3 702 535 to be rolled-over and R67 740 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	95.08%

(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 2.6%.

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 **102.86%** 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	R166 435 729	R170 040 448	R174 901 664

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)	R142 958 270	R119 720 229	R119 913 111	R127 995 734	106.91%	106.74%
Grants and subsidies	R74 300 052	R46 715 500	R49 127 337	R45 930 420	98.32%	93.49%
Public contributions and donations	R290 138	R0	R1 000 000	R975 510	0.00%	97.55%

(b) Comment on sources of funding

Capital sources of funding for actual expenditure consist of Transfers recognised - capital which amounted to **26.26%**, Other Contributions and Public Donations was **0.56%** and Internally generated funds was **73.18%**.

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
21/22 09-0004 Roads: Resealing of roads - Swartland	R23 000 000	R29 650 000	R29 650 000	128.91%	100.00%
21/22 13-0008 Sewerage: Moorreesburg	R55 020 000	R48 687 246	R54 716 114	99.45%	112.38%
21/22 16-0015 Roads Swartland: New Roads	R7 555 096	R9 305 096	R9 305 096	123.16%	100.00%
21/22 17-0044 Electricity: Saamstaan/De Hoop project - 395 plot housing development	R14 855 000	R14 855 000	R14 800 928	99.64%	99.64%
21/22 20-0032 Buildings: Fitting of Council Chambers (Std Bank Building)	R5 100 000	R5 803 272	R5 803 272	113.79%	100.00%

(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
	R22 700 000	R26 301 000	R26 301 000	115.86%	100.00%

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	R847 490 038	R903 107 298	R929 057 856	R948 252 894	105.00%	102.07%
a Ratepayers and other	R597 811 470	R666 144 018	R680 311 804	R685 390 333	102.89%	100.75%
b Government - operating	R135 127 570	R152 541 874	R162 131 652	R177 907 597	116.63%	109.73%
c Government - capital	R75 090 636	R46 715 500	R48 845 184	R46 310 204	99.13%	94.81%
d Interest	R39 460 362	R37 705 906	R37 769 216	R38 644 760	102.49%	102.32%
e Dividends	R0	R0	R0	R0	0.00%	0.00%
1b Payments	-R632 211 755	-R758 447 604	-R775 780 455	-R759 198 440	100.10%	97.86%
a Suppliers and employees	R617 288 996	R743 542 261	R760 834 850	R744 369 262	100.11%	97.84%
b Finance charges	R11 933 512	R11 054 816	R11 054 816	R11 054 815	100.00%	100.00%
c Transfers and Grants	R2 989 247	R3 850 527	R3 890 789	R3 774 363	98.02%	97.01%
2a Receipts	R1 182 583	R77 690	R27 076 650	R7 382 205	9500.13%	27.26%
a Proceeds on disposal of PPE	R1 182 583	R77 690	R27 087 969	R7 381 315	9500.98%	27.25%
b Decrease (Increase) in non-current debtors	R0	R0	R0	R0	0.00%	0.00%
c Decrease (increase) other non-current receivables	R0	R0	-R11 319	R890	0.00%	-7.86%
d Decrease (increase) in non-current investments	R0	R0	R0	R0	0.00%	0.00%
2b Payments	-R196 605 607	-R166 435 729	-R170 040 448	-R163 086 552	97.99%	95.91%
a Capital assets	R196 605 607	R166 435 729	R170 040 448	R163 086 552	97.99%	95.91%
3a Receipts	R784	R866 835	R0	R890	0.10%	0.00%
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	R0	R890	0.10%	0.00%
3b Payments	-R10 017 935	-R11 845 665	-R8 463 163	-R8 463 163	71.45%	100.00%
a Repayment of borrowing	R10 017 935	R11 845 665	R8 463 163	R8 463 163	71.45%	100.00%

(b) Comment on cash flow outcomes

The net cash position of the municipality, as indicated above, has improved from **R640.2m** to **R665.1m**. Unspent grants amounted to R 3 211 846.

The net increase in Cash and cash equivalents amounts to **R24.9m** compared to the previous year's (2020/2021) increase of **R9.8m**.

5.4.3 BORROWING AND INVESTMENTS**(a) Introduction**

No new borrowing contracts were taken up for the 2021/2022 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)	R107 948 337	R99 485 174
Long-Term Loans (non-annuity)	R0	R0
Marketable Bonds	R0	R0
Non-Marketable Bonds	R0	R0
TOTAL	R107 948 337	R99 485 174

(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	R640 204 005	R665 090 949
Repurchase Agreements - Banks	R0	R0
Securities - National Government	R0	R0
TOTAL	R640 204 005	R665 090 949

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 2021/2022 submitted for auditing were prepared in accordance with the requirements of section 122(1) of the Municipal Finance Management Act. Swartland Municipality has received an unqualified opinion with no findings, i.e. a clean audit report. The Annual Financial Statements (AFS) and performance information were without any material 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 any misstatements.

6.2 AUDITOR-GENERAL OPINION (PREVIOUS YEAR - 2020/2021)

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
<p>There were no material findings.</p> <p>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.</p>	<p>None</p> <p>The Chief Financial Officer will apply the principle of continuous 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.</p>
<p><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 worst).</i></p>	

(b) Auditor-General Report on Service Delivery Performance

Status of Audit Report:	Unqualified - Clean Audit Report
Non-Compliance Issues	Remedial Action Taken
<p>There were 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.</p>	<p>None</p>

6.3 AUDITOR-GENERAL OPINION (CURRENT YEAR 2021-2022)

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 errors. 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 2021/2022. The Annual Financial Statements (AFS) and performance information were without any material misstatements, which can be attributed to proper record keeping, processing and reconciling controls, and regular reporting that is monitored.

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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 12 Desember 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:	<p>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.</p> <p>Section 1 of the MFMA defines a “vote” as:</p> <p><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></p> <p><i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i></p>

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

APPENDIX A.1 – COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE (1 JULY TO 9 NOVEMBER 2021)

Council Members	Full Time (FT)/ Part Time (PT)	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
Van Zyl, M	FT	Executive Mayoral Committee, PF-committee (Municipal Manager, Administration & Finance – Deputy Chairperson; Protection Services)	Ward 1	100%	N/a
Vacant from March 2021			Ward 2		
Smit, N	PT	PF-committee (Civil & Electrical Services – Chairperson), MPAC	Ward 3	100%	N/a
Stanley, B J	PT	PF-committee (Civil & Electrical Services)	Ward 4	80%	100%
Rangasamy, M A	FT	Speaker, PF-committee (Municipal Manager, Administration & Finance; Protection Services)	Ward 5	100%	N/a
Maart, E S M	PT	PF-committee (Municipal Manager, Administration & Finance – Chairperson)	Ward 6	100%	N/a
McQuire, V D	PT	PF-committee (Development Services; Protection Services), MPAC	Ward 7	90%	100%
De Beer, J M	PT	PF-committee (Municipal Manager , Administration & Finance; Development Services)	Ward 8	100%	N/a
Penxa, B J	PT	PF-committee (Civil & Electrical Services)	Ward 9	90%	10%
Van der Westhuizen, R F	FT	Executive Mayoral Committee, PF-Committee (Civil & Electrical Services – Deputy Chairperson, Development Services)	Ward 10	100%	N/a
Daniels, C	PT	PF-committee (Municipal Manager, Administration & Finance; Civil & Electrical Services); MPAC – Chairperson	Ward 11	100%	N/a
Bess, D G	PT	PF-committee (Civil & Electrical Services; Protection Services - Chairperson)	Ward 12	100%	N/a
Van Essen, T	FT	Executive Mayor	Party Representative	100%	N/a

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Goliath, M S I	FT	Executive Deputy Mayor, PF-committee (Municipal Manager, Administration & Finance; Civil & Electrical Services; Development Services; Protection Services)	Party Representative	100%	N/a
Stemele, O M	FT	Executive Mayoral Committee, PFcommittee (Municipal Manager, Administration & Finance - Deputy Chairperson; Civil & Electrical Services)	Party Representative	100%	N/a
Solomons, P E	FT	Executive Mayoral Committee, PF-committee (Development Services)	Party Representative	100%	N/a
O’Kennedy, E S	PT	PF-committee (Municipal Manager, Administration & Finance, Development Services; Protection Services); MPAC	Party Representative	100%	N/a
Philander, D B	PT	PF-committee (Development Services; Protection Services)	Party Representative	100%	N/a
Sneewe, A M	PT	PF-committee (Civil & Electrical Services)	Party Representative	90%	100%
Zatu, N S	PT	PF-committee (Municipal Manager, Administration & Finance); MPAC	Party Representative	90%	10%
Humphreys, F S	PT	PF-committee (Municipal Manager, Administration & Finance); MPAC	Party Representative	80%	100%
Bekebu, Z	PT	PF-committee (Development Services; Protection Services)	Party Representative	90%	100%
Matthyse, S E	PT	PF-committee (Municipal Manager, Administration & Finance, Civil & Electrical Services, Development Services; Protection Services); MPAC	Party Representative	70%	20%

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

Council meetings = 3

EMC meetings = 4

Portfolio meetings = 12

MPAC = 2

Ward Committees = 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 A.2 – COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE (9 NOVEMBER 2021 TO 30 JUNE 2022)

Council Members	Full Time (FT)/ Part Time (PT)	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
				%	%
Van Zyl, M	PT	Chairperson: PF-committee (Protection Services); PF-committee (Municipal Manager, Administration and Finances); PF-committee (Civil and Electrical Services); MPAC	Ward 1	80%	N/a
Pypers, D C	PT	PF-committee (Municipal Manager, Administration and Finances); PF-committee (Development Services) ; MPAC	Ward 2	100%	N/a
Smit, N	FT	Executive Mayoral Committee; PF-committee (Municipal Manager, Administration and Finances); PF-committee (Civil and Electrical Services); PF-committee (Development Services);	Ward 3	100%	N/a
Jooste, R J	PT	Chairperson: PF-committee (Civil and Electrical Services); PF-committee (Protection Services) ; MPAC	Ward 4	100%	N/a
Rangasamy, M A	FT	Speaker; PF-committee (Municipal Manager, Administration and Finances); PF-committee (Development Services);	Ward 5	100%	N/a
Warnick, A K	FT	Executive Mayoral Committee; PF-committee (Municipal Manager, Administration and Finances); PF-committee (Civil and Electrical Services); PF-committee (Protection Services);	Ward 6	100%	N/a
Stanley, B J	PT	PF-committee (Civil and Electrical Services); PF-committee (Development Services); PF-committee (Protection Services);	Ward 7	90%	100%
De Beer, J M	PT	Executive Deputy Mayor; PF-committee (Development Services); PF-committee (Protection Services);	Ward 8	100%	N/a
Ngosi, M	PT	PF-committee (Development Services);	Ward 9	100%	N/a

Van Essen, T	FT	Executive Mayoral Committee; PF-committee (Municipal Manager, Administration and Finances); PF-committee (Civil and Electrical Services);	Ward 10	100%	N/a
Daniels, C	PT	PF-committee (Development Services); PF-committee (Protection Services) ; MPAC	Ward 11	90%	100%
Bess, D G	FT	Executive Mayoral Committee; PF-committee (Civil and Electrical Services); PF-committee (Development Services); PF-committee (Protection Services);	Ward 12	100%	N/a
Cleophas, H J	FT	Executive Mayor	Party Representative	100%	N/a
O’Kennedy, E C	PT	Chairperson: MPAC; PF-committee (Municipal Manager, Administration and Finances); PF-committee (Civil and Electrical Services);	Party Representative	100%	N/a
Le Minnie, I S	PT	Chairperson: PF-committee (Municipal Manager, Administration and Finances); PF-committee (Development Services); PF-committee (Protection Services) ; MPAC	Party Representative	100%	N/a
Penxa, B J	PT	PF-committee (Municipal Manager, Administration and Finances)	Party Representative	100%	N/a
Pieters, C	PT	PF-committee (Civil and Electrical Services); PF-committee (Protection Services);	Party Representative	100%	N/a
Fortuin, C	PT	PF-committee (Civil and Electrical Services); PF-committee (Protection Services);	Party Representative	100%	N/a
Soldaka, P E	PT	PF-committee (Municipal Manager, Administration and Finances); PF-committee (Development Services) ; MPAC	Party Representative	90%	100%
Vermeulen, G	PT	Chairperson: PF-committee (Development Services); PF-committee (Municipal Manager, Administration and Finances)	Party Representative	90%	100%
Booyesen, A M	PT	PF-committee (Development Services) ; MPAC	Party Representative	100%	N/a

Papier, J R	PT	PF-committee (Protection Services);	Party Representative	90%	100%
Duda, A A	PT	PF-committee (Civil and Electrical Services) ; MPAC	Party Representative	100%	N/a

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

Council meetings = 7

EMC meetings = 12

Portfolio meetings = 20

MPAC = 2

Ward Committees = 3/ward (all ward committees were established by 8 March 2022)

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 Look
Financial Services	Senior Manager: Treasury Reporting and Financial Statements, 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	Chief Fire and Disaster Officer, 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
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 ward committees were established by 8 March 2022.

Ward Number	Name of Ward Councillor	Committee established (Yes / No)	*Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	M van Zyl	Yes	3	3	1
2	D C Pypers	Yes	3	3	1
3	N Smit	Yes	3	3	1
4	R J Jooste	Yes	3	3	1
5	M A Rangasamy	Yes	3	3	1
6	A K Warnick	Yes (1 vacancy)	3	3	1
7	B J Staley	Yes (1 vacancy)	3	3	1
8	J M de Beer	Yes (2 vacancies)	3	3	1
9	M Ngosi	Yes	3	3	1
10	T van Essen	Yes	3	3	1
11	C Daniels	Yes	3	3	1
12	D G Bess	Yes (1 vacancy)	3	3	1

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) Sewerage - Moorreesburg	48 687 246
WARD 3		
21-0044	Riebeek Wes Fencing	822 250
WARD 4		
19-0001	Social economic facility - Chatsworth	2 112 907
WARD 5 & 6		
18-0004	Sewerage Darling	5 303 354
Ward 7		
21-0008	Upgrade Riverlands and Kalbaskraal water pump station	1 000 000
Ward 8, 9, 10, 11		
21-0040	Side walks and Recreational nodes - Ilinge Lethu & Wesbank	1 000 000
WARD 12		
21-0036	Riebeek Kasteel serviced sites project (fencing)	1 155 575

ALL WARDS: THREE LARGEST PROJECTS PER BASIC SERVICE		
Sewerage		
09-0003	Equipment: Sewerage: Telemetry	144 400
Water		
12-0013	Water networks: Upgrades and replacement	2 000 000
19-0011	Water: Bulk water infrastructure	1 102 963
Electricity Distribution		
19-0030	Electricity: Swartland LV upgrading	1 600 000
19-0044	Electricity: New/Replacements connections: electricity meters	909 900
21-0009	Protection Relay Upgrade: Swartland	400 504
Roads		
09-0004	Roads: Resealing of roads - Swartland	29 650 000
16-0015	New roads	9 305 096
21-0038	Public Transport non motorised infrastructure	1 282 153

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 2022 FOLLOWS ON THE NEXT PAGE

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
The Standard Bank of South Africa Ltd	Banking Services	July 2017	June 2022	Mr M Dreyden	Tariffs/Charges/Interest rates
Suidkaap Waardeerders	General Valuation and Supplementary Valuations	July 2017	June 2022	Ms H Van der Sluys	Tariffs
Motheo Construction Group (Pty) Ltd	New 11kV Switching Substation in the De Hoop Area, Malmesbury	Sep 2021	June 2022	Mr M J Swanepoel	R8 578 116.23
Adenco Construction (Pty) Ltd	Electrification of Low-Cost Houses in De Hoop, Malmesbury	Aug 2021	June 2022	Mr M J Swanepoel	R5 975 432.79
Linux Based Systems Design SA (Pty) Ltd	Provision of Internet Services for Swartland Municipality for a 3-year period	July 2021	June 2024	Mr J Pienaar	Tariffs
Riverlands Cleaning & Maintenance	Community Collection of general solid waste at Chatsworth, Riverlands and Kalbaskraal	July 2021	June 2024	Mr P Marais	R4 336 880.00
Build A Way Construction (Pty) Ltd	Additions and alterations to Swartland Municipal Building, Erf 512, Malmesbury	June 2021	Jan 2022	Mr N Quickfall	R5 072 696.09
Build A Way Construction (Pty) Ltd	Additions and alterations to Swartland Municipal Building, Erf 507, Malmesbury	June 2021	Jan 2022	Mr N Quickfall	R4 782 075.61
Exeo Khokela Civil Engineering Construction (Pty) Ltd	Upgrading of Bulk Water Supply, Malmesbury and Riebeek Kasteel	June 2022	Jan 2022	Mr J Spies	R22 479 560.89
JVZ Construction	Construction of new 350mm diameter water pipeline in Wesbank, Malmesbury	Oct 2021	Jan 2022	Mr J Spies	R2 509 704.06
Tenderers on Panel	Supply Asphalt Services in the Swartland municipal area	July 2022	June 2025	Mr J Spies	Tariffs
Gordian Fence SA (Pty) Ltd	Supply and erect fencing in Riebeek Kasteel	Oct 2021	Nov 2021	Mr N Quickfall	R1 247 986.35
Simply Do Construction (Pty) Ltd	Construction of Top Structures for the development of services for Low Cost Housing Erven, De Hoop, Malmesbury	Aug 2021	Nov 2022	Mr J Spies	Tariffs

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Dogs and All CC	The leasing of nine trained Narcotic Dogs for the K9-unit of Swartland Traffic and Law Enforcement Services	July 2022	June 2025	Mr R Steyn	Tariffs
Tenderers on Panel	Term tender for the upgrading of roads in the Swartland municipal area	Feb 2022	June 2024	Mr J Spies	Tariffs
Bell Equipment Sales SA	Supply and delivery of 1x Backhoe Loader	June 2022	Dec 2022	Mr J Barlow	R2 159 200.67
JB's Commercial (Pty) Ltd	Supply and delivery of x2 vacuum tanker trucks	June 2022	Oct 2022	Mr J Barlow	R3 766 792.00

(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
The Standard Bank of South Africa Ltd	Banking Services	Yes		Mr M Dreyden
Suidkaap Waardeerders	General Valuation and Supplementary Valuations	Yes		Ms H Van der Sluys
Motheo Construction Group (Pty) Ltd	New 11kV Switching Substation in the De Hoop Area, Malmesbury	Yes		Mr M J Swanepoel
Adenco Construction (Pty) Ltd	Electrification of Low-Cost Houses in De Hoop, Malmesbury	Yes		Mr M J Swanepoel
Linux Based Systems Design SA (Pty) Ltd	Provision of Internet Services for Swartland Municipality for a 3-year period	Yes		Mr J Pienaar
Riverlands Cleaning & Maintenance	Community Collection of general solid waste at Chatsworth, Riverlands and Kalbaskraal	Yes		Mr P Marais
Build A Way Construction (Pty) Ltd	Additions and alterations to Swartland Municipal Building, Erf 512, Malmesbury	Yes		Mr N Quickfall
Build A Way Construction (Pty) Ltd	Additions and alterations to Swartland Municipal Building, Erf 507, Malmesbury	Yes		Mr N Quickfall
Exeo Khokela Civil Engineering Construction (Pty) Ltd	Upgrading of Bulk Water Supply, Malmesbury and Riebeeck Kasteel	Yes		Mr J Spies
JVZ Construction	Construction of new 350mm diameter water pipeline in Wesbank, Malmesbury	Yes		Mr J Spies

Tenderers on Panel	Supply Asphalted Services in the Swartland municipal area	Yes		Mr J Spies
Gordian Fence SA (Pty) Ltd	Supply and erect fencing in Riebeek Kasteel	Yes		Mr N Quickfall
Simply Do Construction (Pty) Ltd	Construction of Top Structures for the development of services for Low Cost Housing Erven, De Hoop, Malmesbury	Yes		Mr J Spies
Dogs and All CC	The leasing of nine trained Narcotic Dogs for the K9-unit of Swartland Traffic and Law Enforcement Services	Yes		Mr R Steyn
Tenderers on Panel	Term tender for the upgrading of roads in the Swartland municipal area	Yes		Mr J Spies
Bell Equipment Sales SA	Supply and delivery of 1x Backhoe Loader	Yes		Mr J Barlow
JB's Commercial (Pty) Ltd	Supply and delivery of x2 vacuum tanker trucks	Yes		Mr J Barlow

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 2021. 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	2020/2021	2021/2022			2021/2022 Variances	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Corporate Services	11 433 227	11 505 510	12 462 510	12 491 942	8%	0%
Civil Services	246 937 587	248 096 171	260 859 172	256 272 170	3%	-2%
Council	350 708	294 700	294 700	266 250	-11%	-11%
Electricity Services	338 356 652	383 737 925	384 779 588	384 052 754	0%	0%
Financial Services	219 040 349	227 643 402	244 764 544	237 101 104	4%	-3%
Development Services	51 755 378	47 074 324	44 872 958	58 805 941	20%	24%
Municipal Manager	-	-	-	-	#DIV/0!	#DIV/0!
Protection Services	54 360 516	36 609 100	51 428 463	45 617 050	20%	-13%
Total Revenue by Vote	922 234 416	954 961 132	999 461 935	994 607 211	3.99%	-0.49%

(b) By Source

Revenue Collection Performance by Source						
Description	2020/2021	2021/2022			2020/2021	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	133 191 703	138 385 761	140 331 667	141 485 766	2.19%	0.82%
Service Charges - electricity revenue	323 771 828	369 763 617	370 363 617	369 386 656	-0.10%	-0.26%
Service Charges - water revenue	72 142 082	75 189 877	75 584 877	79 784 584	5.76%	5.26%
Service Charges - sanitation revenue	44 858 307	45 988 241	46 978 241	48 955 853	6.06%	4.04%
Service Charges - refuse revenue	27 834 320	28 742 346	29 342 346	29 734 395	3.34%	1.32%
Rentals of facilities and equipment	1 657 704	1 528 655	1 627 899	1 422 243	-7.48%	-14.46%
Interest earned - external investments	36 523 594	37 705 906	37 769 216	35 489 312	-6.25%	-6.42%
Interest earned - outstanding debtors	2 696 395	2 600 883	2 984 079	2 646 175	1.71%	-12.77%
Fines	28 401 672	23 590 808	32 670 808	27 864 002	15.34%	-17.25%
Licences and permits	4 627 269	4 444 757	4 444 757	4 686 418	5.16%	5.16%
Agency services	4 986 897	5 698 560	5 698 560	5 264 106	-8.25%	-8.25%
Transfers recognised - operational	135 127 570	152 541 874	160 849 499	172 790 473	11.72%	6.91%
Grants and Subsidies Received: Capital	74 767 454	46 715 500	49 127 337	46 180 908	-1.16%	-6.38%
Public contributions and Donations	323 182	1 196 909	2 899 909	5 170 445	76.85%	43.91%
Other revenue	16 766 990	10 775 855	11 701 154	15 677 527	31.27%	25.36%
Gains on disposal of PPE	14 557 448	10 091 583	27 087 969	8 068 346	-25.08%	-235.73%
Total Revenue (excluding capital transfers and contributions)	922 234 416	954 961 132	999 461 935	994 607 211	3.99%	-0.49%
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.</i>						T K.2

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	1 832 000	1 832 000	1 832 000	0.00%	0.00%
Community Development: Workers	38 000	38 000	38 000	0.00%	0.00%
Human Settlements	41 160 000	40 120 000	53 148 872	-2.59%	24.51%
Municipal Accreditation and Capacity Building Grant	252 000	252 000	508 000	0.00%	50.39%
Libraries	10 444 000	11 401 000	11 401 000	8.39%	0.00%
Proclaimed Roads Subsidy	175 000	175 000	175 000	0.00%	0.00%
Financial Management Support Grant: Student Bursaries	250 000	250 000	250 000	0.00%	0.00%
Establishment of a K9 Unit	2 420 000	4 853 000	4 853 000	50.13%	0.00%
WC Mun Energy Resilience Grant	-	400 000	400 000	100.00%	0.00%
LG Public Employment Support Grant	-	1 700 000	1 700 000	100.00%	0.00%
Establishment of a Law Enforcement Reaction Unit	-	2 214 000	2 214 000	100.00%	0.00%
Integrated National Electrification Programme (municipal)	8 355 000	8 355 000	8 355 000	0.00%	0.00%
Sport Development	983 000	982 684	982 684	-0.03%	0.00%
Non-Motorised Transport	-	1 282 153	1 282 153	100.00%	0.00%
	67 459 000	75 404 837	88 689 709	10.54%	14.98%

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

(a) Capital Expenditure - New assets programme

Description	2020/21	Budget Year 2021/22							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Capital expenditure on new assets by Asset Class/Sub-class									
Infrastructure	55 998	35 632	36 721	14 483	34 171	37 129	2 959	8.0%	36 721
Roads Infrastructure	34 257	11 081	14 040	5 044	12 979	14 590	1 611	11.0%	14 040
<i>Roads</i>	34 257	11 081	14 040	5 044	12 979	14 590	1 611	11.0%	14 040
Electrical Infrastructure	6 748	15 571	16 062	8 253	15 873	16 172	298	1.8%	16 062
<i>MV Substations</i>	200	200	200	(22)	133	200	67	33.5%	200
<i>MV Switching Stations</i>	–	–	–	–	–	–	–	–	–
<i>MV Networks</i>	3 328	14 855	14 855	8 340	14 801	14 855	54	0.4%	14 855
<i>LV Networks</i>	3 220	516	1 007	(65)	940	1 117	177	15.9%	1 007
Water Supply Infrastructure	5 866	5 778	5 102	648	4 465	4 857	391	8.1%	5 102
<i>Distribution</i>	5 776	5 628	5 102	648	4 465	4 857	391	8.1%	5 102
<i>Distribution Points</i>	90	150	–	–	–	–	–	–	–
Sanitation Infrastructure	8 898	2 482	1 207	540	581	1 201	620	51.6%	1 207
<i>Pump Station</i>	–	920	650	526	526	650	124	19.1%	650
<i>Reticulation</i>	8 898	1 562	557	14	55	551	496	90.1%	557
Solid Waste Infrastructure	228	720	310	(1)	272	310	38	12.3%	310
<i>Landfill Sites</i>	228	720	310	(1)	272	310	38	12.3%	310

<u>Community Assets</u>	12 355	3 768	6 066	1 991	5 645	6 093	448	7.4%	6 066
Community Facilities	8 149	2 368	3 212	1 188	2 877	3 240	363	11.2%	3 212
<i>Parks</i>	1 190	700	700	269	698	700	2	0.3%	700
<i>Public Open Space</i>	6 210	1 668	2 512	919	2 179	2 540	361	14.2%	2 512
<i>Markets</i>	749	–					–		
Sport and Recreation Facilities	4 206	1 400	2 854	803	2 769	2 854	85	3.0%	2 854
<i>Indoor Facilities</i>	3 753	800	2 113	324	2 028	2 113	85	4.0%	2 113
<i>Outdoor Facilities</i>	453	600	741	479	741	741	0	0.0%	741
<u>Other assets</u>	5 282	21 656	18 740	2 863	18 071	18 701	630	3.4%	18 740
Operational Buildings	1 351	10 880	11 560	1 832	11 275	11 521	246	2.1%	11 560
<i>Municipal Offices</i>	1 000	10 880	11 560	1 832	11 275	11 521	246	2.1%	11 560
Housing	3 930	10 776	7 180	1 031	6 796	7 180	384	5.3%	7 180
<i>Social Housing</i>	3 930	10 776	7 180	1 031	6 796	7 180	384	5.3%	7 180
<u>Computer Equipment</u>	2 057	1 587	1 762	550	1 782	1 834	51	2.8%	1 762
Computer Equipment	2 057	1 587	1 762	550	1 782	1 834	51	2.8%	1 762
<u>Furniture and Office Equipment</u>	454	348	340	56	257	340	83	24.3%	340
Furniture and Office Equipment	454	348	340	56	257	340	83	24.3%	340
<u>Machinery and Equipment</u>	3 014	2 319	2 339	239	2 205	2 352	148	6.3%	2 339
Machinery and Equipment	3 014	2 319	2 339	239	2 205	2 352	148	6.3%	2 339

Transport Assets	5 061	3 574	3 691	679	4 369	3 691	(677)	-18.3%	3 691
Transport Assets	5 061	3 574	3 691	679	4 369	3 691	(677)	-18.3%	3 691
Land	32 230	700	400	481	849	368	(481)	-130.9%	400
Land	32 230	700	400	481	849	368	(481)	-130.9%	400
Total Capital Expenditure on new assets	116 451	69 582	70 059	21 342	67 349	70 509	3 160	4.5%	70 059

(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	2020/21	Budget Year 2021/22							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Capital expenditure on renewal of existing assets by Asset Class/Sub-class									
Infrastructure	24 061	27 200	30 893	4 853	35 198	35 193	(5)	0.0%	30 893
Roads Infrastructure	20 759	23 000	26 732	4 555	30 932	30 932	(0)	0.0%	26 732
Roads	20 759	23 000	26 732	4 555	30 932	30 932	(0)	0.0%	26 732
Electrical Infrastructure	3 302	4 200	4 161	298	4 266	4 261	(5)	-0.1%	4 161
MV Substations	3 270	3 600	3 600	65	3 603	3 600	(3)	-0.1%	3 600
LV Networks	32	600	561	233	663	661	(2)	-0.4%	561

Community Assets	991	-	-	-	-	-	-	-	-
Community Facilities	991	-	-	-	-	-	-	-	-
<i>Public Ablution Facilities</i>	991	-	-	-	-	-	-	-	-
Other assets	-	830	713	511	670	713	43	6.0%	713
Operational Buildings	-	-	-	-	-	-	-	-	-
Housing	-	830	713	511	670	713	43	6.0%	713
<i>Staff Housing</i>	-	830	713	511	670	713	43	6.0%	713
Total Capital Expenditure on renewal of existing assets	25 052	28 030	31 605	5 364	35 868	35 906	38	0.1%	31 605

WC015 Swartland - Supporting Table SC13e Monthly Budget Statement - capital expenditure on upgrading of existing assets by asset class - M12 June

Description	2020/21	Budget Year 2021/22							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands								%	
Capital expenditure on upgrading of existing assets by Asset Class/Sub-class									
Infrastructure	72 650	66 441	66 134	24 451	69 400	61 384	(8 016)	-13.1%	66 134
Roads Infrastructure	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
<i>Storm water Conveyance</i>	455	-	-	-	-	-	-	-	-
Electrical Infrastructure	6 954	2 600	2 593	(58)	2 560	2 593	33	1.3%	2 593

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<i>MV Substations</i>	–	300	300	–	–	–	–		300
<i>MV Switching Stations</i>	298	–	–	–	299	300	1	0.3%	–
<i>MV Networks</i>	1 401	–	–	–	–	–	–		–
<i>LV Networks</i>	5 255	2 300	2 293	(58)	2 261	2 293	32	1.4%	2 293
<i>Capital Spares</i>							–		
Water Supply Infrastructure		4 100	4 800	2 259	4 791	4 800	9	0.2%	4 800
<i>Pump Stations</i>	–	1 000	1 000	438	991	1 000	9	0.9%	1 000
<i>Distribution</i>	1 165	3 100	3 800	1 821	3 800	3 800	0	0.0%	3 800
Sanitation Infrastructure	64 076	59 741	58 741	22 250	62 049	53 991	(8 058)	-14.9%	58 741
<i>Waste Water Treatment Works</i>		59 741	58 741	22 250	62 049	53 991	(8 058)	-14.9%	58 741
Community Assets	3 396	2 383	2 242	299	2 285	2 242	(43)	-1.9%	2 242
Sport and Recreation Facilities		2 383	2 242	299	2 285	2 242	(43)	-1.9%	2 242
<i>Outdoor Facilities</i>	3 396	2 383	2 242	299	2 285	2 242	(43)	-1.9%	2 242
Total Capital Expenditure on upgrading of existing assets	76 046	68 824	68 376	24 750	71 685	63 626	(8 059)	-12.7%	68 376

APPENDIX N – CAPITAL PROGRAMME BY PROJECT CURRENT YEAR

Nr.	Project Description	mSCOA		Allocation	
	<u>CIVIL</u>				
1	Equipment : Civil	9/115-277-749	95 000	87 878	85 895 CRR
	<u>SEWERAGE SERVICE</u>				
2	Sewerage Works: Moorreesburg (MIG)	9/107-95-81	16 432 570	15 849 816	15 849 816 MIG
3	Sewerage Works: Moorreesburg (CRR)	9/107-95-87	38 587 430	32 837 430	38 866 298 CRR
4	Sewerage Works: Darling (CRR)	9/107-90-102	2 275 696	2 275 696	4 304 879 CRR
5	Sewerage Works: Darling (MIG)	9/107-90-94	2 444 904	3 027 658	3 027 658 MIG
6	Malmesbury: New Macerator	9/107-165-64	920 000	650 187	526 248 CRR
7	Equipment : Sewerage Telemetry	9/111-278-749	150 000	144 400	54 732 CRR
8	Equipment : Sewerage	9/111-33-749	28 000	27 580	25 037 CRR
9	Sewerage: CK11942 Nissan NP300	9/111-176-763	315 000	320 870	320 997 CRR
10	Sewerage: CK18173 Nissan NP300	9/111-91-763	315 000	320 870	320 997 CRR
		Total	R 61 563 600	R 55 542 385	R 63 382 557
			(353 493)		
	<u>Buildings & Maintenance</u>				
11	Chatsworth: Social Economic Facility	9/108-170-474	800 000	2 112 907	2 028 028 CRR

12	Repair Burnt Caretakers House: Mby Sewerage Works	9/108-370-181	830 000	712 737	669 745	CRR
13	Conversion / Operationalising of Office Space (Nedbank Building)	9/108-430-262	4 900 000	4 876 495	4 638 290	CRR
14	Conversion / Operationalising of Office Space (Standard Bank Building)	9/108-592-264	5 100 000	5 803 272	5 803 272	CRR
15	Equipment : Buildings & Maintenance	9/108-178-749	25 500	25 466	23 765	CRR
16	Buildings: New Painting Machine	9/108-393-209	34 500	35 968	35 967	CRR
17	Equipment Insurance (Mun Prop)	9/108-561-287			5 520	
		Total	R 11 690 000	R 13 566 845	R 13 204 588	
	<u>Parks</u>					
17	Ward Committee Projects: Parks	9/112-206-18	700 000	700 000	697 917	CRR
18	Equipment: Parks	9/112-41-749	60 000	60 000	58 027	CRR
19	Parks: CK17851 Nissan UD35A	9/112-488-304	547 890	613 000	613 525	CRR
		Total	R 1 307 890	R 1 373 000	R 1 369 469	
	<u>Roads</u>					
20	Roads Swartland: Resealing of Roads (CRR)	9/110-85-99	19 177 474	23 776 474	23 776 474	CRR
21	Roads Swartland: Resealing of Roads (MIG)	9/110-85-144	3 822 526	5 873 526	5 873 526	MIG
22	Roads Swartland: New Roads (CRR)	9/110-175-154	7 555 096	8 105 096	8 105 096	CRR
23	Roads Swartland: New Roads (MIG)	9/110-514-306		1 200 000	1 200 000	MIG

24	Upgrading of N7/Voortrekker Northern Interchange	9/110-451-236	2 000 000	2 000 000	2 000 000	CRR
25	Ward Committee Projects: Roads	9/110-205-13	700 000	700 000	698 640	CRR
26	Roads: CK41130 Isuzu KB 250 Tipper	9/110-290-763	409 500	409 500	406 910	CRR
27	Public Transport non motorised infrastructure	9/110-403-144		1 282 153	1 282 153	Dept. Transport
28	Construction: Side walks and Recreational nodes (Ilinge Lethu & Wesbank)	9/110-470-268		1 000 000	975 510	Donation
		Total	R 33 664 596	R 44 346 749	R 44 318 309	
	<u>Sportgrounds</u>					
29	Upgrading of Sports Grounds: Darling	9/106-532-136	2 000 000	2 000 000	2 042 991	CRR
30	Upgrading: Darling Combination Courts	9/106-457-180	207 500	155 720	155 720	DCAS
31	Upgrading: Kalbaskraal Combination Courts	9/106-500-216	175 500	86 150	86 150	DCAS
32	Construction: Chatsworth Combination Courts	9/106-496-225	600 000	740 814	740 743	DCAS
		Total	R 2 983 000	R 2 982 684	R 3 025 604	
	<u>Stormwater</u>					
33	Equipment: Streets and Stormwater	9/114-44-749	60 000	71 288	71 275	CRR
		Total	R 60 000	R 71 288	R 71 275	

	Water					
34	Water networks: Upgrades and Replacement (CRR)	9/105-582-318	2 000 000	2 000 000	2 000 000	CRR
35	Water: Upgrading water reticulation network: PRV's, flow control, zone metering and water augmentation	9/105-183-126	100 000	100 000	100 000	CRR
36	Riebeek Wes Square: New Borehole, Pumps and Irrigation	9/105-214-318	150 000	-	-	CRR
37	Bulk water infrastructure (emergency spending)	9/105-376-128	500 000	1 102 963	1 102 963	CRR
38	Connections: Water Meters (New/Replacements)	9/105-405-23	540 823	600 000	584 008	CRR
39	Equipment : Water	9/105-36-741	47 000	47 000	45 674	CRR
40	Upgrade: Riverlands and Kalbaskraal water pump stations	9/105-385-170	1 000 000	1 000 000	991 248	CRR
41	Swartland System S3.3 & S3.4 Panorama to Wesbank I1/4	9/105-391-184	800 000	1 150 000	1 149 998	CRR
42	Swartland System S3.3 & S3.4 Panorama to Wesbank I1/4 (MIG)	9/105-400-199		350 000	350 000	MIG
43	Riebeek Kasteel supply S2.4	9/105-431-226	200 000	200 000	200 000	CRR
	Equipment: Water (Donated)	9/105-573-316			22 000	
		Total	R 5 337 823	R 6 549 963	R 6 545 890	
	Refuse					
44	Dumping site Moorreesburg: Fencing	9/104-489-338	720 000	310 000	271 799	CRR
45	Chipper and Trailer	9/104-494-326	1 000 000	858 296	858 296	CRR
46	Equipment : Refuse bins, traps, skips (Swartland)	9/104-245-749	120 000	120 000	101 520	CRR
47	Equipment : Refuse Removal	9/104-190-749	22 000	22 420	15 784	CRR

		Total	R 1 862 000	R 1 310 716	R 1 247 400	
	Development Services					
48	Equipment : Development Services	9/123-25-749	40 000	40 000	38 819	CRR
49	Equipment: YZF Caravan Park	9/120-47-745	30 000	30 000	25 765	CRR
		Total	R 70 000	R 70 000	R 64 584	
	Housing					
50	Malmesbury De Hoop (Professional Fees)	9/123-320-145	8 600 000	5 254 947	5 254 947	Dept. Human Settlements
51	Malmesbury De Hoop (395 Water Meters)	9/123-477-252		40 000	40 000	Dept. Human Settlements
52	Malmesbury De Hoop - External Services (Water)	9/123-476-166	3 000 000	2 754 293	2 738 090	CRR
53	Darling Serviced Sites (Prof Fees)	9/123-594-412	275 596	527 431	143 378	Dept. Human Settlements
54	Darling Serviced Sites (Sewerage)	9/123-596-426	211 779	406 615		Dept. Human - Settlements
55	Darling Serviced Sites (Water)	9/123-598-434	187 119	359 268		Dept. Human - Settlements
56	Darling Serviced Sites (Streets & Stormwater)	9/123-588-448	825 506	1 584 972		Dept. Human - Settlements
57	Chatsworth Serviced Sites (Prof Fees)	9/123-485-218	1 500 000		-	Dept. Human - Settlements
58	Silvertown IBS (Prof Fees)	9/123-504-160	400 000		-	Dept. Human - Settlements

59	Silvertown IBS (Sewerage)	9/123-517-220	1 200 000		-	Dept. Human - Settlements
60	Silvertown IBS (Water)	9/123-509-247	1 400 000		-	Dept. Human - Settlements
61	Riebeeck Kasteel Fencing (CRR)	9/123-390-240	1 667 500	316 825	317 143	CRR
62	Riebeeck Kasteel Fencing (DHS)	9/123-473-257		838 750	838 750	Dept. Human Settlements
63	Kalbaskraal Fencing	9/123-375-240		561 825	432 875	Dept. Human Settlements
64	Riebeeck Wes Fencing	9/123-411-240		822 250	589 926	Dept. Human Settlements
65	Riebeeck Kasteel (Prof Fees)	9/123-322-150		967 940	967 940	Dept. Human Settlements
66	Kalbaskraal (Prof Fees)	9/123-323-155		430 002	430 002	Dept. Human Settlements
		Total	R 19 267 500	R 14 865 118	R 11 753 050	
	Electrical Services					
67	Saamstaan/De Hoop: 389 plot housing development: Elec Bulk supply, Infrastructure Connections	9/117-534-176	6 500 000	6 500 000	6 446 492	CRR
68	Malmesbury: Saamstaan/De Hoop area: Upgrading of bulk electricity supply: Phase 1	9/117-568-504	8 355 000	8 355 000	8 354 435	INEP
69	Minisubstations: Swartland	9/117-378-22	3 600 000	3 600 000	3 602 716	CRR
70	LV Upgrading: Swartland	9/117-382-438	1 600 000	1 600 000	1 573 200	CRR
71	Substation Fencing: Swartland	9/117-384-72	200 000	200 000	132 962	CRR

72	Malmesbury Polebox Replacement	9/117-380-16	200 000	160 500	156 944	CRR
73	Replace oil metering units (Darling Finitex & Romery)	9/117-399-21	300 000	300 000	299 007	CRR
74	Streetlight Network Upgrade: Darling South (Caledon str)	9/117-421-32	100 000	100 000	99 568	CRR
75	Caravan Park Kiosk Replacement: Yzerfontein	9/117-447-42	100 000	100 000	99 598	CRR
76	Protection Relay Upgrade: Swartland	9/117-453-53	300 000	400 504	406 870	CRR
77	Jakaranda RMU - N7 feeder cable: Moorreesburg	9/117-429-68	250 000	243 339	243 203	CRR
78	Park Close Mount Pleasant feeder cable: Darling	9/117-462-76	350 000	350 000	344 995	CRR
79	Riebeek Kasteel Low cost housing development - 435 erven. Electrification by Eskom. Streetlighting by Municipality	9/117-334-308	150 000	156 661	127 337	CRR
80	Kalbaskraal Low cost housing development - 109 erven. Electrification by Eskom. Streetlighting by Municipality	9/117-335-303	50 000	50 000	37 834	CRR
81	Malmesbury Security Operational Centre: Communication, Monitoring and Other infrastructure equipment	9/117-332-318	500 000	530 000	519 773	CRR
82	Replacement of obsolete air conditioners	9/117-542-506	100 000	89 600	57 486	CRR
83	Connections: Electricity Meters (New/Replacements)	9/117-442-37	316 320	909 900	774 402	CRR
84	Equipment: Electric	9/117-39-749	350 000	350 000	318 918	CRR
		Total	R 23 321 320	R 23 995 504	R 23 595 742	
	<u>Information Technology</u>					
85	Terminals	9/118-259-729	40 000	-	-	CRR
86	Scanner Replacements	9/118-87-729	80 000	80 000	76 707	CRR
87	Equipment: Information Technology	9/118-39-731	70 000	154 572	151 649	CRR
88	New Server SM virtual environment	9/118-379-729	500 000			CRR

				-	-	
89	Printers	9/118-74-729	60 000	60 000	58 183	CRR
90	DeskTops	9/118-201-729	155 000	155 000	152 569	CRR
91	Notebooks	9/118-64-729	252 000	854 000	823 358	CRR
92	Communications and infrastructure equipment (Standard Bank Building)	9/118-465-350	430 000	377 200	370 119	CRR
93	Communications and infrastructure equipment (Nedbank Building)	9/118-503-346	450 000	463 800	463 350	CRR
		Total	R 2 037 000	R 2 144 572	R 2 095 934	
	Financial Services					
94	Equipment : Financial	9/119-25-737	56 000	38 359	38 359	CRR
95	Meterreading Handhelds	9/119-151-753	110 000	40 880	40 880	CRR
96	Finance: New Sedan Motor Vehicle	9/119-423-763	215 000	242 133	242 133	CRR
	Deeds	9/119-416-374			481 000	
		Total	R 381 000	R 321 372	R 802 371	
	Protection Services					
97	Traffic: CK31936 Corolla	9/126-101-763	367 500	381 099	381 099	CRR
98	Equipment: Protection	9/126-44-749	49 000	43 103	35 193	CRR
99	Equipment : Fire Fighting	9/125-27-749	150 000	150 000	150 001	CRR

100	Equipment : K9 Unit	9/126-353-146	27 500	56 000	49 198	Com Safety
101	Branding and dog kennels for vehicles	9/126-443-755		18 500	12 000	Com Safety
102	Equiping Donated Vehicles for K9 Unit	9/126-446-146		48 000	12 660	Com Safety
103	Fire Arms: K9 Unit	9/126-495-273		220 000	172 500	Com Safety
	Transport Asset: K9 Unit (Donated)	9/126-454-375			679 201	
104	Fire: CK32736 Nissan Hardbody (Replace with Light Pumper)	9/125-487-488	1 404 000	1 404 000	1 403 909	CRR
		Total	R 1 998 000	R 2 320 702	R 2 895 760	
	<u>MM and Council</u>					
105	Equipment : MM	9/124-28-737	10 000	10 000	7 331	CRR
106	Equipment : Council	9/116-22-737	10 000	10 000	9 223	CRR
		Total	R 20 000	R 20 000	R 16 553	
	<u>Corporate Services</u>					
107	Equipment : Corporate	9/101-22-737	22 000	22 000	20 674	CRR
108	Equipment: Libraries	9/102-360-739	50 000	70 000	66 044	DCAS
109	New shelving: Riebeek Kasteel	9/102-469-270		-	-	DCAS
110	Equipment Corporate: Buildings & Swartland Halls	9/103-36-735	100 000	100 000	58 312	CRR
111	Purchase of Die Kraaltjie, Transnet (erf 47)	9/101-544-246	400 000	367 550	367 550	CRR
112	Purchase of land: Moorreesburg (Erf 2876, 30 ha)	9/101-556-292	100 000			CRR

				-	-	
113	Purchase of land: Riebeek Kasteel (Erf 2111 - 6.8 ha)	9/101-558-298	200 000			CRR
				-	-	
		Total	R 872 000	R 559 550	R 512 580	
	GRAND TOTAL		R 166 435 729	R 170 040 448	R 174 901 664	

APPENDIX O - CAPITAL PROGRAMME BY PROJECT BY WARD - CURRENT YEAR:

Capital Programme by Project ward: 2021-2022			
Project nr:	Capital Project	Budget	Works Completed (Yes/No)
WARDS 1 & 2			
14-0021	Refuse site Moorreesburg - fencing	310 000	
21-0010	Electricity: Jakaranda RMU - N7 feeder cable Morreesburg	243 339	
13-0008	Waste water treatment works (WWTW) Moorreesburg: sewerage	48 687 246	
WARDS 3 & 12			
21-0044	Riebeek Wes Fencing	822 250	
19-0021	Electricity: Streetlights Riebeek Kasteel Low cost housing development - 435 erven - Electrification	156 661	
21-0036	Riebeek Kasteel serviced sites project (fencing)	1 155 575	
21-0045	Riebeek Kasteel (Prof Fees)	967 940	
21-0015	Water: Riebeek Kasteel supply S2.4	200 000	
WARD 4 & 7			
19-0001	Social economic facility - Chatsworth	2 112 907	
21-0018	Upgrading of Sport combination courts: Chatsworth	740 814	
21-0008	Upgrading of Riverlands and Kalbaskraal water pump stations	1 000 000	
19-0022	Streetlights: Kalbaskraal Low cost housing development- 109 erven - Electrification	50 000	
18-0065a	Kalbaskraal serviced sites (Professional Fees)	430 002	
21-0043	Kalbaskraal Fencing	561 825	
21-0017	Upgrading Kalbaskraal combination courts	86 150	

WARDS 5 & 6			
19-0034	Darling South streetlight network upgrade	100 000	
21-0006	Electricity: Replace oil metering units (Darling Finitex & Romery)	300 000	
21-0007	Electricity: Caravan Park Kiosk replacement Yzerfontein	100 000	
21-0011	Electricity: Park Close Mount Pleasant feeder cable Darling	350 000	
19-0049	Darling Serviced Sites (Professional Fees)	527 431	
19-0050	Darling Serviced Sites (Sewerage)	406 615	
19-0051	Darling Serviced Sites (Water)	359 268	
19-0052	Darling Serviced Sites (Streets & Stormwater)	1 584 972	
17-0075	Upgrading of sports ground: Darling and Chatsworth	2 000 000	
21-0016	Upgrading Darling combination courts	155 720	
18-0004	Sewerage Darling	5 303 354	
WARDS 8, 9, 10 & 11			
21-0040	Side walks and Recreational nodes - Ilinge Lethu & Wesbank	1 000 000	
VARIOUS WARDS			
17-0044	Electricity: Saamstaan / De Hoop project - 395 plot housing development	14 855 000	
19-0023	Electricity: Malmesbury Security Operational Centre	530 000	
19-0029	Electricity: Minisubstations Swartland	3 600 000	
19-0032	Electricity: Malmesbury polebox replacement	160 500	
18-0018	Malmesbury De Hoop Project (Professional Fees)	5 254 947	

20-0016	Malmesbury De Hoop project - External Services (Water)	2 754 293	
21-0042	Malmesbury De Hoop (395 Water Meters)	40 000	
21-0003	Repair Burnt Caretakers House: Mby Sewerage Works	712 737	
21-0001	Sewerage: Malmesbury: New Macerator	650 187	
21-0005	Roads: Upgrading of N7/Voortrekker Northern Interchange	2 000 000	
21-0013	Water: Swartland System S3.3 & S3.4 Panorama to Wesbank I1/4 - CRR	1 500 000	
ALL WARDS			
Refuse			
20-0011	Refuse: Chipper and trailor	858 296	
Electricity Distribution			
19-0030	Electricity: Swartland LV upgrading	1 600 000	
19-0031	Electricity: substation fencing	200 000	
19-0044	Electricity: new/replacements connections: electricity meters	909 900	
20-0021	Electricity: Replace obsolete airconditioners	89 600	
21-0009	Electricity: Protection relay upgrade : Swartland	400 504	
Finance			
17-0050	Finance: Meter reading handhelds	40 880	
ICT Services			
11-0105	IT: Scanner replacements	80 000	
14-0028	IT: printers	60 000	
14-0029	IT: desktops	155 000	
14-0030	IT: notebooks	854 000	

21-0028	IT: Communications and infrastructure equipment (Nedbank Building)	463 800	
21-0029	IT: Communications and infrastructure equipment (Standard Bank Building)	377 200	
Municipal Property			
20-0032	Buildings: Fitting of council chambers (Std Bank Building)	5 803 272	
20-0033	Buildings: Conversion / operationalisation of office space (Nedbank)	4 876 495	
21-0004	Buildings: New painting machine	35 968	
Parks and recreation			
17-0079	Ward Committee Projects	700 000	
Properties, Contracts and Legal Administration			
20-0026	Purchase of land: Die Kraaltjie, Transnet Erf 47	367 550	
Roads			
09-0004	Roads: Resealing of roads - Swartland	29 650 000	
16-0015	New roads	9 305 096	
17-0080	Roads: Ward Committee Projects	700 000	
21-0038	Roads: Public Transport non motorised infrastructure	1 282 153	
Traffic and Law Enforcement			
21-0037	Branding and dog kennels for vehicles	18 500	
21-0041	Fire Arms: K9 Unit	220 000	
Water Distribution			
12-0013	Water networks: Upgrades and replacement	2 000 000	
17-0082	Upgrading of water reticulation network: PRV's, flow control, zone metering	100 000	
18-0072	New/Replacements connections: water meters	600 000	
19-0011	Water : Bulk water infrastructure (emergency spending)	1 102 963	

Equipment			
09-0021ac	Equipment Civil Services	87 878	
11-0059	Equipment Refuse Removal	22 420	
19-0016	Equipment Refuse bins, traps, skips (Swartland)	120 000	
09-0021ad	Equipment Corporate	22 000	
09-0021aa	Equipment Council	10 000	
11-0097	Equipment Development Services	40 000	
11-0096	Equipment Electricity	350 000	
09-0021af	Equipment Financial	38 359	
10-0139	Equipment Fire and Emergency Services	150 000	
11-0106	Equipment IT	154 572	
17-0069	Equipment Libraries	70 000	
16-0006	Equipment Buildings & Maintenance	25 466	
09-0021ab	Equipment Municipal Manager	10 000	
11-0058	Equipment Parks	60 000	
09-0024	Equipment Corporate: Buildings and Swartland Halls	100 000	
10-0138	Equipment Protection	43 103	
09-0003	Equipment Sewerage: Telemetry	144 400	
10-0114	Equipment Sewerage	27 580	
11-0060	Equipment Streets and Storm Water	71 288	
18-0068	Equipment K9 unit	56 000	
16-0044	Equipment YZF Caravan Park	30 000	

11-0062	Equipment Water	47 000	
Vehicles			
21-0002	Vehicles Finance: New Sedan Motor Vehicle	242 133	
20-0025	Vehicles Fire Services: CK32736 Nissan Hard Body- Replace with light pumper	1 404 000	
21-0039	Equiping Donated Vehicles for K9 Unit	48 000	
17-0061	Vehicles Traffic: CK31936 Corolla	381 099	
20-0005	Vehicles Parks: CK17851 Nissan UD 35A	613 000	
17-0022	Vehicles Roads: CK41130 Isuzu KB 250 Tipper	409 500	
17-0002	Vehicles Sewerage: CK11942 Nissan NP300	320 870	
17-0003	Vehicles Sewerage: CK18173 Nissan NP300	320 870	
GRAND TOTAL:		170 040 448	

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 2021/2022 financial year was 15 250. 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 2021/2022
Bergrivier Canoe Marathon	Non-profit institution	Yes	R 30 000	R 30 000
Darling Wildflower Society	Non-profit institution	Yes	R 50 000	R 50 000
National Sea Rescue Institute	Non-profit institution	Yes	R 33 201	R 33 201
SPCA	Non-profit institution	Yes	R 310 873	R 310 873
Yzerfontein Conservancy	Non-profit institution	Yes	R 75 677	R 75 677
Darling	Museums	Yes	R 58 040	R 58 040
Malmesbury	Museums	Yes	R 58 040	R 58 040
Oude Kerk	Museums	Yes	R 58 040	R 58 040
Wheat Industry	Museums	Yes	R 58 040	R 58 040
Swartland and Coastal Area	Tourism	Yes	R 1 000 000	R 1 000 000
Darling Focus	Social Upliftment	Yes	R 46 570	R 46 570
Elkana Childcare	Social Upliftment	Yes	R 52 392	R 52 392
HUB R27	Social Upliftment	Yes	R 25 256	R 25 256
Huis van Heerde	Social Upliftment	Yes	R 101 585	R 101 585
Jo Dolphin	Social Upliftment	Yes	R 58 212	R 58 212
Multi-Purpose Centre: Moorreesburg	Social Upliftment	Yes	R 69 855	R 69 855
Night Shelter	Social Upliftment	Yes	R 29 107	R 29 107
Old Age Homes	Social Upliftment	Yes	R 1 430 895	R 1 430 895
Student Bursaries	Social Upliftment	Yes	R 228 580	R 228 580
			R 3 774 363	R 3 774 363

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 – 2021/2022 CERTIFIED AUDITED ANNUAL FINANCIAL STATEMENTS