

George Municipality: Draft Annual Report: 2020/2021

This Annual Report is drafted in terms of the Local Government:
Municipal Finance Management Act, 2003 (Act No. 56 of 2003)



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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

The year 2020/21 has provided challenges for all of us. The George Municipality also endured one of the toughest years in its entire history. The Covid-19 pandemic has had an impact on all our lives, with many citizens being affected through illness along with families and friends losing loved ones. The economy of our town has also suffered immensely as a result of the pandemic with some sectors suffering more than others. Jobs and employment opportunities have been lost leaving many families destitute.

At the same time, we continued to work hard to ensure that all of our communities had access to basic services and supported business enterprises to ensure that their doors stayed open. Our Integrated Development Plan (IDP) remains the basis on which we do our planning and development, and all decisions about planning, management and development in the municipality is derived from the IDP.

Due to the unique challenges of the Covid-19 pandemic council decided to focus our attention on the following:

- Covid -19 pandemic response
- Managing of our budget
- Supporting business and communities; and
- the provision of basic services

The 2020/21 Annual Report details the many highlights, milestones and lessons learned over the last 12 months. Despite these challenges George Municipality continued to supply basic services to all its residents and business. I am very proud of the leadership of our administration in the manner we have overcome constraints and adjusted our thoughts to improve service delivery and worked together in new ways to keep our city running.

One of our biggest challenges is the sluggish economic growth, unemployment and the increased pressure on our infrastructure. The leadership took a firm decision to address issues of social, institutional, environmental and macro-economic sustainability in an integrated manner.

We acknowledge the crucial role of infrastructure provision to improve the living conditions of our communities, in particular the poorest and marginalised sections. We must not perpetuate the separation of our society into a “first world” and a “third world”. We must not confine growth strategies to certain areas, while doing patchwork and piecemeal development in other areas. A further issue is that most people in the informal sector lack productive and managerial skills plus access to business sites, capital and markets. The municipality has introduced several interventions to address these challenges with training and capacity building programmes.

The municipality has accomplished the following during the year under review:

- The municipality handed over 60 houses to beneficiaries in Pacaltsdorp East;
- Roads upgrades were done in Tabata Street, Thembaletu, Market Street, Makriel Street in Lawaai kamp, Rosedale Access Road and Wellington Street;
- Extensive stormwater upgrades were undertaken in flood prone areas;
- The construction of a new 66 KV municipal substation in Thembaletu;
- Repairs to the GO GEORGE Bus Shelters;
- Completion of the Outeniqua Wastewater Treatment Works; and
- The construction of a new fire station in Wilderness.

I want to thank all the staff and senior management of the George municipality who have worked tirelessly to achieve the outcomes of the 2020/21 annual report. I hope this annual report provides readers with insight into the affairs of the Municipality which will further put them in a position to engage with us on service delivery issues should a need arise.

ALDERMAN L VAN WYK
EXECUTIVE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

1.1 MUNICIPAL MANAGER'S OVERVIEW

It gives me great pleasure to present the Annual Report for the 2020/21 financial year to you. The Annual Report is an integral part of our corporate governance framework and one of the main tools we use to ensure we are accountable to the George community for our activities. The year under review has been difficult in many respects. It was a year when the world “stopped” and gave us a chance to reflect on what we’re doing and how we do things. Covid-19 has changed our views and technology has played a major part in this regard.

The Municipality has faced many challenges at a leadership level with the departure of the Municipal Manager, Chief Financial Officer and two Directors in the year under review. A new Management team has been appointed in the middle of the year and has worked hard to entrench the principles of good governance and dedication within our organisation. Addressing governance and financial management issues that have been prioritised by the new leadership, particularly through the staffing of vacant positions, will help to improve service delivery in the municipal area.

George Municipality is on the recovery path and the challenges have also created many opportunities. We are proud to say that we have improved our audit outcome from an unqualified audit with findings to a clean audit. We have achieved this exceptional performance under very difficult circumstances but the foundation for further success has been laid and with a committed workforce we will be able to take the municipality to the next level.

Developmental Approach

Our communities, with their aspirations and collective determination, are our most important resource and our Integrated Development Plan (IDP) is focused on their most immediate needs. Regardless of race or sex, or whether rural or urban, rich or poor, the people of George must together shape their own future. Development is not about the delivery of goods to a passive citizenry. It is about active involvement and growing empowerment. In taking this approach we are building on the many forums, developmental structures, and partnerships throughout our municipal area.

Covid 19- Pandemic

The Covid 19 pandemic has forced us to be more innovative and to adjust to the pressures of the world economy. The pandemic has also affected our poor communities and we have set

our sights on improving the living conditions of our people through better access to basic physical and social services for urban and rural communities. The municipality has within its means continued to assist vulnerable communities and will continue to do so.

Infrastructure

Central to improving the living conditions of our communities is the provision of infrastructure. Within this the provision of water takes priority, followed by the provision of sanitation. The fundamental principle of our water policy is the right to access to clean water and to ensure water security for all. George municipality recognises the economic value of water and the environment, and therefore we advocated a sustainable approach to the management of our water resources and the collection, treatment and disposal of waste.

Energy and Electrification

The provision of energy is a basic need and a vital input into the formal and informal sector. The vast majority of our communities and entrepreneurs depend on energy and the current challenges with generating capacity at Eskom poses a continued threat to the economic growth and development of George. Load shedding seems to be the order of the day and if it continues it will present more challenges to the municipality. The municipality has achieved the following milestones in respect of electricity:

- Completion of the 66/11 KV 40 MVA electrical substation in Thembaletu one of the largest of its kind in the Southern Cape;
- The electrification of 68 homes in informal Settlements as part of the Short Term Urgent Electrification Projects;
- Energy Efficiency Street Lighting Programme; and
- Electrical Reticulation Pacaltsdorp.

Extended Public Works Programme

The Expanded Public Works Programme (EPWP) is designed to provide temporary employment opportunities to as many unemployed residents as possible. In this regard, the EPWP continues to deliver positive change for the City and its residents. The Expanded Public Works Programme (EPWP) created **711** work opportunities in 2020/21.

Planning and Development

The Department played a pivotal role in the facilitation of development, economic growth and job creation. The directorate is responsible for the development and implementation of strategic tools to guide decision making in land development and investment that supports spatial transformation, promotes sustainability and improve resilience. The directorate has achieved several highlights for the year under review. These include amongst others: the

establishment of an electronic building plan repository, the development of Standard Operating Procedures for all sections to ensure structured processes.

While much work is still left to do, it is highly commendable how our communities, businesses and employees have adapted to the new normal during an unpredictable pandemic. Finally, I would like to thank all our citizens, councillors, employees and stakeholders for their efforts to make George a better place.

Dr Michelle Gratz
Acting Municipal Manager

1.2 MUNICIPAL FUNCTIONS, DEMOGRAPHICS AND ENVIRONMENTAL OVERVIEW

1.2.1 Introduction

The George Municipality's performance from July 1, 2020, to June 30, 2021, is documented in the 2020/2021 Annual Report. The Annual Report is written in accordance with Section 121 (1) of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA), which mandates the preparation of an Annual Report for each fiscal year.

1.2.2 Population

In 2020, the population of the George Municipality was anticipated to be 218 381 people, with an expected increase of 10 618 people to 228 999 people in 2024. George has a 1.2 percent annual growth rate.

Table 1: Population Profile

POPULATION PROFILE							
Population Size	2001	2011	¹ Future Population Growth				
			2020	2021	2022	2023	2024
Population Growth	135 045	193 672	218 381	221 072	223 718	226 718	228 999

Source: George Socio Economic Profile -2020

1.2.3 Population: Age Cohorts

Table 2: Age Cohorts

AGE COHORTS				
Year	Children: 0-14 Years	Working Age: 15 – 64 Years	Aged: 65+	Dependency Ratio
2011	50 951	130 349	12377	48.6
2020	58 263	144 742	15 376	50.9
2023	59 276	151 177	15 907	49.7
2026	60 971	155 995	16 921	49.9

Source: George Socio Economic Profile -2020

¹ Source: 2020 Socio Economic Profile

The above table depicts George municipal area's population composition per age cohorts. The above table also shows the dependency ratio which in return indicates who forms part of the workforce (age 15-64) as well as their dependants (children and seniors). A higher dependency ratio means greater pressure on a smaller productive population and higher pressure on social systems.

1.2.4 Overview of George Municipality's Wards

Table 3: George Municipality's Wards

Ward	Areas
Ward 1	Blanco: Die Rus, Golden Valley, Heather Park (Portion), Houtbosch, Riverlea
Ward 2	Denneoord (Portion), Fernridge
Ward 3	Die Bult, Glen Barrie, Heather Park (Portion), Heatherlands, King George Park, Kingswood Golf Estate Phase 1, Sport Park
Ward 4	Hoekwil, Kleinkrantz, Kleinkrantz Farms, Pine Dew, Touwsrante, Wilderness, Wilderness Heights, The Dunes, Drie Valley (Portion)
Ward 5	Le Vallia, Protea Park (Portion), Bergsig (George East, Bo-dorp (Portion), Loerie Park)
Ward 6	Protea Park (Portion), Rosemoore, Urbansville
Ward 7	Ballotsview (Portion), Lawaaiikamp, Maraiskamp
Ward 8	Ballotsview, Parkdene
Ward 9	Thembaletu: Zone 4, Zone 7, Zone 8 (Portion)
Ward 10	Thembaletu: Zone 6
Ward 11	Thembaletu: Zone 3 (Portion), Zone 5 (Portion), Zone 4 (Portion), Garden Route East, Glenwood, Kaaimans, Kraaibosch 195, Kraaibosch Manor and Estate, Saasveld, Victoria Bay, Blue Mountain, Boven Lange Valley 189 (Portion), Duiwerivier, Outeniqua Berg (East) and West, Dieprivier 178, New Melsetter 178, Avontuur 166, Woodville Farms, Barbiers Kraal 156, Kaaimans, Far Hills Hotel, Ballots Bay (Portion), Garden Route Mall, Drie Valleyen 186 (Portion), Sandkraal 197 (Portion)
Ward 12	Thembaletu: Zone 8 (Portion), Zone 9 (Portion)
Ward 13	Thembaletu: Zones 1, 2 and 3, Zone 4 (Portion), Zone 8 (Portion), Zone 9 (Portion)
Ward 14	Rosedale, Old Pacaltsdorp (Portion)
Ward 15	Thembaletu: Zone 9 (Portion), whole of Nompumelelo
Ward 16	Andersonville, New Dawn Park, Smartie Town
Ward 17	Convent Gardens, Conville, George Industrial (Portion), Mollenrivier, Rosemoore (Portion), Tamsui
Ward 18	Denneoord (Portion), Denver, Eden, Genevafontein, Loerie Park, Outeniqua Berge (West), Panorama, Tweerivieren
Ward 19	Central Business District, Dormehlsdrift, George South
Ward 20	Borchards, Steinhoff Industrial Park
Ward 21	Thembaletu: Zone 6, Ramaphosa, Silvertown, Asazani, Ballots Bay (Portion)
Ward 22	Afgunst River, Buffelsdrift 227, Camfer Kloof 96, Camphersdrift, Croxden 90, Die Oude Uitkyk 225, Diepe Kloof 226, Doorn rivier/Herold, Dwarsweg 260, Geelhoutboom 217, Gwayang 208 (Portion), Herold, Houtbosch, Klyne Fontyn 218, Kouwdouw 88, Malgaskraal, Modderas Kloof 133, Modderivier 209, Moerasrivier 233, Outeniqua Berge (West), Platte Kloof 131, Smuts kloof 94, Waboomskraal Noord 87, Bodorp (Portion)

Ward	Areas
Ward 23	Bos en Dal, Breakwater Bay, CPA Area, Groeneweide Park, Herolds Bay, Le Grand, Monate Resort, Oubaai Golf Estate, Pacaltsdorp Industria, Rooirivier, Toeriste Gebied, Delville Park, Syferfontein, Hansmoeskraal, Gwaiing Farm Areas, Gwaingriviermond
Ward 24	Haarlem and surrounding areas
Ward 25	Uniondale and surrounding areas
Ward 26	Blanco (Portion), Cherry Creek, Fancourt Gardens, Fancourt South, Heather Park (Portion), Kerriwood Hill, Kingswood Golf Estate, Mount Fleur Mountain Estate, Oaklands, Soeteweide, Fancourt
Ward 27	Europe, Harmony Park, Ou Pacaltsdorp (Portion), Protea Estate, Seaview, Uitbreiding 11, Seesight

Source: George Municipality 2020

1.3 SERVICE DELIVERY OVERVIEW

1.3.1 Introduction to Service Delivery

The Constitution states that every person has the right to appropriate housing and that the state must take reasonable legislative and other measures, within its resources, to ensure that this right is gradually realized. To guarantee that households have a good level of life, access to housing also involves access to services such as drinkable water, basic sanitation, safe energy sources, and garbage removal services.

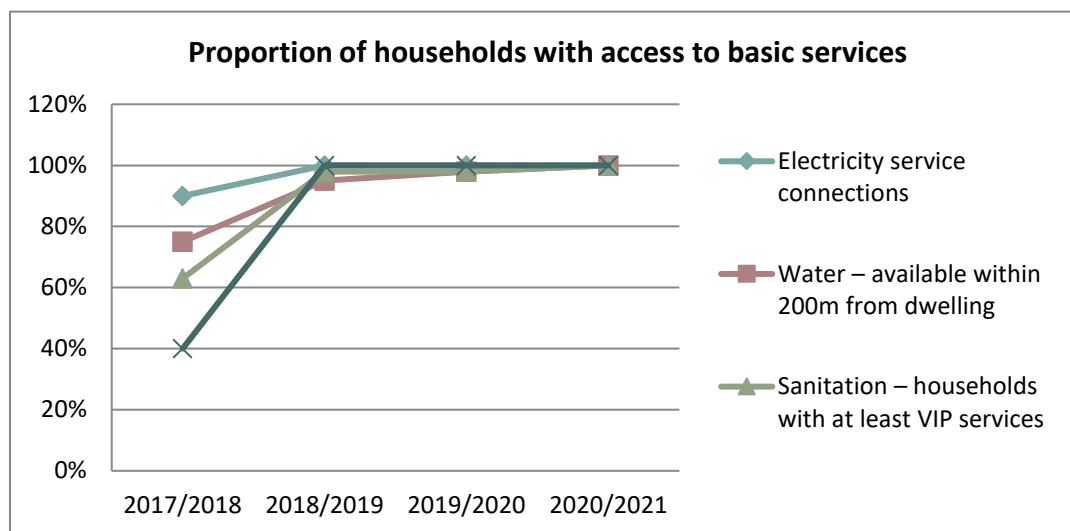
The George Municipality is doing everything possible to ensure that these services are available to all residents in the George municipal area. Many housing projects have been successfully finished, and other housing projects are now being constructed. To improve the living conditions of the poor, Reconstruction and Development Program (RDP) dwellings are equipped with prepaid power meters and solar geysers. The equitable share allocation is used to provide free basic services and to fund them. The indigent subsidy is also rolled out in the rural of George.

1.3.2 Introduction to Service Delivery

Table 4: Proportion of Households with access to basic services

Proportion of Households with a minimum level of Basic Services				
	2017/2018	2018/2019	2019/2020	2020/2021
Electricity service connections	90%	100%	100%	100%
Water – available within 200m from dwelling	75%	95%	96%	96%
Sanitation – households with at least VIP services	63%	98%	98%	98%
Waste Collection – kerbside collection once a week	40%	100%	100%	99.8%

Source: George Municipality 2020

Figure 1: Proportion of households with access to basic services

1.3.3 Highlights: Basic Service Delivery

The table below outlines the highlights for the 2020/21 financial year:

Table 5: Highlights – Access to basic services delivery

Highlights	Description
Ward Based Cleaning Project	Cleaning of main roads (picking up litter, remove grass and weeds in CBD and Wards)
Roll out of Wheely Bins in Touwsrante	Roll out of Wheely bins and introduction of Recycling Project
Roll out of Fire Detectors in Touwsrante	To address the Fire Risk in the area

1.3.4 Challenges: Basic Service Delivery

The table below outlines the challenges for the 2020/21 financial year:

Table 6: Challenges – Basic services delivery

Challenges	Actions to address
State of Disaster due to the COVID 19 Pandemic	Impact on Service delivery – vulnerable staff with comorbidities on mandatory leave and/or working from home
Capital Projects	SCM Compliance a challenge – Compliance of tenderers with SCM requirements, and

Challenges	Actions to address
	tenderers who have the necessary experience and expertise to carry out major, complex water and sanitation projects
Staff Capacity in Infrastructure Department	Currently the Department is s understaffed with various vacancies
Backlogs	Several Backlogs insist especially in the rural areas- Grant funding application to address backlogs
Maintenance of Road network	Funding Challenges

1.4 FINANCIAL HEALTH OVERVIEW

1.4.1 Introduction

NATIONAL KEY PERFORMANCE INDICATORS: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (RATIOS)

The following table displays the Municipality's performance per National Key Performance Indicator as stipulated in the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the Local Government: Municipal Systems Act 32 of 2000 (MSA).

These key performance indicators are linked to the National Key Performance Area (KPA), namely: Municipal Financial Viability and Management:

Table 7: Municipal KPIs for Financial Viability and Management

Description	Basis of Calculation	Norm	2017/18	2018/19	2019/20	2020/21
Cost Coverage	(Available cash + Investment -Unspent Grants)/monthly fixed operational expenditure	1-3 months	4.30 months	3.83 months	4.87 months	3.86 months
Total Outstanding Service Debtors to Revenue	(Total outstanding service debtors/annual revenue received for services		9.56%	10.93%	10.55%	11.48%
Debt Coverage	(Overdraft +Finance Lease Obligation + Borrowings) / (Total Operating Revenue - Conditional Grants) x 100		24.88%	20.14%	20.74%	17.52%

1.4.2 Financial Overview

Table 8: Financial Overview

Financial Overview: 2020/21			
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	708 613 999	774 776 233	697 896 137
Taxes, Levies, and tariffs	1 432 695 831	1 437 227 831	1 413 362 313
Other	281 384 918	244 579 103	192 495 951
Sub Total	2 422 694 748	2 456 583 167	2 303 754 401
Less: Expenditure	2 379 689 082	2 318 621 292	2 223 785 282
Net Total*	43 005 666	137 961 875	79 969 119
<i>* Note: surplus/(deficit)</i>			

1.4.3 Operating Ratios

Table 9: Operating Ratios

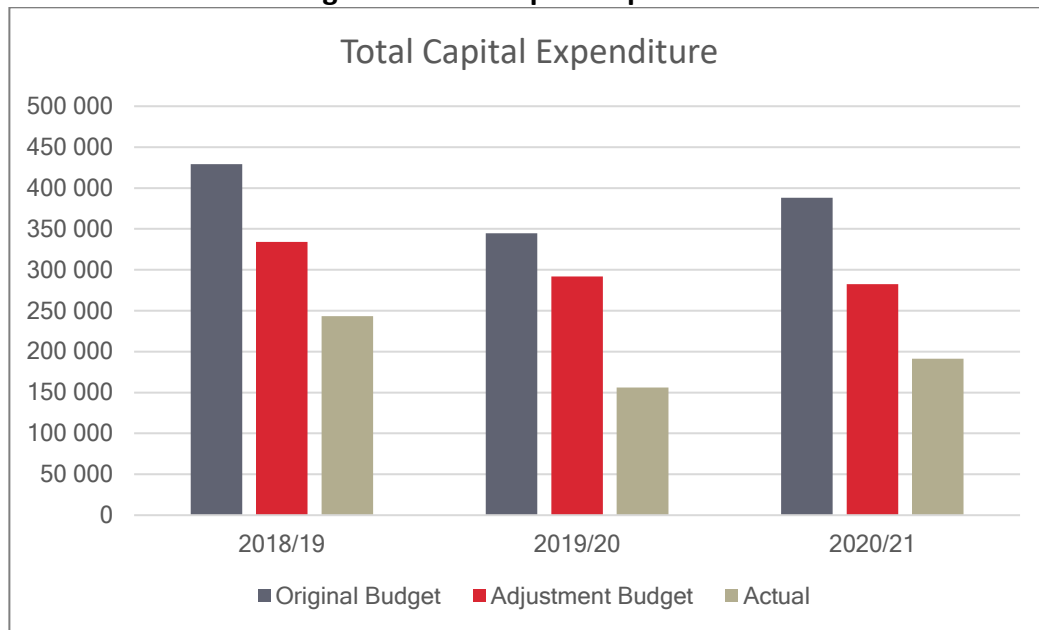
Operating Ratios: 2020/2021	
Detail	%
Employee Cost	31.00
Repairs & Maintenance	5.52
Finance Charges & Impairment	32.23

1.4.4 Total Expenditure

Table 10: Total Capital Expenditure

TOTAL CAPITAL EXPENDITURE: 2018 - 2021			
Detail	2018/19	2019/20	2020/21
Original Budget	429 111	344 772	387 975
Adjustment Budget	334 004	292 051	282 315
Actual	243 236	156 018	191 181

Figure 2: Total Capital Expenditure



Over the three years, the Municipality plans to spend R1 161 million on capital infrastructure investment. In 2020/21 the capital budget is R282 million; a 3% decrease from the 2019/20 budget year. In 2019/20 the capital budget is R292 million; a 13% decrease from the 2018/19 budget year. In 2020/21 actual expenditure was 69% to budgeted expenditure.

Following the announcement of the national state of disaster in the last quarter of 2019/20 the actual spending was 53%, the performance picked up in 2020/21 as the restrictions were eased and economic activity began to pick up. In 2018/19 the actual spending was 73% of the budget.

1.4.5 Highlights: Financial Viability

The table below outlines the highlights for the 2020/21 financial year:

Table 11: Highlights – Financial Viability

Highlights	Description
Achievement of an Unqualified Audit opinion for the 2019/20 financial year	The opinion of the Auditor General was that the financial statements present fairly, in all material respects, the financial position of the George Municipality as of 30 June 2020.
Municipal Standard Chart of Accounts (MSCOA)	George Municipality early adopted MSCOA. Early adoption and implementation on 1 July 2016 - version 5.4. Version 6.1 was implemented on 1 July 2017. Version 6.2 was

Highlights	Description
	implemented on 1 July 2018, Version 6.3 on 1 July 2019, and version 6.4 on 1 July 2020. The 2021/22 budget was created in Version 6.5.
Achievement of an average payment ratio of 93.8% amidst Covid 19 pandemic.	The payment ratio was monitored closely monthly, and George Municipality is optimistic that the local economy will improve in due course.

1.4.6 Challenges: Financial Viability

The table below outlines the challenges for the 2020/21 financial year:

Table 12: Challenges - Financial Viability

Challenges	Actions to address
Consistent decline in revenue and cash flow as a result of the COVID19 pandemic.	Cashflow is monitored and reported monthly
Decrease in average debtor payment ratio to 86.84% in June 2021 linked to COVID 19 pandemic.	Mainly due to the COVID19 pandemic which had a negative effect on the economy and the ability of consumers to pay their accounts. Revenue Adjustment of the service revenue budget
Increasing Outstanding Debt: The Municipality's outstanding debt for the period 01 July 2020 to 30 June 2021 increased from R227.6.2m to R279.2m. The biggest increase is in the debt of the indigent households and is in respect of excess water usage above 6kl water. Water leakages in indigent households also contribute to excessive water usage. The lockdown due to Covid-19 contributed to the increase in outstanding debt, due to consumers not being able to pay their accounts because of the downturn in the economic activity and other financial reasons	Municipality applied credit control actions from level September 2020 and continues to do so. The indigent consumers are assisted with the repair of leakages to minimize water and revenue losses.

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

1.5.1 Organisational Development Performance

NATIONAL KEY PERFORMANCE INDICATORS: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The table below indicates the key performance indicators linked to the National Key Performance Area: Municipal Transformation and Organisational Development

Table 13: Municipal Transformation and Organisational Development

Indicator	2019/2020	2020/2021
The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2021	0	80%
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	0.65%	0.50%

1.5.2 Highlights: Organisational Development Performance

Table 14: Highlights – Municipal Transformation and Organisational Development

Highlights	Description
Appointed two Directors permanently	The Director Community Services and the Director Planning and Development has been appointed permanently.
Transformation appointment was made.	The employment equity targets were used when appointments were made to appoint underrepresented candidates.

1.5.3 Challenges: Organisational Development Performance

Table 15: Challenges – Municipal Transformation and Organisational Development

Challenges	Actions to address
Re-advertising of positions because no suitable candidate could be appointed.	Where no suitable candidate could be appointed, only after the second round of advertising, the overrepresented candidates are

Challenges	Actions to address
No suitable candidate could be appointed after two rounds of advertising for the Director Civil Engineering.	considered for appointment. The position will be re-advertised in line with the relevant regulation.

1.6 AUDITOR GENERAL REPORT

Table 16: Status on Auditor General Reports

Year	2018/19	2019/20	2020/21
Status	Unqualifies with findings	Unqualified with findings	Unqualified with no findings

1.7 STATUTORY ANNUAL REPORT PROCESS

Table 17: Statutory Annual Report Process

No	Activities	Date
1	Finalise the 4th Quarter Report for previous financial year	July 2021
2	Submit draft year 2020/2021 Annual Performance Report to Internal Audit and Auditor-General	August 2021
4	Mayor tables the unaudited Annual Report	January 2022
5	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	August 2021
6	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	January 2022
7	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	August 2021 – January 2022
8	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General’s Report	January 2022
9	Audited Annual Report is made public and representation is invited	February 2022
10	Municipal Public Accounts Committee (MPAC) assesses Annual Report	February – March 2022
11	Council adopts Oversight report	March 2022
12	Oversight report is made public	April 2022
13	Oversight report is submitted to relevant provincial councils	April 2022

CHAPTER 2 – GOVERNANCE

Good governance principles empower public officials to think beyond the confines of legal reasoning. The legal consequences of a decision are crucial to any decision, but they are also well defined, straightforward to determine and apply. A public manager, on the other hand, must tackle the important ethical aspects and ramifications of his or her decision by examining it in terms of values. It's far more difficult to pinpoint these.

To promote this notion of “putting people first” and to provide a framework for the transformation of public service delivery, the government introduced the concept of Batho Pele, “people first” in 1997. This notion was expanded in the White Paper on Transforming the public service, also known as the Batho Pele White Paper, which provides a policy framework to ensure that Batho Pele is woven into the very fabric of government.

Simply stated, Batho Pele is an initiative to get public servants to be service orientated, to strive for excellence in service delivery, and to commit to continuous service delivery improvement. It is a simple, transparent mechanism, which allows customers to hold public servants accountable for the type of services they deliver.

The Batho Pele White Paper signalled very strongly the government’s intention to adopt a citizen-orientated approach to service delivery, informed by the eight principles of:

- **Openness and transparency:** all people deserve and are entitled to know how all departments in all spheres of government are run and managed and how all decisions are taken.
- **Redress:** it is the responsibility of the public service entity and leadership to apologise to all citizens and find a tangible solution for unmet service delivery standards.
- **Access:** all citizens must have equal access to services offered by the public entities in all spheres.
- **Consultation:** all citizens must be consulted by the public service regarding their needs.
- **Courtesy:** all citizens must be treated courteously.
- **Service Standards:** all citizens should know what standards of service to expect from the public service.
- **Information:** all citizens are entitled to detail, well-prepared, full, and accurate information for all issues and challenges affecting them.
- **Value for money:** all services provided by the public service to citizens must offer value for money.

NATIONAL KEY PERFORMANCE INDICATORS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation:

Indicator	2019/20	2020/21
The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2021.	0	80%
The percentage of a municipality's budget actually spent on implementing its workplace skills plan.	0.65%	0.50%

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Section 153 (3) of the Constitution of the Republic of South Africa states that a municipality must— (a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community, and (b) participate in national and provincial development programmes.

2.1 POLITICAL GOVERNANCE

2.1.1 Introduction to Political Governance

Section 52 (a) states that the mayor of a municipality must provide general political guidance over the fiscal and financial affairs of the municipality.

The Council performs both legislative and executive functions, focusing on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. The Council's primary role is to debate issues publicly, facilitate political debate and discussion. Apart from their functions as decision-makers, Councillors are also actively involved in community work as well as various social programmes in the municipal area.

The political governance structure with respect to key committees is well established and functional.

The George Municipal Council consists of 53 Councillors led by an Executive Mayoral

Committee.

Below is an indication of the Political Parties and demographic representation of the Council:

Table 18: Political Representation

Political Party	Allocation of Seats	Gender	
		Male	Female
Democratic Alliance (DA)	27	19	8
African National Congress (ANC)	17 (1 deceased)	7 (1 deceased)	10
Economic Freedom Fighters (EFF)	1	1	-
PBI	2	2	-
African Christian Democratic Party (ACDP)	1	1	-
African Independent Congress (AIC)	1	1	-
ICOSA	1	-	1
SAC (dissolved)	1 (party dissolved)	0	0
GOOD	1	1	-
Vryheids Front Plus (VF+)	1	1	-
Total	52 (53)	32 (33)	19

2.1.2 Challenges: Organisational Development Performance

a) Councillors

Below is a table that categorised the councillors within their specific political parties and wards from 01 JULY 2020 TILL 30 JUNE 2021:

Table 19: Councillors 2020/2021

Name of Councillor	Capacity	Political Party	Ward representing or proportional
ADAMS, BRANDON (from 12/11/20)	PT ²	DA	WARD 17 - DA
BARNARDT, MARLENE	FT ³	DA	DA (CHIEF WHIP)
BROWN, ERIKA LUISE	PT	DA	WARD 3 - DA
BUYS, JOHN-PATRICK	PT	BPI	PR - BPI
CLARKE, CHARLOTTE MARY-ANN	FT	DA	DEPUTY MAYOR – DA
CRONJE, DANIEL LODEVICUS	PT	DA	WARD 2 – DA
DANIELS, MICHEAL (DEASED)	PT	ANC	WYK 24 - ANC
DLIKILILI, SIVUYILE	PT	ANC	WARD 9 – ANC
DRAGHOENDER, MERCIA (until 29 September 2020)	PT	SAC	PR – SAC

² Part Time

³ Full Time

Name of Councillor	Capacity	Political Party	Ward representing or proportional
DU TOIT, JOHAN	FT	ACDP	PR - ACDP
ESAU, JARQUES DENVAR	PT	ANC	WARD 25 - ANC
FARRELL, DENNIS	PT	DA	PR - DA
FIGLAND, RAYBIN-GIBB SYLVESTER	FT	DA	PR – DA
FORTUIN, TERESA	PT	ICOSA	PR – ICOA
FRY, JUSTIN	PT	DA	PR – DA
GERICKE, VIRGILL	PT	PBI	PR – PBI
GULTIG, DONOVAN	PT	DA	WARD 18 – DA
HECTOR, RICHARD (from 12/11/20)	PT	GOOD	WARD 27 – GOOD
HENGE, BUYISWA DEBORAH	PT	ANC	WARD 10 - ANC
INGO, HENDRIK HERMANUS	PT	DA	WARD 6 – DA
JAMES, NTOMBI ROSY	PT	ANC	WARD 21 – ANC
JANTJIES-GUSHMAN, GLENYS NOMAWETHU	PT	ANC	PR - ANC (CHIEF WHIP)
JOHNSON, BROWEN (from 12/02/21- PR replacement from the DA's party list for the seat previously held by Mr M Nyakati)	PT	DA	PR – DA
KAMA , VUYOLWETHU ARNOLD	PT	EEF	PR – EFF
KRITZINGER, IONA CHRISTINA	PT	DA	PR – DA
LANGA, LANGA	PT	ANC	WARD 13 – ANC
LESELE, COKISWA IRIS	PT	ANC	WARD 11 - ANC
LOFF, HELEN	PT	ANC	PR – ANC
LOUW, PETER	PT	DA	WARD 5 – DA
MBETE, NOSICELO	FT	DA	PR – DA
MDAKA, NONTEMBEKO FAITH	PT	ANC	WARD 15 – ANC
MKHONDO, KHUMBULELE JACKSON	PT	AIC	PR – AIC (CHIEF WHIP)
NCAMAZANA, JULIA	PT	ANC	PR – ANC
NOBLE, CECIL HENRY	FT	DA	WARD 16 – DA
NOSANA, PHUMELA PAMELA	PT	ANC	PR – ANC
NYAKATI, MXOLISI MICHEAL until 15/01/21 (letter of cessation dated 15/01/21)	PT	DA	PR – DA
PETRUS, BAZIL (from 12/11/20)	PT	DA	PR – DA
PLATA, BULELWA	PT	ANC	WARD 12 – ANC
PRETORIUS, GERRIT	FT	DA	DA (SPEAKER)
ROELFSE, MELVYN (from 12/11/20)	PT	DA	WARD 14 – DA
ROOILAND, SHAHEED	PT	ANC	WARD 7 – ANC
SäFERS, JEAN	PT	DA	WARD 1 – DA
SNYMAN, SEAN	FT	DA	WARD 19 – DA
STANDER, GIDEON JOHANNES	FT	DA	WARD 23 – DA
STEMELA, ISAYA	FT	DA	PR – DA
STROEBEL, ELIZABETH	PT	DA	PR – DA
TEYISI, TOBEKA	PT	ANC	PR – ANC
VAN DER HOVEN, PIETER JACOBUS	PT	ANC	PR – ANC
VAN NIEKERK, GERT JOHANNES	PT	VFP	VFP (CHIEF WHIP)

Name of Councillor	Capacity	Political Party	Ward representing or proportional
VAN WYK, LEON DAVID	FT	DA	MAYOR – DA
VON BRANDIS, JACQUILQUE	FT	DA	WARD 26 – DA
WESSELS, DIRK JOHANNES	FT	DA	PR - DA
WILLIAMS, CHARLIE	PT	ANC	PR – ANC
WINDWAAI, REGINA	PT	DA	WARD 20 - DA

b) Council Meetings

The table below outlines all Council meetings held during the period under review:

Table 20: Council Meetings

Meeting dates	Meeting	Number of items (resolutions) submitted
06 July 2020	Special Council	3
21 August 2020	Special Council	0 (no quorum)
24 August 2020	Special Council	6
25 August 2020	Special Council	1
23 September 2020	Special Council	2
29 October 2020	Special Council	8
30 November 2020	Special Council	15
02 December 2020	Special Council	4
11 December 2020	Special Council	2
28 January 2021	Ordinary Council	51
25 February 2021	Ordinary Council	15
11 March 2021	Special Council	3
18 March 2021	Special Council	1
25 March 2021	Ordinary Council	21
31 March 2021	Special Council	6
08 April 2021	Special Council	1
22 April 2021	Ordinary Council	15
11 May 2021	Special Council	2
27 May 2021	Ordinary Council	17
15 June 2021	Special Council	06
29 June 2021	Ordinary Council	11

c) Executive Mayoral Committee

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

collectively with the Mayoral Committee.

The name and portfolio of each member of the Mayoral Committee is listed in the table below for the period **01 JULY 2020 TILL 30 JUNE 2021:**

Table 21: Executive Mayor-in-Committee

Name of member	Capacity	Portfolio
L Van Wyk	Executive Mayor	
C Clarke	Executive Deputy Mayor	
G Pretorius	Speaker	
M Barnardt	Chief Whip	
S Snyman	Chairperson	Community Development and Library Services (this Committee was dissolved on 28 January 2021 and merged with the Environmental and Sport Committee. It is now the Community Services Committee.
G Pretorius	Chairperson	Rural Development Committee
Vacant (until 28/01/2021) R Figland (From 28/01/ 2021)	Chairperson	Human Settlements Committee
D L Cronje (until 28/01/2021) D Wessels (from 28/01/2021)	Chairperson	Financial Services Committee
N Mbete (until 28 /01/ 2021) I Stemela (from 28/01/2021)	Chairperson	Human Resources Committee Corporate and Human Resources Committee
C Noble	Chairperson	Community Safety Committee (Protection Services Committee)
R Figland (until 28/01/2021) J Stander (from 28/01/2021)	Chairperson	Planning and Development Committee Planning, Development and Strategic Services Committee
M Nyakati (until 15/01/2021) J Von Brandis (from 28/01/2021)	Chairperson	Civil Engineering Services Committee
C Clarke (until 28/01/2021)	Chairperson	Environmental and Sport Committee (Community Services Committee) (This Committee was dissolved and merged with the Community Development and Library Services Committee)
I Kritzinger (until 28/01/2021)	Chairperson	Strategic Services Committee (this Committee was dissolved and merged with the Planning and Development Committee on 28 January 2021)
Vacant (until 28/01/2021) N Mbete (from 28/01/2021)	Chairperson	Electrotechnical Services Committee

d) Mayoral Committee Meetings

Table 22 outlines the dates of the Executive Mayor-in-Committee meetings and the number of reports submitted to Council for the 2020/21 financial year:

Table 22: Mayoral Committee Meetings

Meeting date	Meeting	Number of items submitted
06 August 2020	Special	9
25 August 2020	Special	25
03 September 2020	Special	35
22 October 2020	Special	38
19 November 2020	Special	53
14 December 2020	Special	6
09 February 2021	Ordinary	No meeting
11 March 2021	Ordinary	19
15 April 2021	Ordinary	3
13 May 2021	Ordinary	3
10 June 2021	Ordinary	5

e) Portfolio Committees

In terms of Section 80 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), if a council has an executive committee it may appoint in terms of Section 79 committees of councillors to assist the executive committee or executive mayor. Section 80 committees are permanent committees that specialises in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council.

The Portfolio Committees for 2020/21 and their Chairpersons are as follow:

Corporate Services and Human Resources Committee

This Committee was formerly known as the Corporate Service Committee which was then dissolved and merged with the Human Resources Committee on 28 January 2021, new name is Corporate Services and Human Resources Committee.

Table 23: Corporate Services and Human Resource Committee

Name of Member	Meeting Dates
J Von Brandis (Chairperson) (until 28 January 2021)	03 March 2021 07 April 2021 05 May 2021 02 June 2021
J Fry (Vice-Chairperson) (until 28 January 2021)	
E Stroebel (until 28 January 2021)	
N Mbete (until 28 January 2021)	
P Louw	
D Gultig	
C Lesele (until 28 January 2021)	
T Teyisi	
GJ Van Niekerk (until 28 January 2021)	
I Stemela (Chairperson) (from 28 January 2021)	
C Clarke (Vice Chairperson) (from 28 January 2021)	
D Farrell (from 28 January 2021)	
I Kritzingner (from 28 January 2021)	

Name of Member	Meeting Dates
M Roelfse (from 28 January 2021)	
J Mkhondo (from 28 January 2021)	
L Langa (from 28 January 2021)	

Planning, Development and Strategic Services Committee

This Committee was previously known as the Planning and Development Portfolio Committee, however, on the 28th January 2021, it was dissolved and merged with the Strategic Services Committee and named the Planning, Development and Strategic Services Committee.

Table 24: Planning and Development and Strategic Service Committee

Name of Member	Meeting Dates
R Figland (Chairperson) (until 28 January 2021) (member from 28 January 2021)	
N Nyakati (Vice Chairperson) (until 15 January 2021)	
L Van Wyk (until 28 January 2021)	11 February 2021
C Noble	07 April 2021
D Gultig (until 28 January 2021)	05 May 2021
J Stander (Chairperson) (from 28 January 2021)	02 June 2021
R Windwaai (until 28 January 2021)	
J Ncamazana	
H Loff	
K Mkhondo (until 28 January 2021)	
D Farrell (from 28 January 2021)	
D Cronje (from 28 January 2021)	
M Barnardt (from 28 January 2021)	
P Buys (from 28 January 2021)	

Table 25: Human Settlements Committee

Name of Member	Meeting Dates
Vacant (until 28 January 2021)	11 February 2021
R Figland (Chairperson From 28 January 2021)	03 March 2021
H H Ingo (Deputy Chairperson)	07 April 2021
J Fry	17 May 2021
J Säfers	02 June 2021
C Clarke (until 28 January 2021)	
M Barnard (until 28 January 2021)	
N Jantjies -Gushman	
M Draghoender (until 29 September 2020)	
R Windwaai	
T Fortuin (from 28 January 2021)	
R Hector (from 28 January 2021)	
P Nosana (from 28 January 2021)	

Table 26: Finance Committee

Name of Member	Meeting Dates
D L Cronje (Chairperson until 28 January 2021) (Deputy Chairperson from 28 January 2021)	18 February 2021 02 March 2021 06 April 2021 04 May 2021 01 June 2021
D Wessels (Deputy Chairperson until 28 January 2021) (Chairperson from 28 January 2021)	
I Kritzingler (until 28 January 2021)	
J Von Brandis (from 28 January 2021)	
J Du Toit	
L Van Wyk (until 28 January 2021)	
G J Stander (from 28 January 2021)	
R Figland	
M M Nyakati (until 15 January 2021)	
H Ingo (from 28 January 2021)	
P J Van Der Hoven	
C T Williams	
M Draghoender (until 29 September 2020)	
L Langa (from 28 January 2021)	

Table 27: Civil Engineering Services

Name of Member	Meeting Dates
M M Nyakati (Chairperson and member until 15 January 2021)	11 February 2021 02 March 2021 06 April 2021 04 May 2021 01 June 2021
J Von Brandis (Deputy Chairperson until 28 January 2021) (Chairperson from 28 January 2021)	
R Figland	
I Stemela (until 28 January 2021)	
D Wessels (from 28 January 2021)	
J Säfers	
G Stander (Deputy Chairperson from 28 January 2021)	
N Mbete	
H Loff	
G J Van Niekerk	
M Draghoender (until 29 September 2020)	
S Dlikilili (from 28 January 2021)	

Table 28: Electro Technical Services Committee

Name of Member	Meeting Dates
Chairperson Vacant (until 28 January 2021)	11 February 2021 02 March 2021
M Mbete (Chairperson from 28 January 2021)	
C Noble (Deputy Chairperson)	
M Barnardt	
J Du Toit	
I Kritzingler	
L Langa	
C Lesele	
S Snyman	
G J Stander	

Name of Member	Meeting Dates
T Teyisi	

Table 29: Community Services Committee

Name of Member	Meeting Dates
S Snyman (Chairperson from 28 January 2021)	18 February 2021 02 March 2021 06 April 2021 04 May 2021 01 June 2021
C Clarke (Chairperson until 28 January 2021)	
E Stroebe (Deputy Chairperson until 28 January 2021)	
E Brown (Deputy Chairperson from 28 January 2021)	
J Buys (until 28 January 2021)	
B Adams (from 28 January 2021)	
M Daniels	
J Esau (until 28 January 2021)	
D Gultig (until 28 January 2021)	
B Henge (from 28 January 2021)	
V Kama (from 28 January 2021)	
P Louw	
N F Mdaka (until 28 January 2021)	
M Roelfse (from 28 January 2021)	
J Säfers (until 28 January 2021)	
R Windwaai (from 28 January 2021)	

Table 30: Protection Services Committee

Name of Member	Meeting Dates
C H Noble (Chairperson)	18 February 2021 03 March 2021 07 April 2021 05 May 2021 02 June 2021
L Van Wyk (Deputy Chairperson until 28 January 2021)	
CM Clarke (until 28 January 2021)	
J Säfers	
I Kritzinger	
V Kama	
D Gultig (Deputy Chairperson from 28 January 2021)	
H Loff	
S Rooiland	
J Du Toit (until 28 January 2021)	
B Petrus (from 28 January 2021)	
B Adams (from 28 January 2021)	
R Windwaai (from 28 January 2021)	
N James (from 28 January 2021)	

AD HOC COMMITTEES**Table 31: Urban Development Committee**

Name of Member	Meeting dates
Cllr J Stander: Chairperson	No meetings in 2020/21 financial year
Cllr C Noble: Vice Chairperson	

Name of Member	Meeting dates
Cllr P Louw	
Cllr S Snyman	
Cllr D Farrell	
Cllr J von Brandis	
Cllr D Wessels	
Cllr J Ncamazana	
Cllr F Mdaka	
Cllr B Plata	

Table 32:International Relations Committee

Name of Member	Meeting dates
Ald L van Wyk: Chairperson	No meetings in 2020/21 financial year
Cllr G Pretorius: Vice Chairperson	
Cllr J von Brandis	
Cllr S Snyman	
Cllr E Stroebe	
Cllr C Clarke	
Cllr D Wessels	
Cllr L Langa	
Cllr N Jantjies-Gushman	
Cllr V Kama	

Table 33:Social Housing Committee

Name of Member	Meeting dates
Cllr R Figland: Chairperson	No meetings in 2020/21 financial year
Cllr H Ingo: Vice Chairperson	
Cllr J Safers	
Cllr J Fry	
Cllr P Louw	
Cllr R Windwaai	
Cllr D Gultig	
Cllr N Jantjies-Gushman	
Cllr P Nosana	
Cllr T Fortuin	

Table 34:Homage Committee

Name of Member	Meeting dates
Cllr P Louw: Chairperson	No meetings in 2020/21 financial year
Cllr H Ingo: Vice Chairperson	
Cllr J Fry	
Cllr E Brown	
Cllr E Stroebe	
Cllr R Windwaai	
Cllr J Esau	

Name of Member	Meeting dates
Cllr N James	
Cllr J Ncamazana	
Cllr T Fortuin	

Table 35: Name Changes Committee

Name of Member	Meeting dates
Cllr E Brown: Chairperson	No meetings in 2020/21 financial year
Cllr J Fry: Vice Chairperson	
Cllr H Ingo	
Cllr M Roelfse	
Cllr I Stemela	
Cllr C Noble	
Cllr B Adams	
Cllr H Loff	
Cllr J Esau	
Cllr P Buys	

Table 36: Training Committee

Name of Member	Meeting Dates
D Cronje (Chairperson)	16 March 2021 25 May 2021
R Figland (Deputy Chairperson)	
S Snyman	
P J Van der Hoven	
C T Williams	
J Buys	
J Fry	
C Noble	
I Kritzinger	
D Gultig	

Table 37: Rural Development Committee

Name of Member	Meeting dates
Cllr G Pretorius: Chairperson	No meetings in 2020/21 financial year
Cllr J Fry: Vice Chairperson	
Cllr J Esau	
Cllr R Figland	
Cllr D Farrell	
Cllr M Barnardt	
Cllr M Daniels	
Cllr C Lesele	
Cllr N James	
Cllr D Wessels	

STATUTORY COMMITTEES**Table 38:Local Labour Forum (LLF)**

Name of Member	Meeting Dates
N Mbete (Chairperson and member until 28 January 2021)	10 February 2021
M Nyakati (Deputy Chairperson and member until 15 January 2021)	10 March 2021
C Clarke (Chairperson & member from 28 January 2021)	13 April 2021
I Stemela (Deputy Chairperson & member from 28 January 2021)	
R Figland (until 28 January 2021)	
S Rooiland	
PP Nosana	
D Farrell (from 28 January 2021)	

Table 39:Municipal Public Accounts Committee (MPAC)

Name of Member	Meeting Dates
J Du Toit (Chairperson)	
E Stroebel	
M Draghoender (until 29 September 2020)	
J Fry	
D Wessels (until 28 January 2021)	10 February 2021
G J van Niekerk (until 28 January 2021)	10 March 2021
H Ingo	13 April 2021
L Langa	06 May 2021
P van der Hoven	12 May 2021
G van Niekerk (Vice Chairperson) (from 28 January 2021)	18 May 2021
I Kritzinger (from 28 January 2021)	08 June 2021
E Brown (from 28 January 2021)	
D Gultig (from 28 January 2021)	

Table 40:Employment Equity Consultation Forum (EECF)

Name of Member	Meeting Dates
N Mbete (Chairperson and member until 28 January 2021)	16 February 2021
C Clarke (Chairperson and member from 28 January 2021)	17 June 2021
J Von Brandis (Deputy Chairperson and member until 28 January 2021)	
D Farrell (Deputy Chairperson and member from 28 January 2021)	
R Figland (until 28 January 2021)	
H Loff (until 28 January 2021)	
L Langa	
K J Mkhondo	
I Stemela	
J Fry (until 28 January 2021)	
C Noble (until 28 January 2021)	
S Snyman (until 28 January 2021)	

Table 41:Budget Steering Committee

Name of Member	Meeting Dates
L Van Wyk (Chairperson from 28 January 2021)	
D Cronje (Deputy Chairperson and member until 28 January 2021)	08 January 2021

Name of Member	Meeting Dates
D Wessels (Deputy Chairperson from 28 January 2021)	22 January 2021
J Von Brandis	05 February 2021
M Barnardt (from 28 January 2021)	19 February 2021
C Clarke	05 March 2021
M M Nyakati (until 28 January 2021)	12 March 2021
R Figland (from 28 January 2021)	19 March 2021
C Noble (until 28 January 2021)	16 April 2021
S Snyman (from 28 January 2021)	07 May 2021
P J Van Der Hoven	
C Williams	
J Du Toit (from 28 January 2021)	

Table 42: Appeals Committee

Name of Member	Meeting Dates
G Stander (until 28 January 2021)	No meetings in 2020/21 financial year
I Stemela (until 28 January 2021)	
P Louw	
I Kritzinger (from 28 January 2021)	
D Gultig (from 28 January 2021)	

2.2 ADMINISTRATIVE GOVERNANCE

2.2.1 Introduction to Political Governance

The Municipal Manager, as the municipality's accounting officer, is required by Section 60 (b) of the MFMA to provide guidance on compliance with the Act to the municipality's political structures, political office bearers, and officials, and any entity under the municipality's sole or shared control.

The Municipal Manager is the administrative leader who is largely responsible for service delivery and the implementation of political agendas. The management team is there to assist.

The Management Team's top priority has been to build a strong leadership foundation inside the organization that extends to middle and supervisory management levels. The structure of the management team is shown in the table below:

Table 43: Management Structure

Name of Official	Department/Directorate	Performance Agreements Signed
		(Yes/No)
M Gratz	Acting Municipal Manager	Yes
R Wesso	Director: Civil Engineering Services (until 31 May 2021)	Yes
C Lubbe	Director: Human Settlements	Yes
S Erasmus	Director: Protection Services	Yes
S James	Director: Corporate Services	Yes

Name of Official	Department/Directorate	Performance Agreements Signed
		(Yes/No)
A Pause	Director: Community Services (From 1 April 2021)	
L Warring	Director: Planning and Development (From May 2021)	Yes
<p>The following positions remain vacant for the 2020/21 financial year:</p> <ul style="list-style-type: none"> ▪ Director: Electrotechnical Services ▪ Director: Financial Services 		

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 Introduction to Intergovernmental Relations

The three spheres of governance are described as "distinctive, interdependent, and interconnected" in Chapter 3 of the Constitution, and they are required to "cooperate with one another in mutual confidence and good faith." A key component of this cooperative relationship is a clear understanding of each sphere of government's powers and functions in order to ensure that one sphere of government or state organ "does not encroach on the geographical, functional, or institutional integrity of government in another sphere."

South Africa's intergovernmental relations system is complex, and it is still evolving as better collaboration and coordination modes arise and functions shift between sectors. The following key elements and principles underpin the intergovernmental system:

- ♦ **Accountability:** Each sector has its own set of constitutionally specified duties and responsibilities, is accountable to its legislature or council, and can determine its own priorities. The ability of the national government to intervene in provincial and local government affairs, as well as the ability of provincial governments to intervene in local government affairs, is contingent on whether the relevant domain fails to fulfil an executive obligation.
- ♦ **Transparency and good governance:** The intergovernmental system is based on political representatives' accountability to the electorate and transparent reporting mechanisms within and between domains. The accounting officers are in charge of execution and outputs, whereas the political executives are in charge of policies and results.
- ♦ **Mutual support:** Municipal administrations must be strengthened by national and provincial governments. Governmental spheres must also cooperate with one another, for example, by deferring legal action until all other options have been exhausted.

- ♦ **Redistribution:** The three spheres all have a part in redistribution, but because inequities occur across the country, redistribution is largely a national function.
- ♦ **Vertical division:** In order to determine allocations to each area of government, trade-offs must be made as part of a complete budget process that is driven by political agendas and encompasses all aspects of governance and service delivery.
- ♦ **Revenue-sharing:** The fiscal system takes into account each sphere's fiscal capability and functions.
- ♦ **Broadened access to services:** Broadening access to services is a priority in the Constitution and current government policy.
- ♦ **Responsibility over budgets:** Each sphere of government has the right to determine its own budget and the responsibility to comply with it.

2.3.2 Intergovernmental structures

The Municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. These relationships assist in enhancing government's services to the communities of George and promote a more efficient use of resources and sharing of knowledge.

Transversal partnering

These partnerships exist between line function departments within the Municipality. The prevailing partnerships include:

- Integrated Development Planning (IDP) and Budget Steering Committee.
- Project Committees in respect of drafting and amendment of the Municipal Spatial Development Framework (MSDF); restructuring and urban upgrade projects; and George Integrated Public Transport Network (GIPTN).

Intergovernmental partnering

The Municipality partners with other spheres of government to leverage financing, mandates and facilitates decision making. The existing partnerships include:

- Human Settlements Department partnerships with the Western Cape Provincial Government and National Human Settlements authorities to collaborate on the delivery and funding for subsidised housing projects and development of restructuring zones aimed at spearheading spatial transformation.
- Civil Engineering Services has ongoing partnerships with state and provincial authorities to leverage funding for the upgrade of infrastructure to sustain economic growth.

- Protection Services: The development and roll-out of the George Integrated Public Transport Network is a result of a continuing partnership with the Western Cape Provincial Government, with significant funding from the national government.
- Economic Development Unit actively participates in collaboration with the National Department of Rural Development in an initiative to establish Farmer Production Support Units within the municipal area, which projects are funded by the National Department.
- Information, Communication & Technology partners with the Garden Route District Municipality and the Western Cape Provincial Government on implementing good governance as well as knowledge sharing.

Cross-boundary partnering

Partnerships with other municipalities in the Garden Route District facilitate decision-making and serve as a valuable means for exchange of knowledge and learning best practices. Prevailing partnerships include:

- participation in the IDP processes of neighbouring municipalities;
- active participation in Intergovernmental Steering Committees formed in lieu of drafting MSDFs for neighbouring municipalities;
- memorandum of agreement with four other municipalities whereby a Joint Municipal Tribunal has been established to leverage decision-making capacity and expertise in respect of land development applications.

The Municipality has delegated officials and councillors to the following forums:

Table 44: IGR Forums

Forum	Frequency	Responsibility
Municipal Managers Forum	Quarterly	Municipal Manager
South African Local Government Association (SALGA) Working Groups	Quarterly	Director and portfolio councillor specific to a working group
District Coordinating Forum	Quarterly	Mayor
Premiers Coordinating Forum	Bi-annually	Mayor
Provincial and District Managers IDP Forums	Quarterly	IDP/PMS & Public Participation Office
Disaster Management Forum	Quarterly	Community Services
Human Resources Forum	Quarterly	Corporate Services
Legal Advisors Forum	Quarterly	Corporate Services
Environmental Health Forum	Quarterly	Community Services
Local Economic Development Forum	Quarterly	Economic Development
Municipal Planning Heads Forum	Quarterly	Planning Governance
Southern Cape Planners Forum	Quarterly	Spatial Planning and Land Use Management
Eden District Municipality Infrastructure Forum	Quarterly	Infrastructure
Eden Green Energy	Quarterly	Civil Engineering Services
Provincial Public Participation Forum	Quarterly	IDP/PMS & Public Participation Office

Forum	Frequency	Responsibility
Provincial CommTech	Quarterly	Communication and IGR Office November 2020 / March 2021
District Communication Forum	Quarterly	Communication and IGR Office November 2020
Eden ICT Managers Forum	Quarterly	Information, Communication and Technology
Western Cape ICT Managers Strategic Forum	Quarterly	Information, Communication and Technology
Association of Municipal Electricity Utilities (AMEU)	Quarterly	Electrotechnical Services
Southern Africa Revenue Protection Association (SARPA)	Quarterly	Electrotechnical Services

2.3.3 Joint Project and Functionality with Sector Departments

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

Table 45: Joint Project and Functionality with Sector Departments

Name of project/ function	Expected outcome of the Project	Sector department involved	Contribution of sector department
GRDM Disaster Centre Hotspot Strategy Team	Raise Awareness of Covid-19 – in particular Hotspot areas as declared by National Government	GRDM, George Municipality Representatives from various Directorates, SAPS, DoH	SAPS - loud hailing, distribution of printed materials (flyers/posters)
Illegal Dumping Awareness/Cleaning	Raise awareness on the health problems relating to illegal dumping, clear the Hotspot areas as much as possible.	GRDM, George	GRDM – social media artwork, signage,
Integrated National Electrification Programme (INEP)	Electrification project of: 439 connections for Erf 325 East, Pacaltsdorp Upgrading of Thembaletu substation	Department of mineral resources and energy	Allocated funds of R10,00,000 incl VAT for Thembaletu Substation and R5 100.000 for Erf 325 provided by DMRE

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4 PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.4.1 Overview of Public Accountability and Participation

Chapter 4 of the Local Government: Municipal Systems Act, No. 32 of 2000 deals with the development of a culture of community (public) participation, mechanisms, processes, and procedures for community participation, communication of information concerning community participation, public notice of council meetings, and communication between council and the local community. These mechanisms for public participation must also be appropriate for the:

- ♦ Preparation, implementation and review of the IDP;
- ♦ The establishment, implementation and review of the performance management system;
- ♦ Monitoring and review of the performance, including the outcomes and impact of such performance; and
- ♦ Preparation of the municipal budget.

2.5 WARD COMMITTEES

2.5.1 Introduction to Ward Committees

South Africa has a well-established policy and legal framework for public participation and empowerment. Section 152 of the Constitution of the Republic of South Africa confirms several citizen rights and more specifically, the rights of communities to be involved in local governance. Section 72-78 of the Local Government Structures Act provides a legal framework for the establishment and operations of ward committees

A ward committee is a democratically elected body which represents a wide variety of community interest. They allow members of communities to influence municipal planning in a manner which best addresses their needs.

A Ward Committee:

- advises council on matters affecting the ward;
- represent the people in the ward;
- is independent to council; and
- must be impartial and perform its functions without fear, favour or prejudice.

The Purpose of a Ward Committee is:

- to ensure better participation from the community to inform council decisions;
- to make sure that there is more effective communication between the Council and the community; and
- to assist the ward councillor with consultation and feedbacks to the community.

Ward Committees consist of the ward councillor and ten people who are voters in the ward and who are elected by the community they serve. Gender equity may be pursued by ensuring that there is an even spread of men and woman on a ward committee. A ward councillor is the chairperson of the ward committee.

Ward Committees have the power to make recommendations to the ward councillor and/or through the ward councillor to Council on any matter affecting the ward. They play a very important role in the development and annual revision of the IDP of the area.

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

On March 2020, the COVID-19 outbreak, which was classified as a global pandemic by the World Health Organisation, was declared a national disaster in terms of the Disaster Management Act 57 of 2002 (GN 313 of 15 March 2020). Regulations published in terms of section 27 (2) of the Disaster Management Act, 2002 have imposed national lockdown regulations at different levels. The Regulations also provided for specific measures to be implemented and observed to limit the spread of the virus which also included measures relating to public gatherings and social distancing. Planned public engagement programmes were postponed/cancelled with most of the ward committee meetings and activities not able to proceed as planned in all 27 wards.

Quarterly Meetings

As part of the COVID-19 preventative measures face to face meetings were postponed/cancelled and only virtual meetings could continue where possible. It should be noted that virtual meetings pose a challenge to most of the ward committee members as they do not have the necessary IT equipment or access to internet or Wi-Fi to participate in these virtual meetings. As the pandemic was rife throughout the year under review, limited meetings could be held.

The following tables indicates the names of the members of the ward committees, the portfolios/ blocks/ geographic areas they represent and their meeting dates:

Ward 1: Councillor J Säfers

Name of representative	Capacity representing	Date of meetings
F. Maritz	Die Rus	15 October 2020 30 March 2021 08 June 2021
C. Laws	Community Safety: Blanco	
A. Kaffoen	Culture	
P Maritz	Sport	
J. Williams	Health	
S. Erasmus	Block: Golden Valley	
L. Mentoor	Block: Golden Valley	
F. Solomons	Welfare	

Ward 1 Committee Meetings**Ward 2: Councillor D Cronje**

Name of representative	Capacity representing	Date of meetings
C. Ralston	Block 1	19 October 2020 29 March 2021 07 June 2021
W. Barkhuysen	Block 2	
D. Labuschagne	Block 2	
E. Cronje	Block 3	
M. Mulder	Block 2	
L. Klue	Block 1	
N.H. Nel	Block 1	
D J Louw	Block 4	

Ward 2 Committee Meetings**Ward 3: Councillor E Brown**

Name of representative	Capacity representing	Date of meetings
G. de Necker	Golf Park 3 House Owners Association	02 September 2020 (via Zoom) 09 November 2020 29 March 2021 07 June 2021
S. Thwaites	Golf Park 1 Homeowners Association	
D. Magill	Block: Kingswood Golf Estate	
C. Nunns	King George Park	
M. Mackenzie	Faith Based Organisations	
J. Barnard	Community Safety: Glen Barrie	
A. van Zyl	Woman	
J. Wessels	Culture	
S. Mouton	Block: Golf Park 2	

Ward 3 Committee Meetings**Ward 4: Councillor M Barnardt**

Name of representative	Capacity representing	Date of meetings
C. Buys	Youth	09 November 2020 14 April 2021 07 June 2021
Q. Simons	Ward 4 Housing Committee	
P. Durandt	Wilderness Ratepayers Association	
E. Titus	Welfare	
S. Jumat	Block: Wilderness Heights Informal Area	

Name of representative	Capacity representing	Date of meetings
K. Young	Block: Wilderness Heights	
C. Kritzinger	Hoekwil Residents and Ratepayers Association	
E. Stoffels	Block: Touwsrante	
I. Wallis	Block: Wilderness East	
M. Lintvelt	Block: Wilderness	

Ward 4 Committee Meetings

Ward 5: Councillor P Louw

Name of representative	Capacity representing	Date of meetings
C. Linford	Culture (Block 4)	23 November 2020
J. Pretorius	Block 1	11 May 2021
E. Maasdorp	Block 1	09 June 2021
C. Donson	Block 3	
D. Sefooor	Block 3	
L. Lodewyk	Block 5	

Ward 5 Committee Meetings

Ward 6: Councillor H Ingo

Name of representative	Capacity representing	Date of meetings
K. Louw	Community Safety (Block 4)	28 April 2021
A. King	Youth (Block 6)	
C. Williams	Block 1	
M. Petersen	Block 1	
A. Petersen	Block 2	
E. Xolilizwe	Block 5	
H. Scott	Block 6	
T. Windvoel	Block 5	

Ward 6 Committee Meetings

Ward 7: Councillor S Rooiland

Name of representative	Capacity representing	Date of meetings
M. Dyasi	DPSA (Block 3)	27 May 2021
J. Laws	Community Safety (Block 6)	
C. Appolis	Block 1	
N. Jola	Block 2	
S. Madayi	Block 3	
M. Ningi	Block 4	
M. Maree	Block 5	
J. Josephs	Block 7	

Ward 7 Committee Meetings

Ward 8: Councillor B Petrus (from 12 November 2020)

Name of representative	Capacity representing	Date of meetings
D. Jafta-Booyesen	Health (Block 5)	15 October 2020 15 April 2021
J. Leonard	Faith Based Organisations (Block 5)	
A. Amas	Block 1	
M. Petersen	Block 1	
S. Laws-Klaasen	Block 2	

Name of representative	Capacity representing	Date of meetings
S. Vorster	Block 2	19 May 2021
M. Maneville	Block 3	
E. Kuboni	Block 4	
C. Spires	Block 5	
M. Adams	Block 5	

Ward 8 Committee Meetings**Ward 9: Councillor S Dlikilili**

Name of representative	Capacity representing	Date of meetings
N. Mangqunyana	DPSA (Block 1)	13 April 2021
S. September	Block 1	
M. Ntsendwana	Welfare (Block 2)	
Z. Tyida	Faith Based Organisations (Block 2)	
M. Sapho	Block 2	
P. Mbi	Block 3	
N. Vewer	Block 3	
M. Gomoshe	Block 4	
C. Diamond	Block 4	
M. Vacu	Block 4	

Ward 9 Committee Meetings**Ward 10: Councillor B Henge Mooi**

Name of representative	Capacity representing	Date of meetings
S. Dayimani	CBO (Block 1)	09 November 2020 14 April 2021
S. Msutu	Block 1	
V. Dywili	Youth (Block 4)	
B. Jara	Sport, Culture & Recreation (Block 6)	
Z. Blau	Welfare (Block 2)	
M. Mngoma	Block 5	
T. Kutala	Block 7	
M. Mathiso	Block 8	
A. Xelegu	Block 6	

Ward 10 Committee Meetings**Ward 11: Councillor C Lesele**

Name of representative	Capacity representing	Date of meetings
S. Hermans	Block 3	15 April 2021 17 June 2021
C. Malobola	Block 3	
L. Ncamile	Block 3	
D. Thetho	Block 3	
N. Tyhawana	Block 3	
N. Mathanzima	Block 3	
N. Jantjies	Inkwali	
L. Mnqwazi	Phelandaba	
O. Appie	Safety/Health (Block 3)	

Ward 11 Committee Meetings

Ward 12: Councillor B Plata

Name of representative	Capacity representing	Date of meetings
W. Muteyi	DPSA (Block 1)	08 April 2021
L. Pieters	Welfare (Block 4)	
O. Gwangqa	Block 1	
M. Matseke	Block 5	
L. Xhaso	Block 5	

Ward 12 Committee Meetings**Ward 13: Councillor L Langa**

Name of representative	Capacity representing	Date of meetings
G. Makinana	Community Safety (Block 4)	18 November 2020 20 April 2021 08 June 2021
S. Dyantyi	Block 4	
B. Zintwana	Block 2	
M. Bekwa	DPSA (Block 2)	
M. Dyantysi	Welfare	
T. Booï	Block 4	
X. Cola	CBO (Block 4)	
N. Somatamba	Block 3	
M. Maweni	Block 1	

Ward 13 Committee Meetings**Ward 14: Councillor M Roelfse (from 12 November 2020)**

Name of representative	Capacity representing	Date of meetings
E. America	Sport, Culture & Recreation	12 October 2020 30 March 2021 08 June 2021
C. Albrecht	Welfare	
S. Rhode	Health	
A. Meyer	Block 3	
J. Pato	Block 6	
S. Yazo	Block 9	
G. Olivier	Block 10	

Ward 14 Committee Meetings**Ward 15: Councillor F Mdaka**

Name of representative	Capacity representing	Date of meetings
C. Ngethu	Block 2	21 October 2020
M. Kalipa	Block 2	
N. Toto	Block 7	
Z. Matwa	Block 7	
V Mtwecu	Welfare (Block 3)	
G Nombengu	DPSA (Block 4)	
Z Mhlambiso	Agriculture (Block 3)	

Ward 15 Committee Meetings**Ward 16: Councillor H Noble**

Name of representative	Capacity representing	Date of meetings
B. J. Stoffels	Sport, Culture & Recreation (Block 3)	15 October 2020
O. Matholla	Faith Based Organisations (Block	20 April 2021

	7)	
C. Daman	Community Safety (Block 1)	
M. Patterson	Block 3	
D. Bezuidenhoudt	Block 2	
J. Cornelius	Block 6	

Ward 16 Committee Meetings**Ward 17: Councillor B Adams (from 12 November 2020)**

Name of representative	Capacity representing	Date of meetings
B. Schoeman	Welfare (Block 4)	20 October 2020 29 April 2021
P. Foster	Block 1	
R. Brinkhuys	Block 6	
R. Lewis	Community Safety (Block 1)	
F. Weyers	Block 2	
N. Joseph	Block 2	

Ward 17 Committee Meetings**Ward 18: Councillor D Gultig**

Name of representative	Capacity representing	Date of meetings
A. Joubert	Business (Tourism)	02 September 2020 (via Zoom) 22 October 2020 (via Zoom) 15 April 2021 (via MS Teams) 17 June 2021 (via MS Teams)
A. Storm	Welfare	
E. Rautenbach	Safety & Security	
C. Nieuhoff	Faith Based Organisations	
U. Kahts	Block 1	
M. Klaassen	Block 4	
P. Hannabus	Block 1	
J. van der Merwe	Block 4	

Ward 18 Committee Meetings**Ward 19: Councillor S Snyman**

Name of representative	Capacity representing	Date of meetings
J. Jacobs	Welfare (Block 2)	15 April 2021 17 June 2021
G. Grootboom	Block 5	
B. Redelinghuys	Infrastructure (Civil & Electrical)	
D. Hattingh	Block 1	
R. Scott	Block 2	
L. Snyman	Block 3	
F. van der Merwe	Block 4	
S Habbet	Block 7	

Ward 19 Committee Meetings**Ward 20: Councillor R Windwaai**

Name of representative	Capacity representing	Date of meetings
J. Muller	Welfare (Block 3)	22 October 2020
M. Boezak	Community Safety (Block 5)	
B. Jansen	Education (Block 4)	

G. Carolus	Block 2	09 March 2021
L. Smit	Block 5	
R. Fischer	Sport, Culture & Recreation	
P. Moolman	DPSA	

Ward 20 Committee Meetings**Ward 21: Councillor N James**

Name of representative	Capacity representing	Date of meetings
K. George	Welfare (Block 1)	21 April 2021
L. Mavela	DPSA (Block 2)	
N. Malgas	Block 1	
E. Mbanjana	Block 2	
F. Dyani	Block 2	
A. Yalolo	Block 4	
J. Gubula	Block 4	
M. Fatman	Block 4	

Ward 21 Committee Meetings**Ward 22: Councillor G Pretorius**

Name of representative	Capacity representing	Date of meetings
P. de Swardt	Welfare	
J. Jansen	Education	
P. Khumalo	Sport	
G. Brits	Community Safety: Herold	
P. Fourie	Business	
J. Du Preez	Block: Sinksabrug	
M. Mei	Block: Hoogekraal	

Ward 22 Committee Meetings**Ward 23: Councillor G Stander**

Name of representative	Capacity representing	Date of meetings
S. Gericke	Agriculture	20 October 2020 13 April 2021
J. Smith	Syferfontein Committee	
F. Joseph	DPSA	
K. E. Field	Ratepayers Association	
M. Visagie	Faith Based Organisations	
C. J. van Niekerk	Hansmoeskraal Community Forum	
H. A. du Plessis	Block: Heroldsbay	
B. Johnson	Block: Groeneweide	
B. A. Ernstzen	Dellville Park Neighborhood Watch	

Ward 23 Committee Meetings**Ward 24: Councillor M Daniels (until 07 May 2021)**

Name of representative	Capacity representing	Date of meetings
G. Lourens	Block 1	20 October 2020 13 April 2021
P. Abrahams	Block 2	
S. Abrahams	Block 2	
J. Louw	Business (Block 3)	
A. Boom	Housing Committee (Block 3)	
M. du Preez	Sport, Culture & Recreation (Block 3)	

Name of representative	Capacity representing	Date of meetings
N. du Preez	Education (Block 3)	

Ward 24 Committee Meetings**Ward 25: Councillor J Esau**

Name of representative	Capacity representing	Date of meetings
C. Mongo	DPSA (Block 3)	09 November 2020
A. Blaauw	Welfare (Block 3)	10 March 2021
C. Adolph	Lyonville (Block 3)	10 Junie 2021
H. Metik	Lyonville (Block 3)	
W. Decelly	Lyonville (Block 3)	
P. Boesak	Grootfontein (Block 1)	
L. Baartman	Gansekraal (Blok 1)	
N. Meiring	Rooirivier/Diepkloof (Blok 2)	
C. Booyesen	Snyberg (Blok 2)	

Ward 25 Committee Meetings**Ward 26: Councillor J von Brandis**

Name of representative	Capacity representing	Date of meetings
D. Fernandez	Block 4	02 July 2020 (via WhatsApp Group Call)
D. van der Rijst	Community Safety: Blanco Neighborhood Watch (Block 5)	03 November 2020 (via WhatsApp Group Call)
H. Nimb	Health	14 April 2021
T. Forsberg	Block 4	22 June 2021 (via Zoom)
B. Muller	Block 4	
L. van der Rijst	Block 5	
H. Julyan	Block 4	
M. Gultig	Business (Block 2)	

Ward 26 Committee Meetings**Ward 27: Councillor R Hector**

Name of representative	Capacity representing	Date of meetings
G. Felix	Sport, Culture & Recreation	13 October 2020
E. Heynes	Health	29 March 2021
P. McCarthy	Faith Based Organisations	07 June 2021
H. Ceasar	Block: Seesight	
G. Sharp	Block: Harmony Park	
U. da Silva	Block: Uitbreiding 11	
M. Snyman	Block: Seaview	

Ward 27 Committee Meetings

2.5.2 Functionality of Ward Committees

Ward Committee support varies from area to area, thus making it difficult to assess and measure the effective functioning of ward committees. The following functionality indicators may be used to assess and measure ward committee functionality:

Normal Activities

- Attendance of formal scheduled ward committee meetings by ward committee members;
- Attendance of formal and scheduled community- and sector report back meetings by ward committee members;
- Registering of operational service delivery and other complaints by ward committee members; and
- Active involvement in ward-based development, monitoring and evaluation thereof by ward committee members.

Ad hoc Activities

- Attendance of compulsory ward committee training and capacity building programmes by ward committee members; and
- Attendance and/or participation by ward committee members in other official forums from other spheres of government that is approved by the local municipality.

The table below provides information on the establishment of ward committees and their functionality:

Table 46: Functioning of Ward Committees

Ward	Committee established Yes/No	Committee functioning effectively Yes/No
1	Yes	It was not possible for the ward committees to function effectively for the year under review, since the outbreak of the Covid-19 pandemic in March 2020 and the National Lock down.
2	Yes	
3	Yes	
4	Yes	
5	Yes	
6	Yes	
7	Yes	
8	Yes	
9	Yes	
10	Yes	
11	Yes	
12	Yes	
13	Yes	
14	Yes	
15	Yes	
16	Yes	
17	Yes	
18	Yes	

Ward	Committee established Yes/No	Committee functioning effectively Yes/No
19	Yes	
20	Yes	
21	Yes	
22	Yes	
23	Yes	
24	Yes	
25	Yes	
26	Yes	
27	Yes	

2.5.3 IDP Participation and Alignment

Table 47: 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
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

Section 152 of the Constitution of the Republic of South Africa (1996) [Constitution], describes the objectives of local government as follows:

- ◆ to provide democratic and accountable government for local communities;
- ◆ to ensure the provision of services to the communities in a sustainable manner;
- ◆ to promote social and economic development;
- ◆ to promote a safe and healthy environment; and
- ◆ to encourage the involvement of communities and community organisations in the matters of local government.

The essence of local government objectives is centred in service delivery to the communities, while enabling social and economic growth thereof.

The Local Government: Municipal Systems Act (Act 32 of 2000) [Systems Act] enables local government to establish a simple framework for core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government and also provides for legal matters pertaining to local government. Other legislation such as the Local Government: Municipal Structures Act (Act 117 of 1998) [Structures Act] and the Municipal Finance Management Act (Act 56 of 2003) [MFMA] establish frameworks and legislation to regulate the internal systems and structures as well as to secure sound and sustainable management of the financial affairs of municipalities. Section 154 of the Constitution obliges national and provincial government to partake in co-operative government and to:

- ♦ Support and strengthen the capacities of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

This principle is further outlined in the Systems Act in Section 3(2), which states:

- ♦ National and provincial spheres of government must within the constitutional system of co-operative government envisaged in section 41 of the Constitution, exercise their executive and legislative authority in a manner that does not compromise or impede a municipality's ability or right to exercise its executive and legislative authority.

The above-mentioned legislation clearly places the onus of service delivery on municipalities, which, through their leadership, are responsible for the promotion of the social and economic development of the community. Support is given by other spheres of government, but interference is strongly discouraged. The role of local government leadership and the responsibility placed upon these leaders necessitates ethical values of responsibility, accountability, fairness and transparency as underpinning governance principles.

The role of local government leadership and the responsibility placed upon these leaders necessitates ethical values of responsibility, accountability, fairness and transparency as underpinning governance principles.

King III focuses on the importance of conducting business and reporting annually in an integrated manner by reporting on how the organisation impacted on the economic life of the community, and how the organisation intends to enhance positive aspects and ameliorate negative aspects. It also addresses the role of ethics, audit committees, risk management, stakeholder relations and corporate citizenship. It is strongly recommended that the King III principles be embedded in the day-to-day functioning of municipalities.

2.6 RISK MANAGEMENT

George Municipality is committed to the optimal management of risks in order to achieve our vision, deliver on our core business and key objectives and protect our values as “George – The City for all reasons”.

2.6.1 Legislative Mandate

Section 62(1)(c)(i) and Section 95(c)(i) of the MFMA requires that the Accounting Officer ensures that the municipality has and maintains effective, efficient and transparent systems of risk management and internal control. The extension of general responsibilities in terms of Section 78, to all senior managers and other officials of the municipality, implies that the responsibility for risk management vests at all levels of management and that it is not only limited to the Accounting Officer and Internal Audit.

2.6.2 Risk Overview

In the course of conducting our day-to-day business operations, we are exposed to a variety of risks. These risks include operational and other risks that are material and require comprehensive controls and ongoing oversight.

To ensure business success we have adopted an enterprise-wide integrated approach to the management of risks. By embedding the risk management process into key business processes such as planning, operations and new projects, we are better equipped to identify events affecting our objectives and to manage risks in ways that are consistent with the approved risk appetite. To further implement the enterprise-wide approach, we have taken a number of steps to reinforce a culture of disciplined risk-taking.

2.6.3 Risk Management Role players

Council, as an oversight body, takes an interest in risk management to the extent necessary to obtain comfort that properly established and functioning systems of risk management are in place to protect George Municipality against significant risks.

The Audit Committee is an independent committee responsible for oversight of the municipality’s control, governance and risk management. The responsibilities of the Audit Committee regarding risk management are formally defined in its charter. Their primary responsibility is to provide an independent and objective view of the effectiveness of the municipality's risk management process.

Internal Audit provides an independent, objective assurance to Council and the Audit Committee on the effectiveness of risk management. Internal Audit also assists in bringing about a systematic, disciplined approach to evaluate and improve the effectiveness of the entire system of risk management and provide recommendations for improvement where necessary.

The Risk Management Committee is appointed by the Accounting Officer. Their roles and responsibilities are formally defined in its charter and includes assisting the Accounting Officer to discharge risk management related responsibilities, including monitoring and review of the risk management progress and maturity, the effectiveness of risk management activities, the identification of key risks facing George Municipality and the responses to address these key risks.

The Accounting Officer is ultimately responsible for risk management within the municipality. By setting the tone at the top, the Accounting Officer promotes accountability, integrity and other factors that create a positive control environment.

The Chief Risk Officer is the custodian of the Risk Management Strategy and Implementation Plan and the coordinator of risk management activities throughout George Municipality. The primary responsibility of the Chief Risk Officer is to provide specialist expertise to embed risk management and leverage its benefits to enhance performance.

Management at all levels promote compliance with the risk appetite and have the primary responsibility to identify and manage risks within their areas of responsibility.

All other officials are responsible for integrating risk management into their day-to-day activities. All personnel within George Municipality have a role to play in the risk management process.

2.6.4 Objectives of Risk Management

The objectives of risk management are to assist Management in making more informed decisions which:

- provide a level of assurance that current significant risks are effectively managed;
- improve operational performance by assisting and improving decision making and planning;
- promote a more innovative, less risk averse culture in which the taking of calculated risks in pursuit of opportunities, to benefit the municipality is encouraged; and
- provide a sound basis for integrated risk management and internal control as components of good corporate governance.

2.6.5 Benefits of Risk Management

The risk management process can make major contributions towards helping the municipality achieve its objectives. The benefits include:

- more sustainable and reliable delivery of services;
- enhance decision making underpinned by appropriate rigour and analysis;
- reduced waste;
- prevention of fraud and corruption;
- fewer surprises and crises;
- help avoid damage to the municipality's reputation and image;
- helps ensure effective reporting and compliance with laws and regulations;
- better value for money through more efficient use of resources; and
- better outputs and outcomes through improved project and programme management.

2.6.6 Risk Related Strategies

The Risk Management Framework is reviewed annually, and any amendments are recommended to Council for approval. The Risk Management Framework includes the Risk Management Policy and the Risk Management Strategy and Implementation Plan.

Table 48: Risk Related Strategies

Framework	Developed (Yes / No)	Current version
Risk Management Policy	Yes	Revised and amendments approved by Council on 29 June 2021
Risk Management Strategy and Implementation Plan	Yes	Revised and amendments approved by Council on 29 June 2021

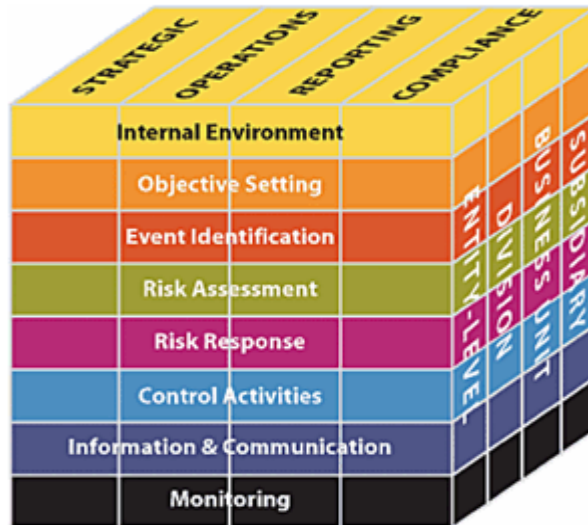
2.6.7 Risk Management Function

The Chief Risk Officer is the custodian of the Risk Management Strategy and the coordinator of enterprise risk management activities throughout George Municipality. The primary responsibility of the Chief Risk Officer is to use his/her specialist expertise to assist the municipality to embed enterprise risk management and leverage its benefits to enhance performance.

2.6.8 Risk Management Process

The risk management process consists of eight (8) components:

Figure 3: Risk Management Process



(i) Internal Environment

The internal environment encompasses the tone of George Municipality, influencing the risk consciousness of its people. It is the foundation for all other components of risk management, providing discipline and structure.

(ii) Objective Setting

Objectives are set at the strategic level, establishing a basis for operations, reporting, and compliance objectives. Objectives are aligned with the municipality’s risk appetite.

(iii) Event Identification

Event identification is the process of identifying potential events affecting George Municipality’s ability to successfully implement strategies and achieve objectives.

(iv) Risk Assessment

Risk assessments allow the municipality to consider the extent to which potential events might have an impact on the achievement of objectives. Management assesses events from two perspectives, impact and likelihood, and normally uses the quantitative method i.e. risk rating scales for both the inherent and residual basis.

The risks are classified into high, medium and low risks to determine the inherent risk (impact risk has before taking controls into consideration). The risk rating is determined by a 5 X 5 risk matrix. The following illustration represents the municipality's risk matrix:

Likelihood	Impact				
	Insignificant / Negligible	Minor	Moderate	Major	Extreme / Critical
Common / Certain	Low	Medium	High	High	High
Likely	Low	Medium	Medium	High	High
Moderate / Possible	Low	Low	Medium	Medium	High
Unlikely	Low	Low	Low	Medium	Medium
Rare	Low	Low	Low	Low	Low

Risk Matrix

Inherent risk ratings and magnitude		
Risk rating	Inherent risk magnitude	Response
14.1 - 25	High	Unacceptable level of risk. High level of control intervention is required to achieve an acceptable level of residual risk.
6.1 - 14	Medium	Unacceptable level of risk, except under unique circumstances or conditions. Moderate level of control intervention is required to achieve an acceptable level of residual risk.
1 - 6	Low	Mostly acceptable. Low level of control intervention required, if any.

Inherent risk ratings and magnitude

(v) Risk Response

Having assessed relevant risks, management determines how it will respond.

Responses include:

- Avoid / Terminate – Action is taken to exit the activities giving rise to risk.
- Reduce / Treat – Action is taken to reduce the risk likelihood or impact, or both. This may involve any of a myriad of everyday business decisions.
- Share / Transfer – Action is taken to reduce risk likelihood or impact by transferring or otherwise sharing a portion of the risk. Common risk sharing techniques include purchasing insurance products, pooling risks, engaging in hedging transactions, or outsourcing an activity.
- Accept / Tolerate – No action is taken to affect likelihood or impact.
- Exploit – Take advantage of the opportunity

(vi) Control Activities

Control activities are the policies and procedures that ensure management's risk responses are carried out. Control activities occur throughout the municipality, at all levels and in all functions. They include a range of activities as diverse as approvals, authorizations, verifications, reconciliations, reviews of operating performance, security of assets and segregation of duties.

Management assesses the control effectiveness based on their understanding of the control environment currently in place. Residual risk, therefore informs management of the actual level of control effectiveness.

Controls are considered based on:

- Design effectiveness (Is the control "fit for purpose" in theory, i.e. is the control designed appropriately for the function for which it is intended); and
- Operational effectiveness (Does the control work as practically intended).

The factor assigned to each rating indicates the extent to which the risk related to each control is not managed, i.e. the residual risk exposure (inherent risk x control effectiveness).

The following rating table categorizes the various levels of residual risk, after taking into consideration the risk appetite.

Residual risk ratings and magnitude <i>(Inherent risk rating x control effectiveness factor = residual risk rating)</i>		
Risk rating	Inherent risk magnitude	Response
14.1 - 25	High	Unacceptable level of residual risk. Implies that controls are either fundamentally inadequate (poor design) or ineffective (poor implementation). Controls require substantial redesign, or a greater emphasis on proper implementation.
6.1 - 14	Medium	Unacceptable level of residual risk. Implies that controls are either inadequate (poor design) or ineffective (poor implementation). Controls require some redesign, or more emphasis on proper implementation.
1 - 6	Low	Mostly acceptable level of residual risk. Requires minimal control intervention.

Residual risk ratings and magnitude

(vii) Information and Communication

Pertinent information is identified, captured and communicated in a form and timeframe that enable people to carry out their responsibilities. Effective communication also occurs, flowing down, across and up in the municipality. All personnel receive a clear message from top management that risk management responsibilities must be taken seriously. They understand their own role in risk management, as well as how individual activities relate to the work of others. They have a means of communicating significant information upstream. There is also

effective communication with external parties.

(viii) Monitoring

Monitoring risk management is a process that assesses the presence and functioning of its components over time. This is accomplished through on-going monitoring activities, separate evaluations or a combination of the two. On-going monitoring occurs in the normal course of management activities. The scope and frequency of separate evaluations depends primarily on an assessment of risks and the effectiveness of on-going monitoring procedures.

During the 2020/2021 financial period, the risk registers were updated including consideration of, *inter alia*:

- Risk registers were updated to incorporate any organisational structure changes.
- Risk registers were updated to incorporate alignment of strategic goals of the Integrated Development Plan (IDP) and top layer Service Delivery and Budget Implementation Plan (SDBIP) and Key Performance Indicators (KPIs).
- Council approved a risk appetite of 24% (i.e. inherent risks (IR) and residual risks (RR) with a risk factor between 0 to 6 are mostly acceptable and require minimum control intervention).
- KPIs to which no risks were assigned were escalated to management so that they would identify potential additional risks to be added to the risk register.
- A list of typical risks, as well typical fraud risks, was updated in order to facilitate management to identify potential additional risks to be added to the risk register.

Risk owners updated the risk registers and reported quarterly on, amongst others:

- Risk Universe and Risk Profile.
- Inherent and Residual Risks.
- Strategic and operational risks.
- Additional and deleted risks.
- Risks re-assigned to risk owners.
- Risk developments (changes) / incidents / losses.
- Risk treatment plans / risk action plans / risk responses (including progress; exceptions and concerns; effectiveness; adequacy; and further recommendations).
- Risks that should be escalated to management.
- Risks exceeding the risk appetite/risk tolerance.
- Risks that materialised.
- New and emerging risks.
- Cross-cutting risks.
- Top risks.

2.6.9 Response to COVID-19 and risk management

The dynamic spread of COVID-19 and the uncertain developments ahead continue to impact the economy, locally, nationally and internationally. As well as its effect on people, the pandemic is rapidly disrupting businesses and consumer activity in the affected areas and beyond.

Risk management throughout the municipality was tackled with agility. Risk owners and management contributed to the development and/or execution of the disaster management actions and business continuity plans. Furthermore, management and risk owners regularly identified, assessed, reported and monitored the changes in the risk and opportunity landscape.

2.6.10 Top Strategic Risk Themes for the Municipality

The table below depicts the summary output of the top risk analysis in terms of which directorate risks included in the risk register were associated to *broader risk themes*. Top risks are assessed and updated regularly.

Table 49: Top Risk Themes

Ranking	Description
1	Financial sustainability (increased due to the impact of COVID-19)
2	Excessive migration into the George Municipal area increases the demand on resources, including bulk infrastructure. Budgetary constraints have impacted the ability of George Municipality to meet the current and future demands for bulk infrastructure (including infrastructure relating to waste water and water treatment works). Furthermore, there is increasing pressure on existing infrastructure.
3	Ageing infrastructure
4	Health (increased due to impact of COVID-19), safety and security for employees and the community
5	Poor level of compliance
6	Dissatisfaction of the community
7	George Integrated Public Transport Network (GIPTN) - Integrated Public Transport network fails to meet stakeholder needs across the entire Municipal Area, through failure to fully establish, adequately fund and effectively, efficiently, economically operate the service in accordance with contractual agreements and applicable laws and regulations.
8	Illegal land occupation
9	Illegal dumping
10	Cyber security

Ranking	Description
11	Inadequate standard of service delivery
12	Weaknesses in governance and accountability
13	Deficiencies in staff skills and capacity
14	Sustainable energy
15	Climate change

2.7 ANTI-CORRUPTION AND FRAUD

Council supports and fosters a **zero-tolerance approach** for the commission or concealment of fraudulent or illegal acts. Council adopted the Anti-fraud and Anti-corruption Framework, which includes an Anti-Fraud and Anti-Corruption Policy, Strategy and Implementation Plan. The Framework is reviewed annually, and any recommended amendments are workshopped with Council and employees and approved by Council.

The objectives of the Anti-fraud and Anti-corruption Policy is to develop and foster a climate within the George Municipality where all staff strives for the ultimate eradication of fraud, corruption, theft and maladministration by application of the full spectrum of both pro-active and re-active measures at their disposals, and to gain the support of the public in this endeavour. The policy communicates George Municipality's commitment to eliminate fraud and corruption and sets down the stance of the municipality to fraud, as well as re-enforcing existing regulations aimed at preventing, reacting to, and reducing the impact of fraud, corruption, theft and maladministration where these dishonest acts subsist. Allegations of such acts are investigated and pursued to their logical conclusion, including legal action, criminal prosecution, and disciplinary action where warranted. The George Municipality takes appropriate legal recourse to recover losses or damages arising from fraud, corruption, theft or maladministration.

The structural strategies according to the Anti-Fraud and Anti-Corruption Strategy and Implementation Plan include the establishment of an *Anti-Fraud and Anti-Corruption Committee* to oversee the approach of the municipality to fraud prevention, fraud detection strategies and response to fraud and corruption incidents reported by employees or other external parties. Both the Audit Committee and Section 80 Finance Committee fulfils this role.

The George Municipality performs fraud risk identifications and assessments to manage and reduce the susceptibility of the municipality to fraud risk. Furthermore, ongoing fraud and corruption prevention activities are performed, and appropriate preventative, detective and corrective controls are applied. These include the existing controls and checking mechanisms as prescribed in existing policies, procedures and other relevant prescripts to the activities of the municipality, and systems of internal control. Processes put in place as a deterrent to mitigate key fraud risk areas includes, but are not limited to, division of duties, internal audit

review of processes and adherence thereto, an Audit Committee that excludes politicians and officials as voting members, condemnation by the Mayor and Municipal Manager of corrupt practices, and involvement of police as soon as grounds for suspicion become evident.

Section 83(1)(c) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) emphasises the implementation of competitive bidding to minimise the possibility of fraud and corruption. Furthermore, Section 112(1)(m) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) identifies supply chain measures to be enforced to combat fraud and corruption, favouritism, unfair and irregular practices. Section 115(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) stipulates that the accounting officer must take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favouritism, unfair and irregular practices.

The George Municipality continued to roll out awareness campaigns and to raise the level of fraud awareness amongst employees and other stakeholders. Workshops are held annually with Council and employees to inform them of the policy and to enhance awareness within the Municipality. Fraud and corruption prevention media campaigns were rolled-out during the year to increase fraud awareness of Council, employees, the public and other stakeholders. Council adopted the Whistle-blower Policy in 2015. The policy is reviewed annually, and any recommended amendments are workshopped with Council and employees and approved by Council. The Whistle-blower Policy is aligned to relevant legislation, regulations and leading practice. The Protected Disclosures Act came into effect on 16 February 2001. In order to remain in compliance with the Act, George Municipality strives to create a culture which will facilitate the disclosure of information by staff relating to criminal and other irregular conduct in the workplace in a responsible manner by

providing clear guidelines for the disclosure of such information and protection against reprisals as a result of such disclosure. George Municipality also promotes the eradication of criminal and other irregular conduct within George Municipality.



The Whistle-blower Policy is intended to encourage and enable staff to raise concerns within George Municipality rather than overlooking a problem or blowing the whistle to inappropriate channels. The policy aims to:

- Provide avenues for staff to raise concerns and receive feedback on any action taken;
- Inform staff on how to take the matter further if they are dissatisfied with the response; and
- Reassure staff that they will be protected from reprisals or victimization for whistleblowing in good faith.

The Fraud Hotline was effective throughout the year. Disclosures can be made via a number of methods such as phone (0860 044 044) and e-mail (fraud@george.gov.za). Whistle blowers can also report to the Municipal Manager, Internal Audit, Internal Investigator or the Chief Risk Officer.

2.7.1 Anti-Corruption and Fraud related Strategies

Table 50: Anti-Corruption and Fraud related Strategies

Name of strategy	Developed Yes/No	Date Reviewed and approved by Council
Anti-fraud and Anti-corruption Policy, Strategy and Implementation Plan	Yes	Revised and amendments approved by Council on 29 June 2021
Whistleblowing Policy	Yes	Revised and amendments approved by Council on 29 June 2021

2.8 AUDIT COMMITTEE

The Audit Committee is an independent advisory body per Section 166(1) of the Municipal Finance Management Act no 56 of 2003 (MFMA). The Audit Committee also fulfils the functions of a Performance Management Audit Committee constituted in terms of Regulation 14(2) of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

2.8.1 Functions of the Audit Committee

The Audit Committee performs the responsibilities assigned to it in terms of section 166(2) of the MFMA, which is further supplemented by the Local Government Municipal and Performance Management Regulation, 2001, as well as the approved Audit Committee Charter.

In terms of Section 166(2) of the MFMA the Audit Committee is an independent advisory body which:

- Advises Council, the political office-bearers, the Accounting Officer and the management staff of the municipality, on matters relating to:
 - Internal financial control and internal audits;
 - Risk management;
 - Accounting policies;
 - The adequacy, reliability and accuracy of financial reporting and information;
 - Performance management;
 - Effective governance;
 - Compliance with the MFMA, the annual Division of Revenue Act (DoRA) and any other applicable legislation;
 - Performance evaluation; and
 - Any other issues referred to it by the municipality.
- Reviews the annual financial statements to provide the Council of the municipality with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with the MFMA, the annual DoRA and any other applicable legislation.
- Responds to the Council on any issues raised by the Auditor-General in the audit report.
- Carries out such investigations into the financial affairs of the municipality as the Council of the municipality may request.
- Performs such other functions as may be prescribed.

2.8.2 Members of the Audit Committee

Table 51: Members of the Audit Committee 2020/21

Audit Committee Members	Appointments / Terminations / Renewed contracts during 2020/2021	Date
Mr C Lamprecht (CL)	No changes during the financial year	
Mr E le Roux (ELR)	Appointment	14 July 2020
Ms R Saptoe (RS)	Termination	Dismissed at Special e-Council Meeting held on 31 July 2020
Mr PH de Swart (PdS)	Renewed contract	1 March 2021
Ms B Gulwa (BG)	Appointment	1 April 2021

Audit Committee Members	Appointments / Terminations / Renewed contracts during 2020/2021	Date
Dr A Potgieter (AP)	Termination	30 April 2021
Ms M Roman (MR)	Appointment	1 May 2021

2.8.3 Attendance of Audit Committee Meetings

Table 52: Attendance of Audit Committee Meetings

Meeting date	Ordinary / Special	Attendance of members					
		AP	PdS	CL	ELR	BG	MR
7 August 2020	Ordinary	✓	✓	Apology	✓	n/a	n/a
16 October 2020	Ordinary	✓	✓	✓	✓	n/a	n/a
9 November 2020	Ordinary	✓	✓	✓	✓	n/a	n/a
2 December 2020	Special	✓	✓	✓	Apology	n/a	n/a
7 December 2020	Ordinary	✓	✓	✓	✓	n/a	n/a
20 January 2021	Ordinary	✓	✓	✓	✓	n/a	n/a
29 January 2021	Special	✓	✓	✓	✓	n/a	n/a
26 February 2021	Special	✓	✓	✓	✓	n/a	n/a
18 March 2021	Special	✓	✓	✓	✓	n/a	n/a
20 April 2021	Ordinary	✓	✓	✓	✓	✓	n/a

2.8.4 Municipal Audit Committee Recommendations

Formal reports containing recommendations to address control weaknesses are submitted to Council and the Audit Committee regularly follow-up with Internal Audit and Management on the state of corrective action implemented. Furthermore, the Audit Committee also provides comments on various internal and external

The following recommendations by the committee were, inter alia, approved by the Council:

Figure 4: Audit Committee Recommendations: 2020/21

Audit Committee Recommendations during 2020/2021

Critical vacancies

- That Council acknowledge the concerns regarding the high vacancy rates within Directorates.
- That the Directorates should identify the critical vacant posts and that these should be budgeted for and filled.

Municipal infrastructure maintenance

- That Council acknowledge the critical concerns regarding the maintenance of municipal infrastructure.
- That the maintenance plans should be updated to clearly indicate where the urgent maintenance is required.

Audit Committee Recommendations during 2020/2021

- That Council should ensure that there is sufficient budget allocated to municipal infrastructure maintenance, during the budgeting process, to ensure compliance with relevant regulations and legislation.

Revenue management: fines

- Management to report to the Audit Committee regarding the process of issuing and collecting fines, the challenges faced, and the remedial action plans with responsibilities and relevant timeframes.

Credit control and recovery of debtors

- Management to report to the Audit Committee regarding the remedial actions taken to address the concerns relating to the ageing of and increasing debtors' balances.

Water losses

- Management to report to the Audit Committee regarding the reasons for water leakages and related challenges faced, and the remedial actions plans with responsibilities and relevant timeframes.

Auditor-General Action Plans

- Management to report to the Audit Committee regarding the monthly implementation status of the Auditor-General Audit Action Plans.

ICT security and business continuity

Management to implement adequate controls to reduce the risk of ICT security breaches and to ensure business continuity.

2.8.5 Audit Committee response to COVID-19

The Audit Committee recognised that the fundamentals of good governance and effective oversight arrangements were all the more important during the COVID-19 crisis, as the municipality faces significant uncertainty, a rapidly changing risk landscape, and an increased need for transparency and confidence in reported information on its implications.

COVID-19 caused a strategic shift in the role of the Audit Community - the Audit Committee played a key role in creating and maintaining a culture and environment that supported the integrity and provision of decision useful information. The Audit Committee noted that transparency was of heightened importance during this time of uncertainty.

During the pandemic the Audit Committee ensured that they engaged with management and were informed and received actionable and timely information from management to effectively carry out their oversight role.

The Audit Committee ensured that they balanced core responsibilities with emerging priorities. The Audit Committee was vigilant on an expanding range of issues and reviewed their agendas and priorities in response to COVID-19. However, at the same time the Audit Committee ensured they remained firmly focused on their fundamental responsibilities in respect to the oversight of financial reporting and internal controls, which have added complexities arising from the crisis.

Areas which the Audit Committee considered in relation to the impact of COVID-19 included, inter alia:

- ◆ Monitoring impact on profitability, cash flow, capital preservation, the strength of the balance sheet, as well as identifying early signs of financial stress, going concern considerations, and other financial reporting implications, such as accounting estimates and events after the reporting period.
- ◆ Third-party risk management, scenario planning, awareness of new legislation, and ensuring comprehensive business continuity thinking that is relevant to the current crisis.
- ◆ Monitoring and maintaining an effective internal control environment, considering changes as a result of updated policies and procedures, increased cyber security and data privacy issues, and displacement of staff.
- ◆ The potential for heightened risk of fraud due to financial pressures and new operating environments.
- ◆ Providing guidance on a broader set of issues and risks including around people and capacity (keeping people employed and productive, as well as key person dependencies and succession planning), ensuring cost control is not to the detriment of the business and control environment, crisis management and resilience, and disaster recovery plans.

Throughout the lockdown period, the Audit Committee kept informed through virtual communication. The Audit Committees adapted their way of working to function and fulfil their responsibilities without meeting physically. This meant embracing virtual meetings and much more frequent communication, particularly with, management, internal auditors, and external auditors.

2.8.6 Municipal Audit Committee Report

The Audit Committee presents its annual report for the financial year ended 30 June 2021.

1. RESPONSIBILITY

The George Municipality (hereinafter referred to as the municipality) has constituted its Audit and Performance Audit Committee (hereinafter referred to as the Audit Committee) to function in terms of the provisions of section 166 of the Municipal Finance Management Act, 2003 (MFMA).

The Audit Committee is an independent advisory body to the Council, Accounting Officer and the management and staff of the municipality on matters relating to internal financial control and internal audits; risk management; accounting policies; the adequacy, reliability and accuracy of financial reporting and information; performance management; effective governance; the MFMA and any other applicable legislation; performance evaluation; and any other issues.

The role of the Audit Committee is to promote accountability and service delivery through evaluating and monitoring responses to risks and overseeing the effectiveness of the internal control environment, including financial and performance reporting and compliance with legislation.

The Audit Committee is also expected to review the annual financial statements to provide an authoritative and credible view of the municipality, its efficiency and effectiveness and its overall level of compliance with applicable legislation.

Both the internal and external auditors had unrestricted access to the Audit Committee during the year under review.

2. TERMS OF REFERENCE

The Audit Committee is constituted in terms of the requirements of sound corporate governance practices and operates in accordance with a written charter that incorporates the specific requirements of section 166 of the MFMA. These terms of reference may from time to time be amended as required, subject to the approval of the Council.

3. COMPOSITION OF THE AUDIT COMMITTEE

In terms of the approved Audit Committee Charter, the Audit Committee comprises five (5) independent members with appropriate experience and skills, which are not in the employ of the municipality. The members are appointed for a period of three (3) years. Their contract

may be extended for an additional three (3) years, based on performance. Council strives for transformation, diversity and inclusiveness when appointing Audit Committee Members. The members of the Audit Committee as at 30 June 2021 were:

Table 53: Audit Committee Members at 30 June 2022

Name	Term
Mr PH de Swardt (PdS)	Second term: 1 March 2021 to 28 February 2024
Mr C Lamprecht (CL)	First term: 12 September 2018 to 11 September 2021
Mr E le Roux (ELR)	First term: 14 July 2020 to 13 July 2023
Ms B Gulwa (BG)	First-term: 1 April 2021 to 31 March 2024
Ms M Roman (MR)	First-term: 1 May 2021 to 30 April 2024

The skills and qualifications of Audit Committee members are mapped and recorded by means of a Skills Matrix and are aligned with the recommendations and identified skills priorities of King IV, the Public Sector Audit Committee Forum and MFMA Circular 65. Council considers and ensures that the members of the Audit committee collectively have sufficient qualifications, skills and experience to fulfil the Audit Committee's duties. Refer to the Skills Matrix of members below:

Table 54: Audit Committee Members Skills Matrix at 30 June 2021

	Ms B Gulwa	Mr C Lamprecht	Ms M Roman	Mr E Le Roux	Mr P de Swardt
Financial Reporting	Some	Extensive	None	Extensive	Some
Human Resource Management	Some	Some	Extensive	Some	Some
ICT	None	None	None	None	None
Legal (Corporative Law)	Extensive	Some	Extensive	Some	None
Private and public sector experience	Some	Extensive	Some	Extensive	Extensive
An understanding of service delivery priorities	Some	Extensive	Some	Extensive	Extensive
Good governance and/or financial management experience	Some	Extensive	Some	Extensive	Extensive
An understanding of the role of Council and Councillors	Some	Extensive	Some	Extensive	Extensive
An understanding of the operations of the municipality	Some	Some	Some	Some	Extensive
Familiarity with risk management practices	Some	Extensive	Extensive	Extensive	Some
An understanding of internal controls	Some	Some	Some	Extensive	Some
An understanding of major accounting practices and public sector reporting requirements	Some	Some	Some	Extensive	Some
An understanding of public sector reforms	Some	Extensive	Some	Extensive	Extensive
Familiarity with legislation applicable to municipalities	Some	Some	Extensive	Extensive	Some
An understanding of the roles and responsibilities of internal and external auditors	Some	Extensive	Some	Extensive	Some
An understanding of the treatment of allegations and investigations	Some	Some	Extensive	Some	Some
An understanding of the performance management system	Some	Extensive	Extensive	Extensive	Extensive

	Ms B Gulwa	Mr C Lamprecht	Ms M Roman	Mr E Le Roux	Mr P de Swardt
Sustainability issues	Some	Some	None	Some	Some
Information technology governance as it relates to integrated reporting	None	None	None	None	None
Integrated reporting	Some	Extensive	None	Extensive	Some
Audit Committee experience/knowledge	None	Extensive	None	Some	Extensive
Chairperson of Audit Committee	None	None	None	None	None
Highest Qualification	LLB Law	BCom (Hons) & CA(SA)	LLB Law	CA(SA)	BSc

4. ACTIVITIES

The Audit Committee met ten (10) times during the financial year ended 30 June 2021:

Table 55: Audit Committee Meeting Attendance: 2020/21

Meeting date	Ordinary / Special	Attendance of members					
		AP	PdS	CL	ELR	BG	MR
7 August 2020	Ordinary	✓	✓	Apology	✓	n/a	n/a
16 October 2020	Ordinary	✓	✓	✓	✓	n/a	n/a
9 November 2020	Ordinary	✓	✓	✓	✓	n/a	n/a
2 December 2020	Special	✓	✓	✓	Apology	n/a	n/a
7 December 2020	Ordinary	✓	✓	✓	✓	n/a	n/a
20 January 2021	Ordinary	✓	✓	✓	✓	n/a	n/a
29 January 2021	Special	✓	✓	✓	✓	n/a	n/a
26 February 2021	Special	✓	✓	✓	✓	n/a	n/a
18 March 2021	Special	✓	✓	✓	✓	n/a	n/a
20 April 2021	Ordinary	✓	✓	✓	✓	✓	n/a

The Audit Committee subsequently met on the following dates to fulfil its obligation to review the 2020/21 Draft Annual Financial Statements, Draft Annual Report, Auditor-General Audit Report and Auditor-General Management Report:

- 27 August 2021 (Special Audit Committee Meeting)
- 14 December 2021

The Audit Committee carried out their statutory responsibilities in terms of Section 166(2) of the MFMA and in terms of Regulation 14(4) of the Local Government: Municipal Planning and Performance Management Regulations, 2001, as well as their responsibilities detailed in the Audit Committee Charter. They performed, *inter alia*:

- Advised Council, the political office-bearers, the Accounting Officer and the management staff of the municipality, on matters relating to:
 - Internal financial control and internal audits;

- Risk management;
 - Accounting policies;
 - The adequacy, reliability and accuracy of financial reporting and information;
 - Performance management;
 - Effective governance;
 - Compliance with the MFMA, the annual Division of Revenue Act (DoRA) and any other applicable legislation;
 - Performance evaluation; and
 - Any other issues referred to it by the municipality.
- Reviewed the annual financial statements and provided the Council with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with the MFMA, the annual DoRA and any other applicable legislation.
 - Responded to the Council on any issues raised by the Auditor-General in the audit report.
 - Reviewed, considered and responded to the Final Management Report of the Auditor-General, the Report of the Auditor-General on the annual financial statements; the findings of the Auditor-General on predetermined objectives and compliance with certain laws and regulations, and Auditor-General's detailed management letter.
 - Carried out such investigations into the financial affairs of the municipality when requested by the Council.
 - Performed such other functions as prescribed.
 - Reviewed the Audit Committee Charter and proposed recommended amendments.
 - Reviewed and approved the three-year rolling Internal Audit and Annual Internal Audit Plans including the definition of audit units, audit universe, and prioritisation of audit coverage considering the outputs of the risk assessments performed.
 - Reviewed all internal audit reports issued.
 - Reviewed the reporting by internal audit on performance management and performance information.
 - Issued reports and recommendations to Council on performance management and performance information.
 - Responded to Council on any issues raised by the A-G in the audit report.
 - Performed assessments on the effectiveness of the Committee for review and comment by the Municipal Manager and for presentation to Council.
 - Deliberated on the implementation of mSCOA related reporting.
 - Held ad-hoc meetings with officials to address specific areas of concern.
 - In addition to the above listed activities, performed its responsibilities in terms of Performance Management (as stipulated in Regulation 14(4) of the Local Government: Municipal Planning and Performance Management Regulation, 2001); Internal Audit; the Control Environment; Risk Management; External Audit; Compliance with laws, regulations and ethics; Fraud Management and Investigations, Information Technology and related Governance; and Combined Assurance.
 - Considered other matters as deemed appropriate.

Relating to and during the 2020/21 financial year the following main Internal Audit reports were issued:

- Annual Cash Count FY20
- Annual Stock Count FY20
- EMV Smart Card Inventory Count FY20
- Asset Verification FY20
- Confirmation of leave balances (terminations)
- Accuracy Assessment of Municipal Manager and Directors Bonus Calculations
- Performance Management System Q3 FY20
- Performance Management Systems Q4 FY20
- Performance Management Systems: Performance Evaluations Q4 FY20
- Information Technology Audit FY20
- Annual Financial Statement Review FY20
- George Integrated Public Transport Network (GIPTN) Impact FY21
- Performance Management System Q1 FY21
- Performance Management Systems Q2 FY21
- Performance Management Systems Q3 FY21
- Performance Management Systems Q4 FY21
- Performance Management Systems: Review of draft SDBIP FY22
- Human Resources Administration Follow-up FY21
- Indigent Register FY21
- Contract Management: Performance Evaluations FY21
- EMV Smart Card Inventory Count FY21
- Annual Cash Count FY21
- Annual Stock Count FY21

Formal reports containing recommendations to address control weaknesses are submitted to Council and the Audit Committee regularly follow-up with Internal Audit and Management on the state of corrective action implemented. Furthermore, the Audit Committee also provides comments on various internal and external reports.

Specific recommendations were made to Council for consideration. These recommendations, inter alia, are included in the Annual Report and are detailed below.

Figure 5: Audit Committee Recommendations during 2020/2021

Audit Committee Recommendations during 2020/2021
<p>Critical vacancies</p> <ul style="list-style-type: none"> ▪ That Council acknowledge the concerns regarding the high vacancy rates within Directorates. ▪ That the Directorates should identify the critical vacant posts and that these should be budgeted for and filled.
<p>Municipal infrastructure maintenance</p>

Audit Committee Recommendations during 2020/2021

- That Council acknowledge the critical concerns regarding the maintenance of municipal infrastructure.
- That the maintenance plans should be updated to clearly indicate where the urgent maintenance is required.
- That Council should ensure that there is sufficient budget allocated to municipal infrastructure maintenance, during the budgeting process, to ensure compliance with relevant regulations and legislation.

Revenue management: fines

- Management to report to the Audit Committee regarding the process of issuing and collecting fines, the challenges faced, and the remedial action plans with responsibilities and relevant timeframes.

Credit control and recovery of debtors

- Management to report to the Audit Committee regarding the remedial actions taken to address the concerns relating to the ageing of and increasing debtors' balances.

Water losses

- Management to report to the Audit Committee regarding the reasons for water leakages and related challenges faced, and the remedial actions plans with responsibilities and relevant timeframes.

Auditor-General Action Plans

- Management to report to the Audit Committee regarding the monthly implementation status of the Auditor-General Audit Action Plans.

ICT security and business continuity

Management to implement adequate controls to reduce the risk of ICT security breaches and to ensure business continuity.

5. AUDIT COMMITTEE'S RESPONSE TO COVID-19

The Audit Committee recognised that the fundamentals of good governance and effective oversight arrangements were even more important during the COVID-19 crisis, as the municipality faces significant uncertainty, a rapidly changing risk landscape, and an increased need for transparency and confidence in reported information on its implications.

COVID-19 caused a strategic shift in the role of the Audit Community - the Audit Committee played a key role in creating and maintaining a culture and environment that supported the integrity and provision of decision useful information. The Audit Committee noted that transparency was of heightened importance during this time of uncertainty.

During the pandemic the Audit Committee ensured that they engaged with management and

were informed and received actionable and timely information from management to effectively carry out their oversight role.

The Audit Committee ensured that they balanced core responsibilities with emerging priorities. The Audit Committee was vigilant on an expanding range of issues and reviewed their agendas and priorities in response to COVID-19. However, at the same time the Audit Committee ensured they remained firmly focused on their fundamental responsibilities in respect to the oversight of financial reporting and internal controls, which had added complexities arising from the crisis.

The Audit Committee confirmed that Internal Audit and Risk Management were pro-active in their response to COVID-19 governance initiatives. COVID-19 related risks were identified and assessed timely by management, and mitigating actions were implemented and monitored regularly. The Internal Audit budget was re-prioritised to address new COVID-19 related risks.

Areas which the Audit Committee considered in relation to the impact of COVID-19 included, inter alia:

- Monitoring impact on profitability, cash flow, capital preservation, the strength of the balance sheet, as well as identifying early signs of financial stress, going concern considerations, and other financial reporting implications, such as accounting estimates and events after the reporting period.
- Third-party risk management, scenario planning, awareness of new legislation, and ensuring comprehensive business continuity thinking that is relevant to the current crisis.
- Monitoring and maintaining an effective internal control environment, considering changes because of updated policies and procedures, increased cyber security and data privacy issues, and displacement of staff.
- The potential for heightened risk of fraud due to financial pressures and new operating environments.
- Providing guidance on a broader set of issues and risks including around people and capacity (keeping people employed and productive, as well as key person dependencies and succession planning), ensuring cost control is not to the detriment of the business and control environment, crisis management and resilience, and disaster recovery plans.

Throughout the lockdown period, the Audit Committee kept informed through virtual communication. The Audit Committees adapted their way of working to function and fulfil their responsibilities without meeting physically. This meant embracing virtual meetings and much more frequent communication, particularly with, management, internal auditors, and external auditors.

6. AUDIT COMMITTEE'S RESPONSE TO THE REPORT OF THE AUDITOR-GENERAL

THE AUDITOR-GENERAL'S TERMS OF ENGAGEMENT

The A-G conducted their responsibilities in accordance with the terms of their engagement for the financial period 2020/21:

- express an opinion on the financial statements.
- express an opinion in the management report on the usefulness and reliability of the reported performance information for selected objectives, and report the material findings in the auditor's report.
- report on material findings raised on compliance with specific requirements in key applicable legislation, as set out in the general notice issued in terms of the Public Audit Act 25 of 2004 (PAA).
- notify the accounting officer of any material irregularity or suspected material irregularities identified during the audit, and report on it in the auditor's report.

AUDIT OPINION FOR THE 2020/21 FINANCIAL YEAR: "CLEAN AUDIT"

The municipality received the highest standard and much desired audit outcome for the 2020/21 financial year: **unqualified with no findings**, also referred to as a "Clean Audit".

The Audit Committee commends the municipality for the improved audit opinion from the prior financial year, which was an unqualified audit opinion with findings on predetermined objectives.

The attainment of a Clean Audit is in line with the George Municipality's ultimate goal to maintain clean administration characterized by good governance, financial compliance and internal controls.

A "**Clean Audit**" is an unqualified audit and relates to three aspects:

- (i) the **financial statements** are free from material misstatements;
- (ii) there are no material findings on the **annual performance report**; and lastly
- (iii) there are no material findings on **non-compliance with key legislation**.

The Audit Committee commends management for the overall improvement in internal controls, the control environment and assurance provided by all assurance levels. These are largely attributed to strong and competent leadership by the Acting Municipal Manager Dr M Gratz, Directors and senior management, as well as improved consequence management.

REPORT ON THE ANNUAL FINANCIAL STATEMENTS: AUDIT OPINION

The A-G's opinion of the Annual Financial Statements (AFS) is "**unqualified**" and that the financial statements present fairly, in all material respects, the financial position of the George Municipality as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 4 of 2020 (Dora).

Management has committed to action all recommendations to address control deficiencies identified during the audit process, which will reduce the risk of regression in future audits.

REPORT ON THE ANNUAL FINANCIAL STATEMENTS: OTHER MATTERS FOR ATTENTION

The Audit Committee draws attention to the following areas of concern:

a. Restatement of corresponding figures

Due to various errors in the prior year the corresponding figures for 30 June 2020 were restated, resulting in a total **decrease of R109,588,000 in accumulated surplus for the period ended 30 June 2020**. The restatement of corresponding figures due to errors is elaborated further below:

- In the prior year, the municipality provided for a payment to SANRAL made in the 2021 financial year. The provision for the payment was written back in the prior year, but the government grants and subsidies received was not written back. This resulted in an increase in *Unspent conditional grants and receipts* for R82,127,000 and a related decrease in *Government grants and subsidies – Operating* for R82,127,000. The net effect was a decrease in accumulated surplus for the period ended 30 June 2020 of R82,127,000.
- Increase in the employee benefit obligation due to the removal of the maximum subsidy applied to the post-employment medical aid subsidies. The net effect for the period ended 30 June 2020 was a decrease in the accumulated surplus of R27,461,000.

b. Material impairments of receivables from exchange transactions and non-exchange transactions

Material impairments decreased in the current period and amounted to R95m vs R125.26m (2019/20).

The Audit Committee assessed the impact of receivable impairments on the financial viability and note that the debtors' impairment provision as a percentage of accounts receivable has improved as it has decreased from 66% in 2019/20 to 61.7% in 2020/21. The debtors' collection period (after impairments) causes concern because it increased from 41.5 days in

2019/20 to 48.2 days in 2020/21, however this is still within an acceptable range.

The regression in the debtors' collection period (after impairments) indicates that the municipality's credit control and collection policies to ensure that what is billed/ invoiced is collected may not be effective. It indicates a need for improvement of debt collection systems and processes.

The Audit Committee wishes to highlight that COVID-19 impacted the debtors' collection processes and has also impacted the financial sustainability of local businesses and communities, which in turn impacts the recoverability of debtors. The municipality is continuously encouraged to keep strengthening controls in collecting outstanding debt thereby improving its cash flow and avoid potential cash being tied up in the debtors.

The municipality should also improve the controls around indigent applications to ensure that households that receive indigent subsidies do indeed qualify according the Indigent Policy.

c. Underspending of capital expenditure

The municipality materially underspent the budget on capital expenditure to the amount of R91.1m in 2020/21. The underspending is mainly due to projects that were experiencing delays and could not be completed. The municipality requested to roll-over the projects to the next financial year and implemented satisfactory corrective actions to reduce further risks of underspending.

Management are commended for the significant improvement in capital expenditure in comparison to the previous year, which reported underspending of R136.0m in 2019/20.

AUDIT OF THE ANNUAL PERFORMANCE REPORT

The A-G reported on the usefulness and reliability of the reported performance information against predetermined objectives for selected objectives presented in the Annual Performance Report, in accordance with the Public Audit Act 25 of 2004 (PAA) and general notice issued in terms thereof. The A-G performs procedures to identify material findings but not to gather evidence to express assurance.

The A-G performed procedures on the strategic objective A – Affordable Quality Services. The Audit Committee was pleased to note that the A-G confirmed that no material audit findings were identified on the usefulness and reliability of the reported performance information for the year ended 30 June 2021.

The Audit Committee highlights that although 74% of performance targets were met during 2020/21, management has detailed remedial actions where performance targets were not

met. The Audit Committee further notes that significant improvements in performance during the period, in comparison to 2019/20, were attributed to strong leadership and improved performance management controls. The Audit Committee will continue vigilantly monitoring and reporting on performance during 2021/22 and related performance management systems and compliance.

The Audit Committee commends management for the improved opinion of the A-G relating to the Annual Performance Report. The Audit Committee notes with concern however, that management had to correct performance information relating to the affordable quality services objective, due to material misstatements in the annual performance report submitted for auditing. Management committed to implement controls in order to reduce the risk of material corrections in future audits.

The Audit Committee fully supports management's commitment to improve performance management controls and processes, in order to reduce the risk of a regression in the audit opinion during future audits, which may result from material findings.

AUDIT OF COMPLIANCE WITH LEGISLATION

The Audit Committee notes that the A-G did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

THE AUDITOR-GENERAL'S ASSESSMENT OF THE AUDIT COMMITTEE

The A-G performed an assessment on the assurance providers and concluded that the ***Audit Committee: provides assurance.*** The A-G's assessment included the following details:

The audit committee must be an independent advisory body to the council and the management and staff of the municipality on matters relating to internal financial control and internal audits; risk management; accounting policies; the adequacy, reliability and accuracy of financial reporting and information; performance management; effective governance; the MFMA and any other applicable legislation; performance evaluation and any other issues.

The audit committee is also expected to review the annual financial statements to provide an authoritative and credible view of the municipality, its efficiency and effectiveness and its overall level of compliance with the applicable legislation.

The audit committee is in place and has carried out their functions in accordance with their mandate. The committee meets on a quarterly basis to evaluate internal audit work and the risks affecting the municipality which includes the financial statements as well as supply chain management processes.

INTERNAL CONTROLS

Overall the Audit Committee notes that internal controls improved throughout the municipality. Internal Controls were overall “**good**” with respect to Leadership, Financial and Performance Management, and Governance.

The A-G noted that the main internal control drivers were effective relating to - leadership culture, oversight responsibility and policies and procedures. There were improvements in proper record keeping and compliance monitoring. All levels of internal control drivers relating to - governance were noted to be “good” including Risk Management, Internal Audit and the Audit Committee.

The A-G raised concerns relating to human resource management, information technology governance and systems, record keeping, daily and monthly processing and reconciling of transactions, accurate and complete financial and performance reporting, compliance monitoring and the implementation of Action Plans to address internal control deficiencies.

High vacancy rates in prior years in various departments had a negative impact on operations and the control environment. During 2020/21 there were significant improvements and many key vacancies were filled. The impact thereof should be evident in the next financial year.

The Audit Committee notes that the Information Security Officer (ISO) position and the IT Manager posts are vacant. The IT Manager post has been advertised and the role of the ISO will form part of the IT Manager’s duties. Management noted that the filling of the IT Manager Post will facilitate the improvement in the internal control environment and internal controls relating to information technology governance and systems.

The Audit Committee confirm that the internal control deficiencies identified by the A-G were also reported by them during the period 2020/21. The Audit Committee will continue to monitor and report to Council on the implementation of recommendations over these areas.

RISK MANAGEMENT

The maturity of risk management within the municipality is continually improving and it is noted that the A-G assessed and concluded that risk management **provides assurance**. The Audit Committee continually monitors the risk assessments and mitigation of risks throughout the municipality.

SPECIFIC FOCUS AREAS

a. Financial Viability

The A-G's audit included a high-level overview of the financial viability of George Municipality as at 30 June 2021. This financial viability assessment provides management with useful information for accountability and decision-making purposes and complements the financial statements by providing insights and perspectives thereon.

The A-G considered Expenditure Management, Revenue Management, Asset and Liability Management as well as Cash Management.

The A-G assessed the overall financial viability of George Municipality as "Good" which is a commendable achievement. The A-G furthermore stated that there were no going concerns risks noted.

Due to the continuing impact of COVID19 globally as well as locally it is more important than ever, that management should continue to assess the financial viability indicators throughout the year in order to enhance timely remedial decision-making and policy reforms where financial viability may be at risk. This will also highlight to management those issues what may require corrective action and the urgency and magnitude of reforms and decisions necessary to maintain operations.

b. Irregular Expenditure

The Audit Committee notes the irregular expenditure of R5,532,526 (100%) of the irregular expenditure incurred in the current financial year was as result of the contravention of SCM legislation. Further, irregular expenditure amounting to R1,985,441 was identified during the audit process and not detected by the municipality's monitoring processes and not disclosed in the financial statements. The root cause for the irregular expenditure identified during the audit were due to inadequate planning which resulted to non-compliance with section 36(1)(a) and not adequately consider the requirements for local production and content which resulted in non-compliance with section 8(2) of Preferential Procurement Regulation 2017.

The A-G noted that there were no findings identified relating to COVID-19 related procurement and transactions. The Audit Committee welcomes this finding especially in light of the risk and internal control measures implemented by management at the onset of the COVID-19 pandemic.

The Audit Committee commends management for drafting an Irregular Expenditure Reduction Strategy and will monitor the implementation of this throughout the year.

EMERGING RISKS

The Audit Committee notes the following emerging risks and recommends that management implement the necessary process, controls and actions to reduce these risks to an acceptable level:

- **Accounting, performance management/ reporting and compliance matters**

The Accounting Standards Board (ASB) has issued many GRAP pronouncements, requiring the municipality to consider the impact on the reporting and compliance of both accounting and performance management.

- **Local content**

Regulation 8(2) of the Preferential Procurement Regulations 2017 requires that 'An organ of state must, in the case of designated sector, advertise the invitation to tender with a specific condition that only locally produced goods or locally manufactured goods, meeting the stipulated minimum threshold for local production and content, will be considered.'

The National Treasury issued an instruction, Instruction note no. 15 of 2016-17, where they have designated and provided minimum thresholds for steel products and components that are used for construction. This instruction is applicable when these products are purchased separately or used as part of a turnkey construction project and finds its basis in terms of paragraph 3.5 of the instruction.

- **Withdrawal of MFMA Ministerial Exemption Notice No. 429 of 30 March 2020 (MFMA Exemption)**

With effect from 30 June 2021 the Minister of Finance has withdrawn the MFMA Ministerial Exemption Notice No. 429 of 30 March 2020. As from 1 July 2021 all municipalities and municipal entities will be required to adhere to all the requirements of the MFMA going forward and ensure that all internal controls are fully effective. The implication of this is that the A-G may again audit adherence with all relevant MFMA legislative requirements i.e. including those which were subject to the MFMA exemption during the 2020-21 period.

- **Accounting for availability charges**

Availability charges, or a different name as it may be called at your municipality, is where the municipality levies a monthly charge for having installed the relevant infrastructure network(s) (e.g. water, electricity, sewerage, etc.) in the area where the consumer resides (i.e. the network(s) is (are) available/ accessible to the consumer), but the consumer has not requested to be and is not connected to the network(s). As the consumer is not connected to the network(s), s/he does not and is not able to receive any value (goods/ service) from the municipality. The charge levied is therefore a non-exchange transaction as defined in GRAP 23.

The A-G noted that they have engaged with National Treasury (NT), who supports this view, but that such guidance has not been communicated to the municipality. As such, the A-G accepted the current treatment and the A-G will pro-actively engage with NT and the Accounting Standards Board to ensure that updated guidance is issued to the municipality for implementation in the 2021-22 financial year.

CONCLUSION

The Audit Committee commends the George Municipality for obtaining a “Clean Audit” opinion in 2020/21 and recognises the significant improvements in the control environment, focus on service delivery, capital project implementation, governance, risk management, consequence management, organisational and individual performance management and information technology advancements, which have been significantly attributed to the effective leadership under the Acting Municipal Manager, Dr M Gratz and the senior management.

In conclusion, it is our wish that all stakeholders will continue to work hard to improve the quality of the lives of the people we serve. The Audit Committee appreciates the effort of all role-players in the organization striving towards this goal.

MR E LE ROUX – AUDIT COMMITTEE CHAIRPERSON
(On behalf of the Audit Committee)

2.9 INTERNAL AUDIT

In terms of Section 165 (1) of the Municipal Finance Management Act (MFMA) of 2003 each municipality must have an Internal Audit Unit. Section 165 (2) of the Act, gives guidance on what is expected of the internal audit unit with regard to responsibility, functions and reporting requirements.

Section 165 (1) of the Municipal Finance Management Act (MFMA) of 2003 states that:

- “(1) Each municipality and each municipal entity must have an internal audit unit,
(2) The internal audit unit of a municipality or municipal entity must-
- (a) Prepare a risk-based audit plan and an internal audit program for each financial year.
 - (b) Advise the accounting officer and report to the audit committee on the implication of the internal audit plan and matters relating to-
 - (i) internal control;
 - (ii) internal audit;
 - (iii) accounting procedures and practices;
 - (iv) risk and risk management;
 - (v) performance management;
 - (vi) loss control;
 - (vii) compliance with this Act, the Division of Revenue Act and any other applicable legislation; and
 - (c) Perform such other duties as may be assigned to it by the accounting officer”

The George Municipality has a co-sourced Internal Audit Function, employing a Chief Audit Executive with the support of an external service provider rendering internal audit services to the municipality.

Internal Audit’s response to COVID-19

Internal audit continued to provide value in a practical way and help the organisation move from crisis management to issue management, to short-term risk management, to long-term risk management. Along the way, it retained all lessons learned from the COVID-19 pandemic.

Internal audit embraced this unique opportunity to:

- Participate in crisis management committees.
- Identify new and changed risks.
- Eliminate duplications and bottlenecks in new processes.
- Be agile, including finding ways for internal auditors to work remotely.
- Ramp up data analytics.

- Provide answers as the liaison to Council, the Audit Committee, Accounting Officer and management.
- Work closely with those with first-line and second-line roles, as well with the Auditor-General, by asking “How can we help?”
- Balanced advisory services and ensured that it did not “cross the line” by assuming management responsibilities.
- At the same time internal audit continued to provide assurance and insight on “business as usual” risk and risk responses, without overlooking areas of risk such as compliance that remain part of the risk landscape.
- Internal Audit met the challenges of the fluid environment arising from COVID-19 and adjusted the Internal Audit Plan and re-prioritised the Internal Audit budget in order to address the new COVID-19 related risks and risks impacted by COVID-19.

Relating to and during the 2020/2021 financial year the following Internal Audit reports were issued:

Figure 6::Internal Audit Reports Issued

No	Internal Audit Reports Issued
1	Annual Cash Count FY20
2	Annual Stock Count FY20
3	EMV Smart Card Inventory Count FY20
4	Asset Verification FY20
5	Confirmation of leave balances (terminations)
6	Accuracy Assessment of Municipal Manager and Directors Bonus Calculations
7	Performance Management System Q3 FY20
8	Performance Management Systems Q4 FY20
9	Performance Management Systems: Performance Evaluations Q4 FY20
10	Information Technology Audit FY20
11	Annual Financial Statement Review FY20
12	George Integrated Public Transport Network (GIPTN) Impact FY21
13	Performance Management System Q1 FY21
14	Performance Management Systems Q2 FY21
15	Performance Management Systems Q3 FY21
16	Performance Management Systems Q4 FY21
17	Performance Management Systems: Review of draft SDBIP FY22
18	Human Resources Administration Follow-up FY21
19	Indigent Register FY21
20	Contract Management: Performance Evaluations FY21
21	EMV Smart Card Inventory Count FY21
22	Annual Cash Count FY21
23	Annual Stock Count FY21

2.10 SUPPLY CHAIN MANAGEMENT

2.10.1 Supply Chain Management Overview

The George Municipality Supply Chain Management Policy overall objectives are to: To ensure the efficient, effective and uniform planning for and procurement of all services and goods, required for the proper functioning of the Municipality as well as the sale and letting of assets that conforms to constitutional and legislative principles whilst developing, supporting and promoting historically disadvantaged individuals, black economic empowerment, small, medium and micro enterprises (SMME's) and preferential goals:

- ◆ To ensure the efficient, effective and uniform management and disposal of goods and assets
- ◆ To ensure good governance through its SCM processes
- ◆ To prevent SCM System abuse and resultant irregular expenditure

The municipality complies with the implementation of Section 112 of the Municipal Finance Management Act, No 56 of 2003 (MFMA). With the implementation of the said section, cost-effective and value for money bids fail to comply with the DTI Local Content Threshold and thus pose as a challenge as the municipality must pay higher premium or to cancel bids.

2.10.2 Competitive Bids Exceeding R200 000

The following table details the number of bid committee meetings held for the 2020/21 financial year:

Table 56: Bid Committee Meetings

Bid Specification Committee	Bid Evaluation Committee	Bid Adjudication Committee
32	48	28

Awards made by the Bid Adjudication Committee

The bid adjudication committee awarded **10** bids with an estimated value of **R52 524 339.60** (excluding annual store stock bids, technical annual bids and other as and when required.)

The ten highest bids awarded by the bid adjudication committee are as follows:

Table 57: Ten highest bids awarded by BAC

Bid Number	Title of Bid	Directors and Section	Successful Bidder	Value of bid awarded
				R
COM016/2020	Collection of recyclable waste and garden refuse from households and businesses by means of blue and green bags respectively	L Gelderblom	LG E Waste	R16,077,250.00
COM013/2020	Supply of Soup and Related Products	K Weimers	EBK Distributors (Pty) Ltd	R11,143,179.95
ENG031/2019	Appointment of a Contractor for the Electrification of Erf 325, East (Phase C)	ML Loubser	MDL Engineering (Pty) Ltd	R7,797,148.68
ENG007/2020	Appointment of a contractor for the construction of a new 66 kv substation	JJ Bosman; HAR Van Niekerk; K lutchman	VE Reticulation (Pty) Ltd	R5,799,349.00
PS036/2020	Service Provider for Building of New Fire Station	A Burger	Golden Rewards 403 cc	R4,420,535.54
ENG018/2020	SS-Proefplaas Substation: Phase 2	MD Loubser	MDL Engineering Company (Pty) Ltd	R3,139,653.21
MM 012 /2020	Appointment of a services provider for the renewal of various (software) licences for a period of three years, from date of appointment	Johan Stefanus de Villiers; Arnold Sharp; Mariska Peens; Michael Charles Hutchinson; First Technology Investments (Pty) Ltd	First Technology	R1,476,829.91
DPD063/2019	Tender for the Replacement of Roof Coverings to the Conville Community Hall	AE Rittels	MBA Construction (Pty) Ltd	R1,080,982.34
PS016/2020	Appointment of a contractor for alteration to the CCTV command centre, Erf 20883, George	X Jantjies	CSJ Civils & Construction	R911,830.97
MM015/2021	Appointment of a contractor for the supply and installation of a new disabled person lift	P Lelahane	Eagle Elevators	R677,580.00

Awards Made by the Accounting Officer

In terms of paragraph 5(2) of Council's Supply Chain Management Policy, only the Accounting Officer may award a bid which is more than R10 million. The power to make such an award may not be sub-delegated by the Accounting Officer.

The bids awarded by the Accounting Officer is as follows:

Table 58: Bid awarded by the Accounting Officer

Bid Number	Title of Bid	Directors and Section	Successful Bidder	Value of bid awarded
				R
COM016/2020	Collection of recyclable waste and garden refuse	L Gelderblom	LG E Waste	R16,077,250.00

Bid Number	Title of Bid	Directors and Section	Successful Bidder	Value of bid awarded
				R
	from households and businesses by means of blue and green bags respectively			
COM013/2020	Supply of Soup and Related Products	K Weimers	EBK Distributors (Pty) Ltd	R11,143,179.95

Appeals Lodged by Aggrieved Bidders

Table 59: Appeals Lodge by Aggrieved Bidders

Date	Tender No	Description	Complainant	Complained	Outcome
06 /07/ 2020	PS 049/2019	Servicing, maintenance and repair of municipal busses.	George Link (Iqhaue (Pty)Ltd.)	Appeal against decision to award the tender to Stanmar Motors (Pty) Ltd. Indicate that they will request for Access to information.	The Records Department were informed on 6 July 2020 to supply appellant with an application for the Access to information. The last information was provided on 9 September 2020 and the appellant submitted the grounds of objection on 16 September 2020. It was found that Stanmar did not comply with all the requirements of the tender and therefore the objection was successful.
14 /09 /2020	F013/2019	Reading of water and electricity meters	ASM Advisory Services	Object that their price was the best of the competing companies. The company that got the highest PPPFA score is not based in George, but in Pretoria.	Not successful. Although their prize was the cheapest, they failed stage one of the evaluation process and therefore their price could not be considered.
21 /09 /2020	PS007/2020	Appointment of a contractor for a aluminium industrial garage door.	Midron Construction	Object with regards to the points they scored on their BBBEE level	Not successful. They did not sign their MDB 6.1 (a), BBBEE affidavit and it was also not signed by a Commissioner of Oaths.
02 /11 /2020	PS031 2020	Extension of carports at the	Peter Ntungo Construction	Object that ICEE GEE was not	Not successful. Appellant submitted

Date	Tender No	Description	Complainant	Complained	Outcome
		law enforcement offices, 25B Cathedral Street, George		registered as CIBD1 and also that they did hand in a valid affidavit with regards to their BBBEE certificate.	an affidavit, which could not be accepted and therefore forfeited the 20 BBBEE points. Even if the 20 points were considered, the total points were still lower than that of the successful tenderer.
23 /12 /2020	COM 013/2020	Supply of soup products, for a period of three years, from date of appointment.	Windwaai Projects	Object against the rewarding of the tender to EBK Distributors for the following reasons: "1. The requested exemption letter from DTI is not required, as he will not be buying in bulk or import from another country. He is of the opinion that this letter is only issued by the DTI, when goods are imported from another country. 2. The tender amount awarded to EBK distributors is 4 times more than his price."	Not successful. Windwaai projects did not submit the necessary declaration or an exemption from the DTI and subsequently did not meet the requirements of phase 1, to be further considered for phase 2. Therefore, the objection could not be considered as valid.
21/ 01/ 2021	MM 011/2020	Panel of attorneys (conveyancing).	De Wet & Stryder Attorneys	Object that they did not receive the municipal letter regarding the outcome of the tender and wanted reasons why they were not successful.	Not successful. Letter was emailed and their points were not competitive enough to be considered. Objection not considered as valid.
10 /02 /2021	COM 016 of 2020	Collection of recyclable waste and garden refuse from households and businesses by means of blue and green bags respectively, for a period of three	Henque Waste	Object in terms of the specs, independent bidding, capacity and sustainability of the successful tenderer.	Not successful. Grounds of objection were investigated and found invalid.

Date	Tender No	Description	Complainant	Complained	Outcome
		years, from date of appointment.			
10 /02/ 2021	COM 016 of 2020	Collection of recyclable waste and garden refuse from households and businesses by means of blue and green bags respectively, for a period of three years, from date of appointment.	DWMN Kontrakteurs (Pty) Ltd.	Object against LGE Waste, that they received preferential treatment in the tender process.	Not successful. No proof of preferential treatment could be established.
24 /02/ 2021	COM 001 of 2021	Transportation of waste bins, for a period of three years, from date of appointment.	Zahara Holdings	Object that the tender excluded some tenderers and was tailored for a sole supplier.	Not successful. No irregularities in the invitation to tender could be established.
29/ 03/ 2021	COM001/2021	Transport of bulk waste bins from George to PETRO SA, for a period of 3 Years.	Bendev Pty (Ltd).	Object that they do not have the capacity to undertake this project.	Not successful. A cost analysis was conducted, and it was established, that they do not have the capacity to undertake this project.
29/ 03/ 2021	T/ING/008/2020	Appointment of ad-hoc civil engineering contractors for a period of three (3) years.	3RD Generation	Object against the pre-qualification scoring.	Not successful. They did not have the required project experience and relevant artisans.
29 /03/ 2021	T/ING/008/2020	Appointment of ad-hoc civil engineering contractors for a period of three (3) years.	Creamillion	Object against the extension of tender and the pre-qualification scoring.	Not successful. They did not have the required CIDB grading and did not have the necessary project experience. They also rejected the extension of validity of tender.
30/ 03/ 2021	COM001/2021	Transport of bulk waste bins from George to PETRO SA, for a period of 3 Years.	TIP Trans	Object that the successful tenderer, DP Truck Hire does not meet the required criteria.	Not successful. DP Truck Hire complied with all the required criteria.
01 /04/ 2021	PS 013/2020	Appointment of a panel of services providers for servicing of municipal vehicles, yellow plant, panel beating, tyres, exhausting	WS Forestry Equipment & Repairs cc	Objected to the specification that an OEM certificate was required.	Successful. An OEM certificate was not a necessary requirement for items 1 and 2 of the tender and these 2 items of the tender, were referred back to the BEC for re-evaluation.

Date	Tender No	Description	Complainant	Complained	Outcome
		systems, radiator systems, auto electrical, batteries, vehicle branding, ohs loading checking for load bearing equipment, small plant & vehicle upholstery, vinyl and canvas works for a period of three years, from date of appointment.			
12/ 04 /2021	PS 013/2020	Appointment of a panel of services providers for servicing of municipal vehicles, yellow plant, panel beating, tyres, exhausting systems, radiator systems, auto electrical, batteries, vehicle branding, ohs loading checking for load bearing equipment, small plant & vehicle upholstery, vinyl and canvas works for a period of three years, from date of appointment.	Kani Motors	Objected to the specification that an OEM certificate was required.	Not successful. They did not have a workshop in George and that was the main reason they were not considered.
13 /04 /2021	PS 011/2021	Appointment of a service provider for the supply and installation of blue or red lights and siren/pa system on municipal vehicles for a period of one year.	Comspec Africa	Objected that the successful tenderer, Tik Talk Communications did not adhere to the specifications.	Not successful. Tik Talk complied with all the tender specifications.

Date	Tender No	Description	Complainant	Complained	Outcome
16/ 04/ 2021	PS 016/2020	Appointment of a contractor for alterations to the CCTV Command Centre, Erf 20883, George.	CSJ Civils and Construction.	Objected that the successful tenderer's CIDB grading was suspended.	Successful and referred back to the BEC for re-evaluation.
18 /04/ 2021	PS 016/2020	Appointment of a contractor for alterations to the CCTV Command Centre, Erf 20883, George.	Agate and Beryl t/a Rock Solutions	Objected that the successful tenderer's CIDB grading was suspended.	Successful and referred back to the BEC for re-evaluation.
05 /05 /2021	PS 034/2020	Sanitising Services for Public Transport Facilities.	C'zwe B Industries (Pty) Ltd.	Objected that their BBEE certificate was found invalid.	Not successful. BBEE certificates cannot be provided by accountants, but only by accredited service providers or by means of an affidavit.
09/ 05 /2021	PS 034/2020	Sanitising Services for Public Transport Facilities.	GW Verification (Pty) Ltd.	Objected that small businesses must be given an opportunity to be appointed.	Not successful. They did receive 20 points for BBEE, but their price was not competitive.
19 /05/ 2021	DPD 038/2021	Leasing of beach hawkers stands at the beach fronts in the George municipal area: Victoria Bay and Leentjiesklip from date of appointment until 30 April 2022.	Wilma Maritz	Objected that she did not see the advertisement.	Not successful. Advertisement was placed on the municipal website and displayed on the municipal noticeboard. An email was also sent to her, which referred to the closing date of the advertisement.
19 /05 /2021	DPD 038/2021	Leasing of beach hawkers stands at the beach fronts in the George municipal area: Victoria Bay and Leentjiesklip from date of appointment until 30 April 2022.	Hans Kriek	Objected that he did not see the advertisement.	Not successful. Advertisement was placed on the municipal website and displayed on the municipal noticeboard.

2.10.3 Awards made to Enterprises within the George Municipal Area

The following table details the value of formal written price quotations between R30 000 and R200 000 awarded during the 2020/2021 financial year.

Table 60: Awards made to Enterprises within the GM Area

Number of contracts awarded	Value of contractors awarded
	R
58	4 700 064.36

2.10.4 Deviation from Normal Procurement Process

Paragraph 36 of Council's Supply Chain Management (SCM) Policy allows the Accounting Officer to deviate with the official procurement process. Deviations amounting to R22 038 635.11 were approved. The following table provides a summary of deviations approved for 2020/21 respectively.

Table 61: Deviation from normal procurement processes

Directorate	Less than R30 000	Between R30 001 and R200 000	Between R200 001 and R2 000 000	More than R2 000 000
Civil Engineering Services	395 302,86	4 056 504,24	759 058,88	0
Community Services	130 619,21	391 746,04	0	0
Corporate Services	4 025,00	110 138,36	0	0
Electro-Technical Services	281 061,70	1 209 783,70	0	0
Financial Services	24815,02	191 080,35	0	0
Human Settlement	15 725,00	509 585,69	2 911 347,52	0
Office of the Municipal Manager	53 191,39	549 784,70	8 444 375,15	0
Planning and Development	29 020,00	322 400,57	347 594,63	0
Protection Services	227 123,90	490 130,19	584 221,01	0
Total	1 160 884,08	7 831 153,84	13 046 597,19	0

2.10.5 Logistic Management

The system of logistics management must ensure the following:

- ◆ The setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
- ◆ The placing of manual or electronic orders for all acquisitions other than those from petty cash;
- ◆ Before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and are in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged, is as quoted in terms of a contract;

- ◆ Appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
- ◆ Regular checking to ensure that all assets including official vehicles are properly managed appropriately maintained and only used for official purposes; and
- ◆ Monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.
- ◆ Each stock item at the municipal stores, Mitchell Street is coded and is listed on the financial system. Monthly monitoring of patterns of issues and receipts are performed by the Storekeeper.
- ◆ Inventory levels are set at the start of each financial year. These levels are set for normal operations. In the event that special projects are being launched by departments, such information is communicated timeously to the Stores section in order for them to gear them to order stock in excess of the normal levels.
- ◆ Internal controls are in place to ensure that goods and services received are certified by the responsible person which is in line with the general conditions of the contract.
- ◆ Regular checking of the condition of stock is performed.

As at 30 June 2021 the value of stock at the municipal stores amounted to R10 522 995.43. For the 2020/21 financial year, stock to the value of only R15 190.85 was accounted for as surpluses and R38 244.35 as deficits.

2.10.6 Performance Management

Three of the most important key performance indicators in the SCM unit, is that of turnaround time from the date that requests are received from departments until bids are adjudicated and awarded.

The following table details the performance for each of the key performance indicators:

Table 62: SCM performance indicators

Key performance indicator	2019/20	2020/21
Ensure that tenders are successfully finalised and awarded within the validity period of the tender to enhance effective delivery of services.	95%	95%
Submit within 10 days of each quarter a report on the implementation of the SCM Policy.	4 reports	4 reports
Compliance with the SCM Policy measured by the limitation of successful appeals against the municipality.	1 Successful appeal	4 Successful appeals

2.10.7 Findings of the Auditor-General on Procurement and Contract Management

Progress has been made with regards to the 2019/2020 Auditor-General’s audit findings on SCM. With regards to the finding on “Contract Management”, monthly evaluation forms are completed, and quarterly reports are prepared.

2.10.8 B-BBEE Verification Report 2021

Scorecard Overview

Table 63: B-BBEE Scorecard Overview

B-BBEE Element	Score Achieved	Weighted Points
Ownership Equity	0.00	25
Management Control	0.00	19
Skills Development	0.00	25
Enterprise and Supplier Development	13.92	46
Socio Economic Development	0.00	5
Total	13.92	120

B-BBEE Compliance Status

Table 64: B-BBEE Compliance Status

TOTAL BEE SCORE	13.92 Points
BROAD BASED CONTRIBUTION LEVEL	Non-Compliant

2.11 BY-LAWS AND POLICIES

Section 11(3) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) empowers Municipal Councils to exercise executive and legislative authority to pass and implement by-laws and policies.

Section 11 of the MSA gives a Council the executive and legislative authority to pass and implement by-laws and policies. Below is a list of all the by-laws developed and reviewed during the financial year:

Table 65: By laws revised/developed

By-Laws Introduced during 2020/2021					
Newly Developed	Revised	Public Participation Conducted Prior to adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted (Yes/No)	Date of Publication
No bylaws were revised or developed.					

Below is a list of all the policies developed and reviewed during the 2020/21 financial year:

Table 66: Reviewed Policies 2020/21

Policies developed and reviewed during 2020/2021		
Policies developed/ revised	Date adopted/reviewed	Public Participation Conducted Prior to adoption of Policies
Virement Policy	27 May 2021	Yes
Cash Management and Investment Policy	27 May 2021	Yes
Asset Management Policy	27 May 2021	Yes
Funding, borrowing and Reserve Policy	27 May 2021	Yes
Liquidity Policy	27 May 2021	Yes
Customer Care, Credit Control and Debt Collection Policy	27 May 2021	Yes
Property Rates Policy	27 May 2021	Yes
Tariff Policy	27 May 2021	Yes
Unauthorised, Irregular and Fruitless and Wasteful Expenditure Policy	27 May 2021	Yes
Indigent Policy	27 May 2021	Yes
Travel and Subsistence Policy	27 May 2021	Yes
Supply Chain Management Policy	27 May 2021	Yes
PPPFA Policy	27 May 2021	Yes
Long Term Financial Plan	27 May 2021	Yes
Cost Containment Policy	27 May 2021	Yes
Budget Implementation and Monitoring Policy	27 May 2021	Yes
Health and Safety Policy	23 November 2020	No
George Municipality Work from Home Policy	25 February 2021	No
George Municipality Covid 19 Policy	25 February 2021	No
Davidson Court Rental Units Policy	25 March 2021	No
Firearm Policy for George Municipality	22 April 2021	No
Community Safety Plan for George Municipality	29 June 2021	No
Law Enforcement Bylaw Strategy	29 June 2021	No
Amendments to the Risk Management Framework, Fraud Management Framework, and Whistle-blower Policy	29 June 2021	No
Amendments to the Recruitment and Selection Policy	29 June 2021	No

2.12 WEBSITES

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

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

The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should allow easy

and convenient access to relevant information. The municipal website should serve as an integral part of the municipality's communication strategy.

Below is a website checklist to indicate the compliance to Section 75 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003).

Table 67: Website

Description of information and/or document	Yes/No and/or Date Published
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Full Council details	Yes
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA)	
Adjusted Budget 2020/21	Yes
Asset Management Policy	Yes
Borrowing Policy	
Budget and Treasury Office delegations	n/a
Budget and Treasury Office Structure	Yes
Customer Care, Credit control and Debt Collection Policy	Yes
Delegations	Yes
Draft Budget 2020/21	Yes
Funds and Reserves Policy	Yes
Grants-In-Aid Policy	No
Indigent Policy	Yes
Investment and Cash Management Policy	Yes
Long Term Financial Policy	Yes
Petty Cash Policy	No
Rates Policy	Yes
SDBIP 2020/21	Yes
Supply Chain Management Policy	Yes
Tariff Policy	Yes
Travel and Subsistence Policy	Yes
Virement Policy	Yes
Integrated Development Plan and Public Participation (Section 25(4)(b) of the MSA and Section 21(1)(b) of the MFMA)	
IDP Process Plan for 2020/21	Yes

Description of information and/or document	Yes/No and/or Date Published
Reviewed IDP for 2020/21	Yes
SCM (Sections 14(2), 33, 37 & 75(1)(e) & (f) and 120(6)(b) of the MFMA and Section 18(a) of the National SCM Regulation)	
Contracts which impose a financial obligation on the municipality beyond 3 years	Yes
Long Term borrowing contracts	Yes
Public invitations for formal price quotations	Yes
Public-Private Partnership agreement	Yes
SCM contracts above R30 000	Yes(awarded)
Section 37 of the MFMA; No 56 of 2003 (Unsolicited Bids/Contracts)	Yes
Service delivery agreements	Yes
Reports (Sections 52(d), 71, 72 & 75(1)(c) and 129(3) of the MFMA)	
Annual Report of 2019/2020	Yes
Mid-year budget and performance assessment	Yes
Monthly Budget Statement	Yes
Oversight reports	Yes
Quarterly Reports	
Local Economic Development (Section 26(c) of the MSA)	
Economic Profile (Captured in IDP)	Yes
LED Policy Framework	n/a
LED Projects – (Under News)	Yes
Local Economic Development Strategy	Yes
Assurance Functions (Sections 62(1), 165 & 166 of the MFMA)	
Audit Committee charter	Yes
Internal Audit charter	Yes
Risk Management Policy	Yes

2.13 COMMUNICATION

2.13.1 Communication Overview

Government communications is the lifeblood of service delivery and a strategic component. The ability of the government to provide ideally transparent, productive, communication, and interaction at all levels is critical to a country's future development. The difficulties facing societies, communities, and organizations are complicated and tough in this period of rapid change and high complexity, and there is a widespread need for government leadership in communication. Government communications are crucial in leveraging goodwill for productive goals, as well as in shaping national mood and nation-building.

All government information must be made available to the public at all times. It must be acutely aware of the importance of efficient communication in order to sway public opinion and sustain its credibility. In this attempt, the government should also consider a two-way communication strategy, as this will result in a more meaningful participation. A complex set of interlocking institutions, processes, and practices, which the government has already put in place to effectively interact with the public, are required to participate in two-way communication with citizens.

The government should coordinate the dissemination of information to the public. Given the world's fast changing information and communication settings, enhancing government communication capability should take advantage of existing and potential convergences in a country's communication space and media mix. New information and communication technologies can assist the government in improving its efforts to interact with the public in a proactive manner. A combination of new and conventional information and communication technologies can create leapfrog chances in particular circumstances when it comes to organizing government message communication.

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

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

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

Table 68: Communication Activities

Communication activities	Yes/No	Date Approved/Completed
Communication Strategy and Policy	Yes	June 2015
Corporate Identity Manual (Internal)	Yes	Activated February 2019

2.13.2 Communication Unit

Table 69: Communication Unit

Communication Unit	Yes/No	Number of people in the Unit	Job titles
	Yes	3	Communications & IGR Manager
			Senior Communications Officer
			Communications Officer

2.13.3 Newsletter

Table 70: Newsletter

Type of Newsletter	Issues distributed	Circulation number	Date distributed
Internal-MunIndaba	2	Print 2000	March 2021 June 2021
External – Municipal Newspaper (Tabloid)	2	Print 15 000	March 2021 June 2021
External-Municipal Newsletter (2page)	8	Print ± 45 000 Email ± 25 000	July 2020 August 2020 November 2020 February 2021 March 2021 April 2021 May 2021 June 2021

2.13.4 Awareness Campaigns

Table 71: Awareness Campaigns

Campaign	Date
Covid-19 Awareness	March 2020 – June 2021
Covid-19 Hotspot Awareness	July 2020 – January 2021
Covid-19 Drive Through Donation Centre	June 2020 – December 2020
How to Access Municipal Services During Covid-19 – Stages of Lockdown	March 2020 – June 2021
Road Upgrades 2020/21	July 2020 – June 2021
Funda Mzantsi Online Event	September 2020
Illegal Dumping Awareness	July 2020 – June 2021
Illegal Connection Awareness	July 2020 – June 2021
Safety – Festive / Water / Fire/ Law Enforcement / Traffic / Lifesavers	November 2020 – February 2021
Joint Illegal Dumping Awareness Campaign with GRDM	September 2020 - December 2020
New Bank Account	November 2020 – June 2021
Indigent Registration Awareness	February 2021
Adjustment Budget 2020/21	February 2021
Contact Us Campaign – Email gmun@george.gov.za	March 2021
Energy Efficiency – Poster Competition	April 2021 – June 2021
Phelophepha Train	April 2021
Budget and IDP 2021/22	May 2021 – June 2021
Water Security and Restrictions – Uniondale / Haarlem	April 2021 – June 2021
Erf 325 Subsidy Registration	April 2021 – June 2021
Library Services: Book week, International Literacy Day, World Read Aloud Day, World Book Day	July 2020 – June 2021

2.13.5 Additional Communication Channels Utilised

Table 72: Communication Channels

Channel	Number of People reached/ followers
Facebook	24 442 (+4277)
Twitter	3638 (+ 445)
SMS System	Limited to Council / Ward Committee Members
Municipal App	8425 (+1856)
Website	
Instagram	992 (+250)
LinkedIn	284 (+211)
You Tube	201 (+58)
WhatsApp Groups	Council, Media, All directorates, Community Policing Forums, District Communications, Western Cape Provincial Communications, Western Cape Provincial and Sector Departments Communications, District Covid-19 JOC
Focus On – published online George Herald Website and Facebook Page - bi-monthly	George Herald Website ±40 000 readers; George Herald Facebook Page ± 85 000 followers
Commercial Radio Station – Algoa FM (News Sponsorship/ Radio Adverts)	±60 000 Garden Route District Listeners
Community Radio Station – Heartbeat FM (Weekly Radio Slot / 5 x radio adverts per day)	±102 000 listeners
Community Radio Station – Eden FM (Weekly Radio Slot / 5 x radio adverts per day)	±195 000 listeners
Media Releases	1 July 2020 – 30 June 2021 - 453 Media Releases issued (Average 38 per month)
Media Queries	1 July 2020 – 30 June 2021 – 440 Media Queries received and responded to (Average 37 per month)

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

5.6 3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance management is a strategic approach to management, which equips leaders, managers, staff and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Within the local sphere of government, performance management is institutionalised through legislative requirements. Performance management provides the mechanism to measure whether set targets against strategic goals are met.

3.1.1 Legislative Requirements

The objects of local government as enshrined in Section 152 of the Constitution of the Republic of South Africa, 1996, paves the way for performance management. The democratic values and principles in terms of Section 195 (1) of the Constitution of the Republic of South Africa are also linked with the concept of performance management, regarding the principles of *inter alia*:

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

The Local Government: Municipal Systems Act, No. 32 of 2000 (MSA) requires each municipality to establish a performance management system. Furthermore, the MSA and the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA) require the municipal budget to be aligned to the Integrated Development Plan (IDP) and create a mechanism for the implementation of the budget against the IDP using the Service Delivery and Budget Implementation Plan (SDBIP).

In terms of Section 46(1) of the MSA a municipality must prepare each financial year a performance report reflecting:

- ◆ the performance of the municipality and of each external service provider during that financial year;
- ◆ a comparison of the performance referred to above with targets set for and performance in the previous financial year; and
- ◆ measure taken to improve performance.

3.1.2 Organisational Performance

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

This report highlights the strategic performance in terms of the Municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), performance on the National Key Performance Indicators as prescribed in Section 43 of the MSA and an overall summary of performance on municipal services.

3.1.3 Performance System Followed for the Financial Year

i. The IDP and the Budget

The reviewed IDP and Budget for the financial year 2020/21 were approved by Council on 27 May 2021. The IDP and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

ii. Service Delivery and Budget Implementation Plan

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when strategies, objectives and business processes of the Municipality are implemented. It also assigns the responsibility to Directorates of delivering of municipal services in terms of the IDP and budget. The Top Layer SDBIP was approved by the Executive Mayor on 08 July 2020.

The following were considered in the development of the Top Layer SDBIP:

- ◆ Areas to be addressed and the root causes contained in Management Letter of the Auditor-General, as well as the risks identified during the 2019/20 audit;
- ◆ Alignment with the IDP, National Key Performance Areas (KPAs), Municipal KPAs and IDP objectives;

- ◆ Municipal Public Accounts Committee’s Report on the Annual Report 2019/20;
- ◆ The risks identified by the Internal Auditor during the municipal risk analysis.

iii. Actual Performance

The municipality utilises an electronic web-based system on which Key Performance Indicator (KPI) owners update actual performance monthly. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- ◆ The actual result in terms of the target set;
- ◆ A performance comment;
- ◆ Actions to improve the performance against the target set, if the target was not achieved.

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

iv. Quarterly Reporting

Both the Executive Mayor and the Municipal Manager dully signed off all the quarterly (S52 & S72) reports and subsequently submitted them to Council as prescribed by Section 52(d) and 72(1) of the Municipal Finance Manager Act, 56 of 2003. Below are dates when the reports were signed off:

Figure 7: Quarterly Reporting

Period of Reporting	Date Signed
Quarter 1 (01 July 2020 – 30 September 2020)	19 October 2020
Quarter 2 (01 October 2020 – 31 December 2020)	21 January 2021
Quarter 3 (01 January 2021 – 31 March 2021)	24 April 2021
Quarter 4 (01 April 2021– 30 June 2021)	26 July 2021

3.1.4 Performance Management

Performance management is prescribed by the MSA and Municipal Planning and Performance Management Regulations, (796 of August 2001), Regulation 7 of the latter states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and process of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the responsibilities of the different role players.” This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP, individual and service provider performance. The Municipal Council reviewed and approved the Organisational Performance Framework on 12 February 2018 and is currently under review.

i. Organisational Performance

The organisational performance is monitored and evaluated through the SDBIP. The performance

process can be summarised as follows:

- ◆ The Top Layer SDBIP was approved by the Executive Mayor on 07 July 2020 and was subsequently revised on 25 February 2021.
- ◆ The web-based system sends automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance
- ◆ against key performance indicator targets every month for the previous month's performance;
- ◆ A mid-year budget and performance (Section 72) report was compiled within the legislative timeframes, tabled to Council and approved and thereafter submitted to Provincial Treasury;
- ◆ Roll-out of performance agreements for other levels of management other than Senior Management (Section 57 appointees) is ongoing;
- ◆ Internal Audit conducted an audit on the Top Layer SDBIP for all quarters and reported to the Performance Audit Committee on a quarterly basis.
- ◆ The Audit Committee also acts as the Performance Audit Committee and is fully functional.

ii. Individual Performance

Senior Management

The MSA prescribes that the municipality must enter into performance-based agreements with all Section 57 employees and that performance agreements must be reviewed annually. The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (Regulation 805, August 2006) explain this process in detail.

The 2020/2021 performance agreements for the Section 57 appointments were signed as indicated in the table below:

Table 73: Performance Agreements

Position	Name	Date Signed
Municipal Manager	Mr T Botha	30 July 2020
Director: Community Services	Mr W. Hendricks	20 July 2020
Director: Human Settlements	Mr C. Lubbe	31 July 2020
Director: Financial Services	Vacant	
Director: Civil Engineering	Mr R. Wesso	31 July 2020
Director: Protection Services	Mr S. Erasmus	31 July 2021
Director: Corporate Services	Mr S. James	29 July 2020
Director: Electrotechnical Services	Vacant	

3.2 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER)

In the paragraphs below the performance achieved is illustrated against the Top Layer SDBIP as per the IDP (strategic) objectives.

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

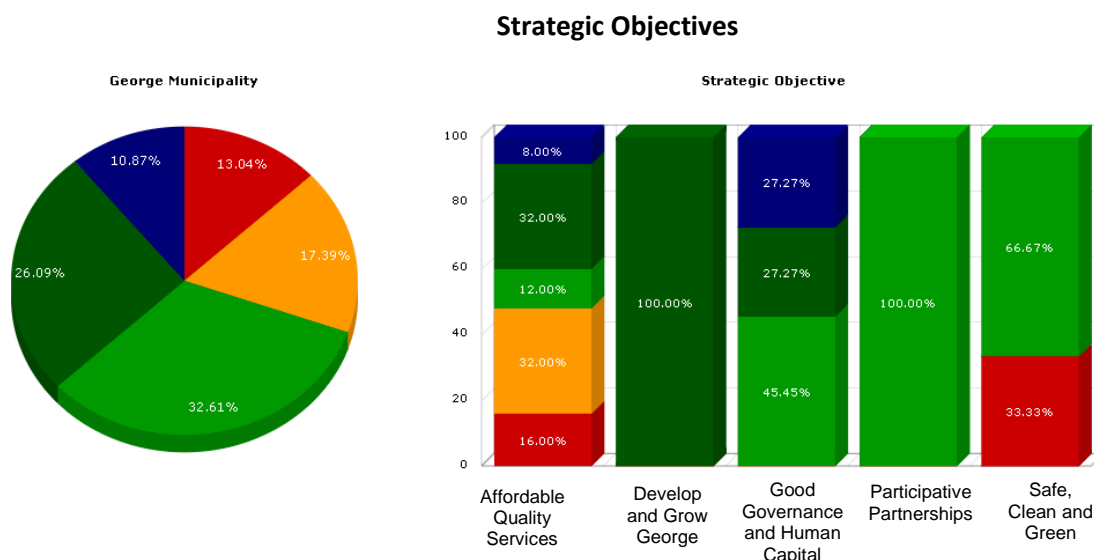
Table 74: Methodology: Actual Performance Against Targets

Category	Colour	Explanation
KPI Not Yet Measured	Grey	KPIs with no targets or actuals in the selected period.
KPI Not Met	Red	0% <= Actual/Target <= 74.999%
KPI Almost Met	Orange	75.000% <= Actual/Target <= 99.999%
KPI Met	Green	Actual meets Target (Actual/Target = 100%)
KPI Well Met	Dark Green	100.001% <= Actual/Target <= 149.999%
KPI Extremely Well Met	Blue	150.000% <= Actual/Target

3.2.1 Overall Performance

The graph below displays the overall performance for 2020/2021 financial year as the per Strategic Objective:

Figure 8:: Achievements for 2020-2021



	George Municipality	Strategic Objective				
		Affordable Quality Services	Develop and Grow George	Good Governance and Human Capital	Participative Partnerships	Safe, Clean and Green
KPI Not Met	6(13.04%)	4(16.00%)	-	-	-	2(33.33%)
KPI Almost Met	10(21.74%)	8(32.00%)	-	-	-	-
KPI Met	15(32.61%)	3(12.00%)	-	5(45.45%)	3(100.00%)	4(66.67%)
KPI Well Met	10(21.74%)	8(32.00%)	1(100.00%)	3(27.27%)	-	-
KPI Extremely Met	5(10.87%)	2(8.00%)	-	3(27.27%)	-	-
Total	46	25	1	11	3	6
	100%	54.35%	2.17%	23.91%	6.52%	13.04%
Total% Target Achieved				65.21%		

3.2.2 Actual Performance against KPIs Set in Terms of the Top Layer

a) Affordable Quality Services

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
TL4	To provide world class water services in George to promote development and fulfil basic needs	Limit water network losses to 25% or less by 30 June 2021	% Water network losses	25.00 %	20.27 %	25.00%	25.00%	1	0.00%	0.00%	0.00%	25.00%	22.66%	B	25.00%	22.66%	B
TL5	To endeavour to improve the reseal of roads such as an extent that potholes are prevented altogether	Spend 85% of the approved capital budget on the rehabilitation and upgrade of streets and storm water by 30 June 2021 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend	85.00 %	60.95 %	85.00%	85.00%	1	0.00%	40.00 %	59.00%	85.00%	97.21%	G 2	85.00%	97.21%	G 2
TL6	To endeavour to improve the reseal of roads such as an extent that potholes are prevented altogether	Spend 85% of the approved operating budget on the rehabilitation and upgrade of the proclaimed roads by 30 June 2021 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend	85.00 %	95.68 %	85.00%	85.00%	1	0.00%	80.00 %	100.00%	85.00%	100.00%	G 2	85.00%	100.00%	G 2

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
TL7	To implement an Integrated Public Transport Network that will serve the communities of George	Spend 85% of the approved capital budget on the rehabilitation and upgrade of the public transport infrastructure by 30 June 2021 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend	85.00%	55.78%	85.00%	85.00%	1	0.00%	10.00%	21.00%	85.00%	58.41%	O	85.00%	58.41%	O
Performance Comment		Additional funding was received in the national adjustment budget process and an amount of R30m allocated to George Municipality (End of March 2021). The funding is specifically for the Upgrading of Market Street and contract appointments were made for the first three phases (T/ING/ 031/2018: Road Rehabilitation, resurfacing and Ancillary Works – Upgrading of Market Street: Phase 1, Phase 2, Phase 3). The contractor was appointed for Market Street on 31 st March 2021. The funding is fully committed however given the late allocation construction works could commence but will only be completed in 2021/22. Despite the award to the contractor being made in December 2019, construction in Tabata Street was significantly delayed by community unrest and demands, and this work will be completed in 2021/22.															
Corrective Action		Contractors are on site and work has commenced. Construction work in Market Street will be completed in the 2021/22 financial year. A Project Steering Committee is in place for Tabata Street that includes key stakeholders to assist with community matters. All funding rolled over will be spent in 2021/22.															
TL8	To provide world class water services in George to promote development and fulfil basic needs	Spend 85% of the approved capital budget on the rehabilitation and upgrade of Water - Networks by 30 June 2021 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend	85.00%	36.41%	85.00%	85.00%	1	0.00%	1.33%	21.20%	85.00%	50.52%	R	85.00%	50.52%	R
Performance Comment		Target not met due to the delay of appointment of Contractors only realising towards the end of April 2021. Tender was advertised 3 rd September and closed 5 th October 2020, there was a delay in the finalisation of the award by the BAC on 4 th March 2021, due to Covid related capacity constraints within SCM. Thereafter an appeal's process had to be dealt with which further delayed commencement.															
Corrective Action		Appointment of Contractors done under T/ING/008/2020, work commenced July 2021.															

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
TL9	To provide world class water services in George to promote development and fulfil basic needs	Spend 85% of the approved capital budget on the rehabilitation and upgrade of Water-Purification by 30 June 2021 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend	85.00%	56.48%	85.00%	85.00%	1	0.00%	0.90%	22.96%	85.00%	53.73%	R	85.00%	53.73%	R
Performance Comment		The full capital amount could not be spent due to various factors that includes amongst others the following: critical key vacancies (impacts on all project management functions), Environmental process delays (Uniondale), dam level too high to complete survey required (Garden Route Dam), items included in large tenders where work is scheduled to be carried out later than anticipated (fencing), consultant delays in finalising tender documentation, 20ML WTW Extension delayed by COGTA closeout of historical MIG projects process.															
Corrective Action		Critical vacancies have been prioritised by the AMM and HR is assisting to address these vacancies, Tender documentation has been prioritised for the advertising of tenders, work included in other larger projects is scheduled to be addressed early in 2021/22, the process with COGTA is ongoing with the assistance of MISA and DLG.															
TL10	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 85% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Networks by 30 June 2021 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend	85.00%	43.65%	85.00%	85.00%	1	0.00%	15.85%	38.66%	85.00%	82.07%	O	85.00%	82.07%	O
Performance Comment		The full capital amount could not be spent due to various factors that includes amongst others the following: critical key vacancies (impacts on all project management functions), Environmental process delays (Kleinkrantz Sewer), items included in other tenders (Erf 325 sewer being implemented through the Department Human Settlements, purchase of vehicles – honey sucker), consultant delays in finalising tender documentation.															
Corrective Action		Critical vacancies have been prioritised by the AMM and HR is assisting to address these vacancies, Tender documentation has been prioritised for the advertising of tenders, work included in other larger projects is scheduled to be addressed early in 2021/22, meeting with the DEADP to prioritise critical projects requiring environmental approvals have been arranged. Projects carried out by other departments cannot be controlled by the Dir: CES although the directorate must report on these expenditure items as well.															
TL11	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 85% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2021 {(Actual expenditure divided by the total	% of budget spend	85.00%	24.62%	85.00%	85.00%	1	0.00%	2.50%	21.59%	85.00%	53.73%	O	85.00%	53.73%	O

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Target	Actual				Actual	Actual	Actual	Target	Actual	R	Target	Actual	R
		approved budget) x 100}															
Performance Comment		The most significant project is the Upgrading of the Outeniqua WwTW (including the sludge silo). The most expensive components being the mechanical and electrical require design approval prior to orders being placed. Orders were placed for imported components, but delivery was delayed due to COVID (ships being held in ports) and then on arrival in Durban due to the hacking of a DTI system. The spending of the MIG funds was prioritised with own funding being requested for rollover. Most materials were delivered to the site, but after 30 June 21.															
Corrective Action		The actual expenditure is compared with the cashflow projections on a monthly basis. The necessary adjustments will be implemented when the budget process makes provision for this. The actions will be monitored carefully, and updates considered regularly to ensure performance remains acceptable.															
TL12	To provide and maintain safe and sustainable sanitation management and infrastructure	Achieve 90% compliance to Plant License or Authorization from DWS with regards to waste water outflow by 30 June 2021	% compliance achieved by each plant divided by the number of plants	90.00%	92.00%	90.00%	90.00%	1	99.00%	93.00%	97.00%	90.00%	95.50%	G2	90.00%	95.50%	G2
TL13	To provide world class water services in George to promote development and fulfil basic needs	Obtain 95% water quality level as per SANS 241 physical and micro parameters by 30 June 2021	% water quality level obtained as measured against the SANS 241:2015 physical and micro parameters	95.00%	98.40%	95.00%	95.00%	1	98.50%	99.70%	96.50%	95.00%	97.75%	G2	95.00%	97.75%	G2
TL17	To revitalise the current community facilities to increase the access to services for the public	Completed the upgrade and extension of the Pacaltsdorp library by 30 June 2021	Upgrade and extension of the Pacaltsdorp library completed	1	0	1	1	2;16;17	0	0	0	1	1	G	1	1	G
TL23	To explore and implement measures to preserve resources and ensure sustainable development	Limit electricity losses to less than 10% by 30 June 2021 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100	% Electricity losses by 30 June 2021	10.00%	7.12%	10.00%	10.00%	1	11.85%	10.77%	9.72%	10.00%	8.83%	B	10.00%	8.83%	B
TL24	To provide sufficient	Spend 85% of the electricity capital	% of the capital budget spent	85.00%	62.99%	85.00%	85.00%	1	0.00%	12.11%	28.00%	85.00%	52.85%	R	85.00%	52.85%	R

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
	electricity for basic needs	budget by 30 June 2021 {(Actual capital expenditure divided by the total approved capital budget) x100}	by 30 June 2021														
Performance Comment		The following is the summarised response to the poor performance in terms of capital budget: 1. Severe capacity constraints in the Electrotechnical Services directorate. 2. Inadequate project and contract management.															
Corrective Action		The action plan to correct this is: 1. The George Municipality appointed a well experienced Director, Acting Deputy Director and Senior Manager Distribution – to drive and develop the project and contract management capacity within the directorate. 2. A comprehensive procurement plan and recruitment plan have been put in place. 3. Further recruitment for the current vacancies as well as reviewing of organogram to capacitate the Planning and Design division within the Directorate are ongoing.															
TL25	To provide world class water services in George to promote development and fulfil basic needs	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2021	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2021	34 300	39 217	39 000	39 000	1	0	39 638	0	39 000	35 083	0	39 000	35 083	0
Performance Comment		Challenges with the interpretation of the unit of measurement had an impact on the reported figures and upon clarification has resulted in the reported underachievement as vacant land needed to be excluded from the final population.															
Corrective Action		The technical sheets will be amended to clarify the interpretation of which properties need to be included in the reported performance. The proposed changes will be affected in the SDBIP to be tabled during the 2021/22 financial year mid-year adjustment budget process in February 2022 for Council to approve.															
TL26	To provide sufficient electricity for basic needs	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June 2021	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2021	43 000	44 467	44 000	44 000	1	0	44 748	0	44 000	44 993	G2	44 000	44 993	G2

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
TL27	To provide and maintain safe and sustainable sanitation management and infrastructure	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2021	Number of residential properties which are billed for sewerage as at 30 June 2021	36 000	38080	38 000	38 000	1	0	38 457	0	38 000	35 358	○	38 000	35 358	○
Performance Comment		Challenges with the interpretation of the unit of measurement had an impact on the reported figures and upon clarification has resulted in the reported underachievement as vacant land needed to be excluded from the final population.															
Corrective Action		The technical sheets will be amended to clarify the interpretation of which properties need to be included in the reported performance. The proposed changes will be affected in the SDBIP to be tabled during the 2021/22 financial year mid-year adjustment budget process in February 2022 for Council to approve.															
TL28	To provide integrated waste management services for the entire municipal area	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2021	Number of residential properties which are billed for refuse removal as at 30 June 2021	36 000	37 142	36 500	36 500	1	0	37 376	0	36 500	37 760	G2	36 500	37 760	G2
TL29	To provide world class water services in George to promote development and fulfil basic needs	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2021	13 145	15 142	15 000	15 000	1	0	14 256	0	15 000	14 324	○	15 000	14 324	○
Performance Comment		Due to the pandemic and subsequent loss of income the Finance Department expected an influx of indigent applications and therefore the targets were determined accordingly. The Finance Department embarked on an awareness campaign to encourage consumers to apply for the Indigent grant. An advertisement was published in the newspapers, it was broadcast over the local radio stations and loud hailing was also done in the different areas. It is however difficult to pre-empt what the target should be.															
Corrective Action		The targets will be adjusted downwards during the February 2022 adjustment budget. The Finance Department will have a clearer indication of the target for the Indigent subsidy at that stage. The targets will be adjusted after taking the results of the following actions into consideration: 1. Management is in process with an awareness campaign to encourage those debtors who are unemployed to apply for the indigent subsidy. This campaign is currently in process, and it involves visitations to customers, the issue of notices to consumers and the assistance with the completion of indigent application forms. 2. George municipality also had a question-and-answer session on the radio on the 8th and 11th November 2021, which also resulted in consumers that visited our offices to apply for the indigent subsidy. 3. The Zeus system also gives an indication of the indigent customers whose application is due to be reviewed.															

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
		4. Proper records are kept of all the processes that are followed, as well as statistics of the number of interactions that took place with the indigent's consumers. 5. The data that are collected in the above processes, together with the totals on the indigent register will be used to adjust the targeted figures in the adjustment budget to be held in February 2022.															
TL30	To provide sufficient electricity for basic needs	Provide free basic electricity to indigent households	Number of indigent households receiving free basic electricity as at 30 June 2021	19 399	19 730	19 500	19 500	1	0	18 993	0	19 500	19 220	○	19 500	19 220	○
Performance Comment		Due to the pandemic and subsequent loss of income the Finance Department expected an influx of indigent applications and therefore the targets were determined accordingly. The Finance Department embarked on an awareness campaign to encourage consumers to apply for the Indigent grant. An advertisement was published in the newspapers, it was broadcast over the local radio stations and loud hailing was also done in the different areas. It is however difficult to pre-empt what the target should be.															
Corrective Action		The targets will be adjusted downwards during the February 2022 adjustment budget. The Finance Department will have a clearer indication of the target for the Indigent subsidy at that stage. The targets will be adjusted after taking the results of the following actions into consideration: <ol style="list-style-type: none"> 1. Management is in process with an awareness campaign to encourage those debtors who are unemployed to apply for the indigent subsidy. This campaign is currently in process, and it involves visitations to customers, the issue of notices to consumers and the assistance with the completion of indigent application forms. 2. George municipality also had a question-and-answer session on the radio on the 8th and 11th November 2021, which also resulted in consumers that visited our offices to apply for the indigent subsidy. 3. The Zeus system also gives an indication of the indigent customers whose application is due to be reviewed. 4. Proper records are kept of all the processes that are followed, as well as statistics of the number of interactions that took place with the indigent's consumers. 5. The data that are collected in the above processes, together with the totals on the indigent register will be used to adjust the targeted figures in the adjustment budget to be held in February 2022. 															
TL31	To provide and maintain safe and sustainable sanitation management and infrastructure	Provide free basic sanitation to indigent households	Number of indigent households receiving free basic sanitation as at 30 June 2021	16 000	14 720	15 000	15 000	1	0	13 845	0	15 000	13 906	○	15 000	13 906	○
Performance Comment		Due to the pandemic and subsequent loss of income the Finance Department expected an influx of indigent applications and therefore the targets were determined accordingly. The Finance Department embarked on an awareness campaign to encourage consumers to apply for the Indigent grant. An advertisement was published in the newspapers, it was broadcast over the local radio stations and loud hailing was also done in the different areas. It is however difficult to pre-empt what the target should be.															
Corrective Action		The targets will be adjusted downwards during the February 2022 adjustment budget. The Finance Department will have a clearer indication of the target for the Indigent subsidy at that stage. The targets will be adjusted after taking the results of the following actions into consideration: <ol style="list-style-type: none"> 1. Management is in process with an awareness campaign to encourage those debtors who are unemployed to apply for the indigent subsidy. This campaign is currently in process, and it involves visitations to customers, the issue of notices to consumers and the assistance with the completion of indigent application forms. 2. George municipality also had a question-and-answer session on the radio on the 8th and 11th November 2021, which also resulted in consumers that visited our offices to apply for the indigent subsidy. 3. The Zeus system also gives an indication of the indigent customers whose application is due to be reviewed. 4. Proper records are kept of all the processes that are followed, as well as statistics of the number of interactions that took place with the indigent's consumers. 5. The data that are collected in the above processes, together with the totals on the indigent register will be used to adjust the targeted figures in the adjustment budget to be held in February 2021. 															

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
TL32	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2021	16 000	14 853	15 000	15 000	1	0	13 974	0	15 000	14 034	○	15 000	14 034	○
Performance Comment		Due to the pandemic and subsequent loss of income the Finance Department expected an influx of indigent applications and therefore the targets were determined accordingly. The Finance Department embarked on an awareness campaign to encourage consumers to apply for the Indigent grant. An advertisement was published in the newspapers, it was broadcast over the local radio stations and loud hailing was also done in the different areas. It is however difficult to pre-empt what the target should be.															
Corrective Action		The targets will be adjusted downwards during the February 2022 adjustment budget. The Finance Department will have a clearer indication of the target for the Indigent subsidy at that stage. The targets will be adjusted after taking the results of the following actions into consideration: <ol style="list-style-type: none"> 1. Management is in process with an awareness campaign to encourage those debtors who are unemployed to apply for the indigent subsidy. This campaign is currently in process, and it involves visitations to customers, the issue of notices to consumers and the assistance with the completion of indigent application forms. 2. George municipality also had a question-and-answer session on the radio on the 8th and 11th November 2021, which also resulted in consumers that visited our offices to apply for the indigent subsidy. 3. The Zeus system also gives an indication of the indigent customers whose application is due to be reviewed. 4. Proper records are kept of all the processes that are followed, as well as statistics of the number of interactions that took place with the indigent's consumers. 5. The data that are collected in the above processes, together with the totals on the indigent register will be used to adjust the targeted figures in the adjustment budget to be held in February 2021. 															
TL36	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2021 {(Actual amount spent on projects/Total amount budgeted for capital projects) X100}	% of capital budget spent by 30 June 2021	85.00%	53.42%	85.00%	85.00%	1	0.00%	13.00%	32.20%	85.00%	67.72%	○	85.00%	67.72%	○
Performance Comment		The Covid-19 pandemic had a continued impact on several aspects of the Capital expenditure. Not only was the administrative process hampered but also contractors carrying out projects. Although temporary employees were appointed to assist the technical department there are still capacity constraints.															
Corrective Action		The vacant post of the Director Civil Engineering Services will be filled shortly. The Director Electrotechnical Services position has also been filled and this will make a big difference in these departments with the biggest capital budgets. Projects that could not be completed have been rolled over to the new financial year for completion. Improved monitoring of projects spending															

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
		will be done to establish where possible intervention is needed.															
TL40	To accelerate delivery in addressing housing	Construct 50 top structures within the Thembalethu UISP project by 30 June 2021	Number of top structures constructed	120	120	50	50	10;11;12;13; 14;16; 22	0	0	49	50	1	R	50	50	G
TL42	To accelerate delivery in addressing housing	Appoint a consultant to review the Human Settlements Master Plan by 30 June 2021	Consultant appointed	0	0	1	1	1	0	0	0	1	1	G	1	1	G
TL43	To accelerate delivery in addressing housing	Construct 13 GAP middle income housing units by 30 June 2021	Number of GAP housing units constructed	0	0	13	13	1	0	0	0	13	11	O	13	11	O
Performance Comment		2 Beneficiaries still awaiting bond approvals from their banks.															
Corrective Action		Pre-approvals will be done with all financial institutions(banks) so that all approvals are obtain within the first quarter of the financial year. The preapprovals from banks and the FLISP approval DOHS be obtained in the first quarter of the financial year and construction to take place from the second quarter. The Department will prepare such an action plan to ensure implementation of corrective action.															

b) Develop and Grow George

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
TL14	To maximise job creation opportunities through government expenditure	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2021	Number of FTE's created by 30 June 2021	222	222	222	222	1	41	54	75	222	251	G2	222	251	G2

c) Good Governance and Human Capital

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Target				Actual	Actual	Actual	Target	Actual	R	Target	Actual	R
TL1	To realign the organisational structure to be more responsive to community needs, more service and efficiency orientated and to fulfil goals identified in the 5-year plan	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2021	Number of newly appointed persons from equity target groups on the three highest levels of management/ number of newly appointed persons on three highest levels of management.	1.00%	0	70.00%	70.00%	1	0.00%	0.00%	0.00%	70.00%	83.03%	G 2	70.00%	83.03%	G 2
TL2	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	Review the 3-year Internal Audit Plan based on the risk assessment and submit to Audit Committee by 30 September 2020	RBAP (Risk Based Audit Plan) submitted to Audit Committee by 30 September 2020	1	1	1	1	1	1	0	0	0	0	N / A	1	1	G
TL3	To conduct a full audit of operations, processes, duties and service delivery standards of departments to address risk areas and promote effectiveness	Achieve 100% of the planned audits to approved Audit Plan by 30 June 2021 ((Actual hours completed/ Planned hours to be completed) x100)	% of target hours completed by 30 June 2021 ((Actual hours completed/ Planned hours to be completed) x100)	100.00 %	124.00 %	100.00%	100.00%	1	29.00 %	59.00%	89.00 %	100.00%	145.00%	G 2	100.00%	145.00%	G 2
TL20	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2021 ((Actual total training expenditure	% of municipality's personnel budget actually spent on implementing its workplace skills plan as at 30 June	0.50%	0.65%	0.50%	0.50%	1	0.00%	0.00%	0.00%	0.50%	0.50%	G	0.50%	0.50%	G

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Actual	Actual	R	Target	Actual	R		
		divided by total personnel budget) x100)	2021														
TL21	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	Submit the Workplace Skills Plan to the LGSETA by 30 April 2021	Workplace Skills Plan submitted to the LGSETA by 30 April 2021	1	1	1	1	1	0	0	0	1	1	G	1	1	G
TL22	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	Appointment of Service Provider for the replacement of the Civic Centre roof in George by 30 June 2021	Service Provider appointed	0	0	1	1	1	0	0	0	1	1	G	1	1	G
TL33	To develop mechanisms to ensure viable financial management and control	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2021 Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease / Total Operating Revenue - Operating Conditional Grant)	% Debt to Revenue as at 30 June 2021	45.00 %	21.06 %	45.00%	45.00%	1	0.00%	0.00%	0.00%	45.00%	17.52%	B	45.00%	17.52%	B
TL34	To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved	Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 (Total outstanding service debtors/ revenue received	% Service debtors to revenue as at 30 June 2021	15.60 %	11.52 %	16.00%	16.00%	1	0.00%	0.00%	0.00%	16.00%	11.48%	B	16.00%	11.48%	B

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4		Overall Performance for 2020/2021			
				Actual	Target				Actual	Actual	Actual	Target	Actual	R	Target	Actual	R
	collection rate	for services)															
TL35	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) +Short Term Investment)/Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2021	2	4.81	2	2	1	0	0	0	2	3.86	B	2	3.86	B
TL37	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Achieve a payment percentage of 95% by 30 June 2021 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	Payment % as at 30 June 2021	95.00 %	88.77 %	90.00%	90.00%	1	99.03 %	91.00%	90.00 %	90.00%	91.03%	G 2	90.00%	91.03%	G 2
TL38	To develop mechanisms to ensure viable financial management and control	Review the Long-Term Financial Plan and submit to Council by 31 March 2021	Reviewed Long Term Financial Plan submitted to Council by 31 March 2021	1	1	1	1	1	0	0	1	0	0	N / A	1	1	G

d) Participative Partnerships

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Target	Actual				Actual	Actual	Actual	Target	Actual	R	Target	Actual	R
TL44	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the IDP/budget time schedule to Council by 31 August 2020	Time schedule submitted to Council	1	1	1	1	1	0	0	0	0	0	N/A	1	1	G
TL45	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the draft IDP to Council by 31 March 2021 to ensure compliance with legislation	Draft IDP submitted to Council	1	1	1	1	1	0	0	1	0	0	N/A	1	1	G
TL46	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the IDP to Council by 31 May 2021 to ensure compliance with legislation	IDP submitted to Council	1	1	1	1	1	0	0	0	1	1	G	1	1	G

e) Safe, Clean and Green

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
TL15	To provide integrated waste management services for the entire municipal area	Spend 85% of the approved project budget for the rehabilitation of the George landfill site by 30 June 2021	% of budget spend	85.00%	0.00%	85.00%	85.00%	24	0.00%	0.00%	0.00%	85.00%	0.00%	R	85.00%	0.00%	R
Performance Comment		Allocated provisions budget could not be spent for the Rehabilitation of the George Land fill site due to the following preceding actions that had to take place: Dynamic compaction needed to be done to correct the current slope at the George landfill site. For the dynamic compaction to occur the site must be closed for the public, however there is no alternative for the disposal of green, bulky and builders waste (rubble). Both DEADP and the Department of Water affairs must give approval before the project may continue, and such approval has not been forthcoming.															
Corrective Action		Following corrective measures are in place for financial year 2021/2021: <ul style="list-style-type: none"> • Service provider has been appointed to conduct the dynamic compaction on one portion of the waste disposal facility. • COM29/2021 is at the final award stages for the drilling of boreholes. • Portion of the fence not impeding the dynamic compaction will be done in the second half of the financial year. 															
TL16	To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	Award the tender for the composting plant in George by 30 June 2021	Tender for the composting plant in George award	0	0	1	1	24	0	0	0	1	1	G	1	1	G
TL19	To provide integrated waste management services for the entire municipal area	Spend 85% of the approved project budget for the rehabilitation of the Uniondale landfill site by 30 June 2021	% of budget spend	0	0	85.00%	85.00%	26	0.00%	0.00%	0.00%	85.00%	2.11%	R	85.00%	2.11%	R
Performance Comment		Decommissioning design report, drawings and CQA plans were sent to the Department: Water Affairs and Sanitation - Aug 2020. The municipality received approval from the Department Water Affairs and sanitation on 12 March 2021. Only after approval was obtained the SCM process could commence. Tender was advertised on 22 April 2021, with a closing date of 28 May 2021. The tender will be finalised by the BAC in July 2021. The consultant must complete the technical report and submit it to the George Municipality SCM unit for further evaluation adjudication, and award. The small expenditure percentage represents the consultant's expenditure cost to date. <ul style="list-style-type: none"> • Expenditure of R119 477.12 out of allocated R 5 656 907.79. 															

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Previous Year Performance		Original Annual Target	Revised Annual Target	Area	Q1	Q2	Q3	Q4			Overall Performance for 2020/2021		
				Actual	Actual				Actual	Target	Actual	R	Target	Actual	R		
Corrective Action		COM012/2021 has been awarded in July 2021 for the rehabilitation of the Uniondale landfill site. Planning for the site establishment has already commenced.															
TL47	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Draft an Integrated Safety Plan and submit to the Portfolio Committee by 30 June 2021	Integrated Safety Plan drafted and submitted to the Portfolio Committee by 30 June 2021	0	0	1	1	1	0	0	0	1	1	G	1	1	G
TL48	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Draft a By-Law Strategy and submit to the Portfolio Committee by 30 June 2021	By-Law Strategy drafted and submitted to the Portfolio Committee by 30 June 2021	0	0	1	1	1	0	0	0	1	1	G	1	1	G
TL49	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Report quarterly to the GIPTN Committee on the implementation of the Roll-Out Programme of Phase 4A of the GIPTN	Number of reports submitted to the GIPTN Committee	4	2	4	4	1	1	1	1	1	1	G	4	4	G

3.2.3 Service Provider Performance

Section 76 (b) of the Municipal Systems Act implies that Key Performance Indicators should inform the indicators set for every municipal entity and service provider with whom the municipality has entered a service delivery agreement.

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

Name of service provider	PKF	Nico Smith Attorneys	ABSA	CDV Property Valuers Pty Ltd	Nextec	Henra	Ikapa Reticulation and Flow	ICO Swart Consultancy
Directorate	Municipal Manager	Financial Services	Financial Services	Financial Services	Civil Engineering	Civil Engineering	Financial Services	Financial Services
Type of services required	Internal Audit Co-Service	Litigation	Provision of Banking	Compilation and Maintenance of General valuation roll, Supplementary Valuations and Supplementary Valuation Rolls	Consulting and site Supervision	Road Construction: Tabata Street	Reading of Water and electricity meters and other meter related services	Providing Short Term Insurance
Supply Chain Contract No	MM017/209	FIN013/2017	FIN011/2013	FIN010/2016	T/ING/033/2016	T/ING/03182018	FIN001/2015	FIN004/2016
Available Budget (R'000)	Rates Tender	Rates Tender	R4 812 930.00	R1 026 411.84	R1 473 000.00	R12 700 000.00	R2 143 830.00	R10 454 993.00
Actual Spending (R'000)	R5 353 607	R3 706 760	R2 066 007	R 473 748	R 416 641	R7 117 603	R62 416	No spending
Grading of service rendered								
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent								
Contract work to specification	5	4	4	3	4	4	3	4
Contract still within budget	5	4	4	4	4	4	3	4
Contract within time	5	4	4	3	4	4	2	3

Name of service provider	PKF	Nico Smith Attorneys	ABSA	CDV Property Valuers Pty Ltd	Nextec	Henra	Ikapa Reticulation and Flow	ICO Swart Consultancy
Directorate	Municipal Manager	Financial Services	Financial Services	Financial Services	Civil Engineering	Civil Engineering	Financial Services	Financial Services
frame								
Compliance with contract requirement	5	4	4	3	4	4	2	4
Claims	5	0	0	4	4	4	3	4
Incidents on site	5	0	0	4	4	4	3	0
Suitably qualified/experienced personnel	5	4	4	3	5	0	3	0
Job creation/training	5	0	0	4	5	0	3	3
Other comments	0	0	0	0	4	4	0	0
Overall rating	0	4	4	3.5	5	4	0	4
Action taken with regard to poor and unsatisfactory service providers	NONE	Improve process – e.g. phone clients also	NONE	Regular meetings and good communication help to overcome problems	NONE		Limited reading due to ongoing lockdown	NONE
Overall recommendation and comments	All projects are performed in line with the approved Internal Audit plan	Ongoing continuously to improve	NONE	NONE	NONE	Work being suspended	Monthly meetings with service provider to address issues. Item was taken to Council to insource service. New Service Provider to be appointed (March 2020)	NONE

Name of service provider	Henra	V3	Charles Rowe Associates	Ilona Construction	KPG EXD-SMP JV	MPP Projects	IX Engineering
Directorate	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering
Type of services required	Road Construction: Triumph Street	Construction and supervision: Shelters	Construction and supervision: Merriman Street	Manufacturing and installation of bus shelters and associated civil works	Manufacturing and installation of bus shelters and associated civil works	Maintenance of wastewater and Water purification sites	Construction and supervision: Triumph Street
Supply Chain Contract No	T/ING/033/2016	T/ING/022/2016	T/ING/022/2016	T/ING/024/2016	T/ING/024/2016	T/ING/006/2019	T/ING/033/2016
Available Budget (R'000)	R3 500 000.00	R5 731 735.39	R1 407 759.97		RATES	R188 554.25	R500 000.00
Actual Spending (R'000)	R 2 811 555	R918 610	R70488.69	R3 104 334	No spending	R10 717	R196 534
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	4	1	4		4	4
Contract still within budget	4	4	1	4		4	4
Contract within time frame	4	4	1	4		4	4
Compliance with contract requirement	4	4	1	3		4	4
Claims	4	4	0	3		4	4
Incidents on site	4	4	0	3		4	4
Suitably qualified/experienced personnel	4	4	0	3		4	4
Job creation/training	4	4	0	3		4	4
Other comments	4	4	0	0		0	3
Overall rating	4	5	0			4	5
Action taken with regard to poor and unsatisfactory service providers	None	None	A number of meetings was held to try to resolve outstanding contractual matters	None	Project terminated	None	None
Overall recommendation and comments	None	None	Service Provider did not provide with regards to information required, satisfactory work and based on above I would not recommend the service provider for similar work	Contractor supplied all required documentation and seems to be able to perform as required	Contractor is not recommended for any other project	None	None

Name of service provider	Grassworld Cut/Clean Service	2 ACS Services	Chlorcape	Fockens Engineerings	S.A Kraai Projects	Forest Tree Nursery	PJ Enter prises
Directorate	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering
Type of services required	Maintenance of wastewater and Water purification sites	Supply and Delivery of Chemicals	Supply and Delivery of Chemicals	Supply and Delivery of Chemicals	Maintenance of wastewater and Water purification sites	Maintenance of wastewater and Water purification sites	Maintenance of wastewater and Water purification sites
Supply Chain Contract No	T/ING/006/2019	T/ING/006/2018	T/ING/006/2018	T/ING/006/2018	T/ING/006/2019	T/ING/006/2019	T/ING/006/2019
Available Budget (R'000)	R188 554.25	R12 107 620.78	R12 107 620.78	R12 107 620.78	R188 554.25	R188 554.25	R188 554.25
Actual Spending (R'000)	83 497	3 087 821	13 607 038	5 926 682	NO SPENDING	NO SPENDING	NO SPENDING
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	5	5	5	5	4	4
Contract still within budget	4	5	5	5	5	4	4
Contract within time frame	4	5	5	5	5	4	4
Compliance with contract requirement	4	5	5	5	5	4	4
Claims	4	5	5	5	5	4	4
Incidents on site	4	5	5	5	5	4	4
Suitably qualified/experienced personnel	4	5	5	5	5	4	4
Job creation/training	4	5	5	5	5	4	4
Other comments	0	0	0	0	0	0	0
Overall rating	4	5	5	5	5	4	4
Action taken with regard to poor and unsatisfactory service providers	None	None	None	None	None	None	None
Overall recommendation and comments	None	None	None	None	None	None	None

Name of service provider Directorate	Avela Construction Civil Engineering	Silver Solution 1815cc Community Services	LSG Lavalia Garden Services Community Services	TPZSN General Services Community Services	HRMA Corporate Services	Season Find Corporate Services	Rochelle Jacobs Corporate Services
Type of services required	Maintenance of wastewater and Water purification sites	Maintenance with Tractor and Blower Mower	Maintenance with Tractor and Blower Mower	Maintenance of Parks and open spaces with Manual machines + Flowerbed and young trees for July 2019	Counselling Services	Counselling Services	Counselling Services
Supply Chain Contract No	T/ING/006/2019	COM003/2018	COM003/2018	COM002/2018	BA068/2018	BA068/2018	BA068/2018
Available Budget (R'000)	R188 554.25	R3 695.00	R3 695.00	R2 502 485.20	R251 274.05	R251 274.05	R251 274.05
Actual Spending (R'000)	85 964	1 264 277	982 176	1 30 111	NO SPENDING	NO SPENDING	66 700
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	4	4	4	5	5	5
Contract still within budget	4	4	4	3	5	5	5
Contract within time frame	4	4	4	3	5	5	5
Compliance with contract requirement	4	4	4	4	5	5	5
Claims	4	0	0	4	5	5	5
Incidents on site	4	0	0	0	5	5	5
Suitably qualified/experienced personnel	4	4	4	0	5	5	5
Job creation/training	4	4	4	2	0	0	0
Other comments	0	0	0	0	0	0	0
Overall rating	4	4	4	3	5	5	5
Action taken with regard to poor and unsatisfactory service providers	None	None	None	None	None	None	None
Overall recommendation and comments	None	None	None	None	None	None	None

Name of service provider	Fidelity Cash Solutions (Pty) Ltd	Cab Holdings
Directorate	Financial Services	Financial Services
Type of services required	Transporting of Cash	Printing, Email and Posting of Debtor Municipal service statement
Supply Chain Contract No	FIN027/2018	FIN026/2018
Available Budget (R'000)	R163 322.10	R100 554.37
Actual Spending (R'000)	4 23273	2 272 438
Grading of service rendered	1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent	
Contract work to specification	4	2
Contract still within budget	4	3
Contract within time frame	4	2
Compliance with contract requirement	4	3
Claims	0	0
Incidents on site	0	0
Suitably qualified/experienced personnel	4	2
Job creation/training	0	0
Other comments	0	0
Overall rating	4	
Action taken with regard to poor and unsatisfactory service providers	None	Communication went to the Service Provider, requesting for immediate correction, which was done. 2 nd correct batch has been printed, emailed and post to the client
Overall recommendation and comments	None	None

3.2.4 Municipal Functions

The municipal functional areas are depicted in the table below:

Table 75: Municipal Functions

Municipal Function	Municipal Function: Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Only electricity
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	No
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	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Storm water 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	No
Constitution Schedule 5, Part B functions:	
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	Yes
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

NATIONAL KEY PERFORMANCE AREAS: BASIC SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT

The table below depicts the key performance indicators linked to the following two National Key Performance Areas: Basic Service Delivery and Local Economic Development.

Table 76: NKPA - Basic Service Delivery and Local Economic Development

National Key Performance Area	Indicators	2019/2020	2020/2021
Basic Service Delivery (BSD)	The percentage of households with access to basic level of water	98%	96%
	The percentage of households with access to basic level of sanitation	98%	98%
	The percentage of households with access to basic level of electricity	83.6%	100%
	The percentage of households with access to basic level of solid waste removal	100%	99.8%
Local Economic Development (LED)	Create Full Time Equivalents (FTEs) through government expenditure with EPWP	222	251

3.3 WATER PROVISION

3.3.1 Introduction to Water Provision

George Municipality is a Water Services Authority (WSA) in terms of the Water Services Act 108 of 1997 and has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development.

Sections 12 and 13 of the Water Services Act 108 of 1997 place a duty on WSAs to prepare and maintain a Water Services Development Plan (WSDP). The current WSDP was updated in November 2019 and approved, together with the 2020/2021 IDP by the George Municipality Council in June 2020. The purpose of the WSDP is to provide relevant and summarised WSDP inputs for incorporation into George Municipality’s IDP process and is structured as follows:

Section A: Status Quo Overview: Provides a summarised overview of the water services status quo in terms of the water services functional business elements as aligned to the WSDP framework.

Section B: State of Water Services Planning: Presents the status of- and references the water services planning within George Municipality.

Section C: Water Services Existing Needs Perspective: Gives an overview of George Municipality's assessment and interpretation of its water services, with specific focus on problem definition statements.

Section D: Water Services Objectives and Strategies: Outlines the 5-year water services objectives and strategies as developed through the WSDP process for incorporation in terms of the IDP and aligned to the water services functional business elements.

Section E: Water Services MTEF Projects: The agreed water services projects for the medium-term expenditure framework and inclusive of funding sources.

Section F: WSDP Projects: Presents the projects identified during the WSDP process in order to meet the water services strategies of George Municipality, as aligned to the outflow from the situation analysis per water services business element.

The WSDP is available from the directorate Civil Engineering Services on request and through completion of a PAIA (Promotion of Access to Information Act) application.

3.3.2 Total Use of Water by Sector

Table 77: Total use of water by Sector

Total Use of Water by Sector (cubic meters)					
	Commercial	Other	Industrial	Domestic	Unaccountable water losses
2018/19	1403356	629872	476833	5261290	3242988
2019/20	1328021	547676	481605	5574801	1926618
2020/21	1224811	576265	439786	5743247	1563273

3.3.3 Service Delivery Levels: Water

The table below specifies the different water service delivery levels per household for the financial years 2019/20 and 2020/21:

Table 78: Water Provision Delivery Levels

Description	2019/20	2020/21
	Actual	Actual
Household		
Water: (above minimum level)		
Piped water inside dwelling	39 340	39 826
Piped water inside yard (but not in dwelling)	17 877	18 671
Using public tap (within 200m from dwelling)	6 284	6 640
Other water supply (within 200m)	-	-
Minimum Service Level and Above Sub-total	63 501	65 137
Minimum Service Level and Above Percentage	96%	96%
Water: (below minimum level)		
Using public tap (more than 200m from dwelling)	74	74
Other water supply (more than 200m from dwelling)	46	46
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	19	19
No water supply	2 629	2 783
Below Minimum Service Level sub-total	2 749	2 903
Below Minimum Service Level Percentage	4%	4%
Total number of households	66 250	68 040

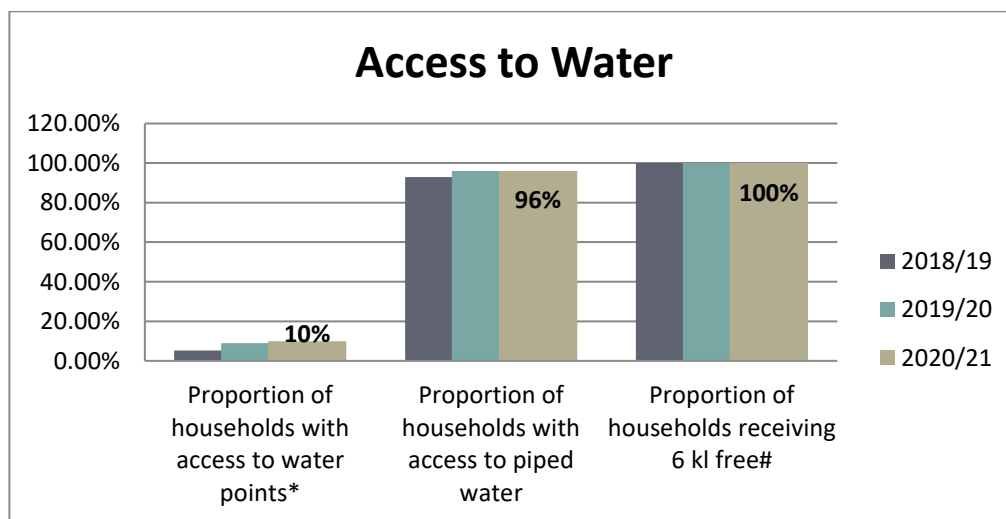
3.3.4 Access to Water

Table 79: Access to Water

Period	Access to Water		
	Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
2018/19	5.2%	93%	100%
2019/20	9%	96%	100%
2020/21	10%	96%	100%

* Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute
6,000 litres of potable water supplied per formal connection per month

Figure 9: Access to Water



3.3.5 Highlights: Water Provision

The table below specifies the highlights for the year:

Table 80: Highlights - Water Provision

Highlight	Description
12,5 MI Reservoir	Sustainable supply of water during major raw water pipe burst
Raised spillway of Garden Route Dam	Filling of dam as a storage reservoir to provide security of raw water supply
COVID 19	Continuous service provision and maintenance of service standards despite the impact on personnel

3.3.6 Challenges: Water Provision

The table below specifies the challenges for the year:

Table 81: Challenges - Water Provision

Challenge	Actions to address
Shortage of staff	Filling of budgeted vacant posts ⁸ due to scarce skills. Provision of funds for vacant posts not budgeted for, but critical vacancies identified and now prioritised
In-sufficient funding for replacement of ageing infrastructure.	Provide sufficient funding
COVID-19 Pandemic and lockdowns impacted on personnel numbers	Strict Health and Safety protocols implemented

3.3.7 Employees: Water Provision

Table 82: Employees - Water Services

Job level (T-grade)	2019/20	2020/21			
		Number			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
0-3	1	1	1	0	0%
4-6	58	72	54	18	25%
7-9	18	19	17	3	16%
10-12	23	26	21	5	19%
13-15	0	1	0	1	100%
16-18	0	1	0	1	100%
19-20	0	0			0%
Total	100	120	93	28	23%

3.3.8 Capital Expenditure 2020/2021: Water Services

Table 83: Capital Expenditure 2020/2021: Water Services

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
	(R)			
DAM SAFETY CONSTRUCTION	0	75 000	0	75 000
NETWORK REHABILITATION - WATER	2 000 000	2 000 000	714 360	1 285 640
UNIONDALE RESERVOIR (500KI)	200 000	644 800	407 750	237 050
FILTER SAND AT WATERWORKS	2 000 000	200 000	0	200 000
EXTENSION OF WATERWORKS 20ML	77 242 368	2 500 000	2 181 729	318 271
GENERATORS - WATER PURIFICATION	0	850 000	522 445	327 555
UNIONDALE WATERWORKS OFFICE BUILDING (PROCESS CONT	600 000	75 000	0	75 000
TRAILERS FOR TOOLS AND EQUIPMENT	200 000	200 000	0	200 000
UPGRADING OF ASBESTOS PIPES - GREATER GEORGE	1 000 000	225 000	0	225 000
KAAIMANS TRANSNET BRIDGE UPGRADING	0	300 000	44 000	256 000
PROPERTY DEVELOPMENT - SWEATPEA STREET RESIDENTIAL	200 000	0	0	0
AIRPORT MAINLINE UPGRADE	0	250 000	0	250 000
N2 THEMBALETHU CROSSING UPGRADE	500 000	600 000	282 415	317 585
PROPERTY DEVELOPMENT - DIAMOND ROAD INDUSTRIAL ERV	195 150	255 150	127 902	127 248
KAAIMANS WATER PUMP STATION REHABILITATION	2 000 000	218 400	0	218 400
BALANCING DAM - WATER TREATMENT WORKS	500 000	0	0	0
SECURITY WALL	80 000	0	0	0
UPGRADING DEPOT FACILITIES	80 000	80 000	67 243	12 757
INDUSTRIAL WATER PIPELINE RE-ALIGNMENT	2 500 000	300 000	0	300 000
SWART RIVER DAM SAFETY CONSTRUCTION	2 500 000	0	0	0
PROVISION OF WATER TANKS	80 000	20 000	0	20 000
INSTALLATION OF NEW METERS - WATER DISTRIBUTION	350 000	1 200 000	932 712	267 288
PACALTSDORP LINK (ERF 325 WEST)	750 000	0	0	0
PIPEWORK REHABILITATION: GARDEN ROUTE DAM	4 000 000	0	0	0
TELEMETRY AND LOGGERS - WATER DISTRIBUTION	250 000	550 000	542 794	7 206
PACALTSDORP 14,5ML RESERVIOR AND 2,4ML WATER TOWER	2 500 000	1 000 000	187 429	812 571
EXTRACTOR FANS - CHLORINE ROOMS	3 000 000	80 000	0	80 000
SETTLING TANKS - ROOFS	1 550 000	230 000	0	230 000
THEMBALETHU PUMPSTATION & 6 MI RESERVOIR	2 500 000	0	0	0
UF PLANT - REHABILITATION	200 000	0	0	0
FENCE AT OLD WATERWORKS	1 405 000	400 000	400 000	0
HAARLEM WATERWORKS OFFICE BUILDING	246 500	25 000	0	25 000
TOOLS AND EQUIPMENT - WATER	47 000	47 000	24 530	22 470
INSTRUMENTATION - WATER PURIFICATION	150 000	203 100	159 300	43 800
TELEMETRY -WATER PURIFICATION	150 000	240 000	217 947	22 053
PACALTSDORP LINK (ERF 325 EAST)	0	1 190 000	909 431	280 569
MALGAS WATER PUMP STATION REHABILITATION	0	430 000	0	430 000
RAISING GARDEN ROUTE DAM	0	450 000	18 374	431 626
Total all	108 976 018	14 838 450	7 740 360	7 098 090

3.4 WASTE WATER (SANITATION) PROVISION

3.4.1 Introduction to Waste Water (Sanitation) Provision

Waste Water or sanitation services form part of the overall water services as defined in the Water Services Development Plan (WSDP). The WSDP is available from the directorate Civil Engineering Services on request and through completion of a PAIA (Promotion of Access to Information Act) application.

The existing sewer models, master plan models and reports are continuously updated as part of a bureau service and the detailed reports that were completed in 2019 are available from the Civil Engineering Services directorate.

3.4.2 Service Delivery Levels: Waste Water (Sanitation)

The table below specifies the different sanitation service delivery levels per households for the financial years 2019/20 and 2020/21:

Table 84: Sanitation Service Delivery Levels

Description	2019/20	2020/21
	Actual	Actual
Household		
<i>Sanitation/sewerage: (above minimum level)</i>		
Flush toilet (connected to sewerage)	50 372	51 525
Flush toilet (with septic tank)	5 713	5 840
Chemical toilet	18	18
Pit toilet (ventilated)	811	811
Other toilet provisions (above minimum service level)	8099	8 430
Minimum Service Level and Above Sub-total	65 013	66 624
Minimum Service Level and Above Percentage	98%	98%
<i>Water: (below minimum level)</i>		
Pit toilets without ventilation	655	655
Bucket toilet	155	155
Other toilet provisions (below minimum service level)	157	157
No toilet provisions	270	449
Below Minimum Service Level Sub-total	1 416	1 237
Below Minimum Service Level Percentage	2%	2%
Total number of households	66 250	68 040

3.4.3 Highlights: Waste Water (Sanitation) Provision

The table below specifies the highlights for the year under review:

Table 85: Highlights - Waste Water (Sanitation) Provision

Highlight (s)	Description
Extension to Outeniqua WwTW (10 MI)	Commencement of Mechanical Electrical Instrumentation works, the final phase of this significant upgrade
Temporary Package Plant	Commencement of installation of Temporary Package Plant and connection of housing units in Erf 325
COVID 19	Provision of full services at required service level throughout pandemic and lockdowns
Eden Pump Station	First phase of upgrade to this strategic pump station completed
WTW sludge discharge into sewer system regulated	Various improvements were made to the discharge of WTW sludge into the sewer system that had previously resulted in system overloads and pump station spillages

3.4.4 Challenges: Waste Water (Sanitation) Provision

The table below specifies the challenges for the year under review:

Table 86: Challenges - Waste Water (Sanitation) Provision

Challenges	Actions to address
Shortage of staff – scarcity of skilled candidates and budget constraints	Filling of budgeted vacant posts. Provision of funds for vacant posts not budgeted. Critical vacancies have been identified and prioritised for filling
In-sufficient funding for replacement of aging infrastructure	Provide sufficient funding. Approach pipe replacement on an area-by-area basis.
Development on hold in Eastern drainage area	Until the 10MI upgrade to the Outeniqua WwTW has been completed new development cannot connect to the waterborne sewerage system in the WwTW drainage area
COVID 19 Pandemic impact on essential services personnel	Strict Health and Safety protocols implemented

3.4.5 Employees: Waste Water (Sanitation) Services

Table 87: Employees - Waste Water (Sanitation) Services

Job level (T-grade)	2019/20	2020/21			
		Number			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
0-3	1	1	1	0	0%
4-6	32	36	32	4	11%
7-9	19	21	18	3	14%
10-12	4	5	3	2	40%
13-15	1	1	1	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	57	64	55	9	14%

3.4.6 Capital Expenditure: Waste Water (Sanitation) Services

Table 88: Capital Expenditure 2020/21: Waste Water (Sanitation Services)

Capital projects	2020/21			
	Budget (R)	Adjustment budget	Actual expenditure	Variance from adjustment budget
WILDERNESS KLEINKRANTZ MAIN SEWER LINE UPGRADE	2 500 000	325 000	221 160	103 840
OUTENIQUA 10ML ADDITION - WWTW	60 000 000	24 199 017	13 716 931	10 482 086
GWAING SEWER TREATMENT - REINSTATE 3.5ML	2 000 000	2 482 500	2 477 370	5 130
ERF 325 EAST LINK SEWERS (PHASES A,B AND C)	0	695 000	691 102	3 898
ERF 325 EAST BULK SEWER (960M PLUS PIPE BRIDGE)	560 000	760 000	462 986	297 014
FURNITURE AND FITTINGS - WATER CONTAMINATION CONTR	19 000	17 077	17 076	1
UPGRADE PUBLIC TOILETS	212 000	126 000	40 000	86 000
VEHICLES LAB	320 000	240 000	214 075	25 925
PROPERTY DEVELOPMENT - SWEATPEA STREET RESIDENTIAL	500 000	0	0	0
UPGRADING OF EDEN PUMPSTATION (MECHANICAL)	0	1 243 773	1 243 750	23
PROPERTY DEVELOPMENT - DIAMOND ROAD INDUSTRIAL ERV	546 320	717 770	717 770	0
TELEMETRY AND SERVICE NETWORK SYSTEM	200 000	500 000	329 080	170 920

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
	(R)			
PAVING ROADS -KLEINKRANTZ WWTW	0	333 800	333 775	25
VEHICLES WWTW	640 000	645 000	643 453	1 547
HIGH MAST LIGHTING AT KLEINKRANTZ WWTW	350 000	320 900	280 413	40 487
UPGRADE ELECTRICAL SWITCH GEAR AT SEWER PUMP STATI	1 000 000	338 700	537 393	-198 693
REFURBISHMENT OF BELT PRESSES AT GWAING WWTW	220 000	198 700	198 649	51
UPGRADE PUMPSTATIONS - SEWER	2 500 000	500 000	490 041	9 959
MEUL PUMPSTATION RISING MAIN	2 000 000	0	0	0
SEWERAGE NETWORK REHABILITATION	2 500 000	2 469 600	2 431 926	37 674
SLUDGE DEWATERING PLANT - SLUDGE SILO	1 000 000	200 000	0	200 000
PAVING ROADS - UNIONDALE WWTW	1 500 000	1 420 000	1 388 383	31 617
UPGRADING OF MEUL STREET PUMPSTATION	2 366 300	900 000	900 000	0
FENCING - OUTENIQUA WWTW	200 000	0	0	0
FENCING - KLEINKRANT WWTW	700 000	0	0	0
SCHAAPKOP PUMPSTATION (INSTALL INLET SCREENS)	0	2 279 300	2 253 079	26 221
EUROPE BULK SEWER RISING MAIN - RELOCATE	280 000	0	0	0
METROGROUNDS BULK SEWER AND WATER CONNECTIONS	200 000	0	0	0
FENCE AT GWAING WWTW	200 000	0	0	0
ODOUR CONTROL OUTENIQUA WWTW	10 000 000	1 000 000	1 000 000	0
TOOLS AND EQUIPMENT - WWTW	10 000	11 923	5 915	6 008
GENERATOR - WWTW	800 000	50 000	0	50 000
HONEY SUCKERS TRUCKS FOR PUMPSTATIONS	0	1 350 000	0	1 350 000
FLOW DIVERSION - SCHAAPKOP PUMP STATION	0	750 000	250 233	499 767
JETTING MACHINE - SEWERAGE	0	500 000	412 381	87 619
THEMBALETHU UISP BULKS	0	250 000	331 540	-81 540
FURNITURE AND FITTINGS - LABORATORY	5 000	5 000	4 630	370
LABORATORY INSTRUMENTS - WWTW	140 000	103 400	103 392	8
Total all	93 468 620	44 932 460	31 696 502	13 235 958

3.4.7 Sanitation: Overall Performance

The targets set out in the 2019/2020 MTEF can be achieved provided that the funding as indicated is achievable – EFF, CRR funding mix, together with MIG grant. Applications for additional funding are submitted as and when opportunities arise.

Meeting of performance targets were challenged by the onset of the COVID-19 Disaster measures. Currently the four largest priority projects are the 10MI Outeniqua WWTW extension, odour control at the Outeniqua WWTW inlet to accommodate the surrounding low-cost housing developments, Schaapkop and Meul pump station and connecting sewer network upgrades, the provision of bulk sewer services to low-cost housing developments in Pacaltsdorp (Erf 325 East and West), Thembalethu. The Gwaiing WWTW capacity also needs to be prioritised for an additional 5MI extension.

3.5 ELECTRICITY

3.5.1 Introduction to Electricity

The 2020/21 financial year required a significant adjustment to the new normal, with the second and third wave of COVID19 heavily impacting the efforts to deliver service to the public. With constraint resources the team focused on maintaining electricity supply as an essential service. The team also revived the focus on capital projects resulting in Electrotechnical spending 54% of its capital budget.

The team establish a pilot project to wheel electricity through the municipal grid, with NERSA approving the George Municipality's recommended wheeling tariff and George Municipality signing its first use of the system agreement with a participant in the pilot project.

The ability to maintain services to reasonable levels can be attributed to the employees of the department, who went beyond the call of duty. To sustain and improve service delivery the Electrotechnical Service directorate will focus on the filling of critical positions, the authorisation of appointed electricians as well as delivering on the approved capital projects.

3.5.2 Highlights: Electricity

The table below specifies the highlights for the 2020/21 financial year:

Table 89: Highlights – Electricity

Highlights	Description
Electrification	Completion of the Thembalethu Area 8A & B 181 informal houses and electrification of 1347 formal houses in Rosedale Pacaltsdorp as well as completion of new streetlights in Harlem.
Solar PV at civic centre	Installation of a 300 kilo-Watt Peak grid tied PV generating plant at the George Civic Centre parking lot. The purpose of the project is to reduce

Highlights	Description
	the peak load demand of the building and reduce the cost of electricity purchased from Eskom. It is also to ensure that the building meets their carbon emission reduction targets by powering most of their load with energy generated from a clean and renewable source.
Wheeling pilot project	This pilot project approved by Council on 28 January 2021, will be used by the George Municipality to develop and explore the technical aspects, and address the currently unknown regulatory process of wheeling and electricity trading within a municipal environment.
New Appointments	The following appointments have been made: Director (1), Executive Support Officer (1), Chief Clerk (1), Manager Protection (1), Manager Distribution (1), Specialized Worker (1), Senior Superintendent Mechanical Workshop (1), Electrical Assistants, (1).
Training	We were fortunate enough to be able to do the following training: Safety-Rep, First-Aid, Cherry Picker (MEWP), Chain-Saw, Truck and Overhead Crane as well as Basic rigging and slinging.

3.5.3 Challenges: Electricity

The table below specifies the challenges for the 2020/21 financial year:

Table 90: Challenges – Electricity

Challenges	Actions to address
Streetlights	Damages to infrastructure caused by upgrades that are been done by fiber network contractors in the inner-city vandalism. illegal connections and cable theft. High-Mast lightning that can cater for the streetlights that are constantly out of service due to illegal connections. streetlights remain a huge challenge, when looking or buying streetlights poles for new areas they must be tamper-proof and not reachable from ground level if we do that, we will be eliminating a lot of our shortcomings.
Maintenance	Budget constraints is a huge restraining factor in getting maintenance done and another factor that delays the process of maintenance is the SCM process. It must be flexible for addressing and acquiring new stock such as over-hang streetlight poles, as we have seen a delay in the tender. Throughout the entire streetlight network, aging infrastructure must be looked at. Covid-19 and storm winds also impacted on above.
Shortage of vehicles	The duration for vehicles that are taken in for repairs is too long and does affect service delivery and adds to the shortage of vehicles.
Training	Due to Covid-19 regulations, no contact training was allowed, therefore no HV and SAMTREK training could take place.

3.5.4 Service Delivery Levels: Electricity

The table below reflects the different service delivery level standards for electricity within the Municipality and includes informal areas:

Table 91: Service Delivery Levels – Electricity

Description	2019/20	2020/21
	Actual	Actual
Household		
<i>Energy: (above minimum level)</i>		
Electricity (at least minimum service level)	648	1572
Electricity - prepaid (minimum service level)	45 918	47263
Minimum Service Level and Above Sub-total	46 918	48835
Minimum Service Level and Above Percentage	83,6%	89,55%
<i>Energy: (below minimum level)</i>		
Electricity (< minimum service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	0	0
Below Minimum Service Level Sub-total	0	0
Below Minimum Service Level Percentage	0%	0
Total number of households	56 483	58 966

3.5.5 Employees: Electricity

Table 92: Employees: Electricity

Job level (T-grade)	2019/20	2020/21			
		Budgeted Posts	Employees	Vacancies	Vacancies (as a % of total Budgeted Posts)
	Number				
0-3	10	10	10	0	0%
4-6	43	49	42	7	14%
7-9	35	40	31	9	23%
10-12	29	37	30	7	19%
13-15	19	20	19	1	5%
16-18	4	5	4	1	20%
19-20	1	1	0	1	100%
Total	141	162	136	26	16%

3.5.6 Capital Expenditure 2020/2021: Electricity Services

Table 93: Capital Expenditure - Electricity

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
2X4 BAKKIE SC - STREET LIGHT ATTENDANTS	270 000	215 000	214 075	925
4X4 BAKKIE DC - VEGETATION CONTROL (2 SPECIAL WORK	1 100 000	1 319 000	1 318 558	442
AD HOC LIGHTING REQUESTS	25 000	25 000	21 278	3 722
CANOPIES FOR BAKKIES - ELECTRICITY	75 000	75 000	0	75 000
CIVIC CENTRE PV PANELS/CARPORTS	2 500 000	2 300 000	1 225 934	1 074 066
COMMUNICATION SYSTEM	470 000	470 000	384 126	85 874
COMPUTER SOFTWARE - ELECTRICITY	500 000	10 000	0	10 000
COMPUTER SOFTWARE - MAINTENANCE SYSTEM - ELECTRICITY	600 000	400 000	0	400 000
CONTROL CENTRE: 11KV SAFETY	20 000	20 000	0	20 000
CRANE TRUCK - ELECTRICITY	0	2 200 000	0	2 200 000
DIAMOND ROAD INDUSTRIAL ERVEN PROJECT - ELECTRICIT	187 940	187 940	0	187 940
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	50 000	180 000	179 901	99
ENERGY EFFICIENT LIGHTING	4 260 870	3 826 088	3 792 920	33 168
ENTRANCE CONTROL AND SECURITY MEASURES - ELECTRICITY	250 000	365 389	119 888	245 501
EXTENSION OF 11KV NETWORK - GEORGE INNER CITY	800 000	1 374 927	988 898	386 029
EXTENSION OF 11KV NETWORK - LAWAAIKAMP	500 000	500 000	277 910	222 090
EXTENSION OF 11KV NETWORK - THEMBALETHU	270 000	860 000	542 096	317 904
EXTENSION OF 11KV NETWORK - UNIONDALE	50 000	250 000	86 899	163 101
EXTENSION OF 11KV NETWORK - WILDERNESS	250 000	236 000	200 279	35 721
FESTIVE LIGHTS	200 000	0	0	0
FORMAL AREAS UNDERGROUND CONNECTION - UISP AREA	2 762 470	1 062 470	571 950	490 520
FURNITURE AND FITTINGS - ELECTRICITY	38 000	38 000	36 716	1 284
GENERATOR - ELECTRICITY	500 000	0	0	0
GEORGE SUBSTATION UPGRADE	100 000	560 000	454 561	105 439
GIPTN LIGHTING	0	49 159	45 063	4 096
GLENWOOD SECOND LOAD CELL	0	20 000	0	20 000
HANSMOESKRAAL-THEMBALETHU 66KV	100 000	0	0	0

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
OVERHEAD LINE				
HEROLDS BAY SUBSTATION: TRANSFORMER	100 000	350 000	288 468	61 532
HIGH MAST LIGHTING	500 000	455 000	361 842	93 158
INFRASTRUCTURE SKILLS DEVELOPMENT EQUIPMENT - ELEC	200 000	43 560	43 560	0
L/T LINES - GEORGE	700 000	550 000	273 082	276 918
L/T LINES - PACALTSDORP	100 000	663 571	489 552	174 019
L/T LINES - UNIONDALE	25 000	160 000	10 929	149 071
L/T LINES - WILDERNESS	50 000	347 845	224 991	122 854
LIGHTING INFORMAL AREAS	25 000	25 000	24 771	229
LOAD CONTROL AND POWER FACTOR	500 000	200 000	0	200 000
MOBILE RADIOS - ELECTRICITY	47 000	97 000	92 950	4 050
NEW 20MVA TRANSFORMERS - GLENWOOD	3 874 200	1 174 200	598 168	576 032
OVERLOADED NETWORKS: REPLACEMENT - ELECTRICITY	1 000 000	1 103 855	968 956	134 899
PROEFPLAAS HEROLDSBAAI 66KV FEEDER	1 524 050	1 808 356	658 936	1 149 420
PROTEA 66/11KV TRANSFORMER CAPACITY INCREASE	250 000	350 000	240 844	109 156
PROTECTION SYSTEM	846 000	846 000	744 209	101 791
PRT GOLDEN VALLEY	100 000	102 000	98 178	3 822
REBUILD HEROLDS BAY 66KV LINE	50 000	0	0	0
REFURBISH 66KV OVERHEAD LINE	150 000	50 000	0	50 000
REFURBISH EXISTING 10MVA TRANSFORMERS	1 300 000	2 900 000	942 609	1 957 391
REPLACE BULK METERS	200 000	0	0	0
REPLACE CHERRY PICKER TRUCK - ELECTRICITY	0	2 081 000	0	2 081 000
REPLACE OVERLOADED 11KV SWITCHGEAR	1 000 000	1 157 873	1 118 928	38 945
REPLACE REDUNDANT 66KV SWITCH GEAR	1 200 000	1 600 000	1 142 884	457 116
RETICULATION FILL IN SCHEMES - AD HOC	100 000	100 000	0	100 000
RETICULATION SCHEME - METRO GROUNDS	5 030 000	530 000	48 701	481 299
RETICULATION SCHEMES - INFORMAL SETTLEMENTS	700 000	800 000	572 133	227 867
RETICULATION SCHEMES - PACS (ERF 325 EAST)	13 031 000	12 852 161	8 180 823	4 671 338
SAFETY ADDITIONS TO ELECTRICITY BUILDING (OHSA)	29 000	29 000	0	29 000
SAFETY EQUIPMENT - ELECTRICITY	150 000	150 000	59 033	90 967
SECURITY WALL AT MAJOR SUBSTATIONS	720 000	270 000	170 927	99 073

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
	(R)			
STREET LIGHTNING: GREATER GEORGE	100 000	401 905	387 154	14 751
STREETLIGHTS: UNIONDALE, HAARLEM AND HEROLD	150 000	304 693	158 440	146 253
TESTING EQUIPMENT - ELECTRICITY	80 000	80 000	53 776	26 224
THEMBALETHU/BALLOTS BAY 66/11KV SUBSTATION	22 000 000	6 000 000	173 000	5 827 000
TOOLS AND EQUIPMENT - ELECTRICITY	550 000	450 000	271 650	178 350
TRAILER - ELECTRICITY	30 000	30 000	0	30 000
TRAINING CENTRE - ELECTRICITY	10 000	10 000	0	10 000
UNIONDALE ELECTRIFICATION	30 000	28 000	0	28 000
UPGRADE OF OBSOLETE STREETLIGHT NETWORK (REPLACE 4	50 000	95 000	91 929	3 071
UPGRADE OH LINE - SS GEORGE TO SS GLENWOOD	250 000	250 000	0	250 000
UPGRADING OF BUILDINGS - ELECTRICITY	300 000	240 000	237 914	2 086
Total all	72 930 530	55 229 992	29 190 389	26 039 603

3.6 WASTE MANAGEMENT

3.6.1 Introduction to Waste Management

The strategic goal of the Solid Waste Management Section is to Keep George Clean, Green and Safe. Waste minimisation take place by means of a blue bag recycling projects at households. Education and awareness programmes in all communities, schools and radio talks about waste avoidance, waste reduction, recycling, recovery and disposal are done monthly as part of Council's Integrated Waste Management Plan. Plans for the establishment of a composting facility has been finalised and authorised by Council and work will commence shortly.

The municipality expanded its two-bag system to three bags to promote diversion of organic waste as to motivate the waste separation at source. The municipality was providing blue and black bags, where black bags was for non-recyclable materials and blue for recyclable materials, ever since the Provincial department of Environmental Affairs announced it targets for diversion of organic waste, the municipality introduced the third bag being green for garden waste. All different types of bags are collected on the same day. Since the service provider was appointed in March 2021, the collection of green and blue bags was in two (2) phases.

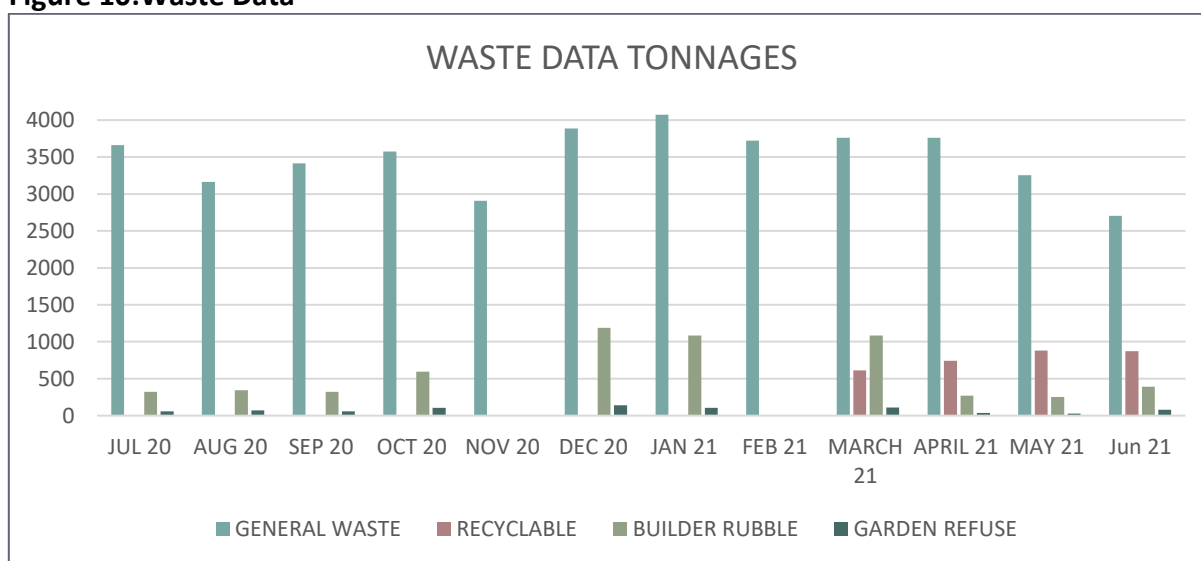
In relation to education and awareness, the municipality conducted nine (9) door-to-door campaigns, two (2) school educational and awareness projects at the schools.

Table 94: Awareness Campaigns

EDUCATION AND AWARENESS CAMPAIGNS			
	Door to Door	School Awareness	Radio Awareness
Recycling	9	2	2
Waste management/Illegal dumping	9		2
Illegal dumping	9	2	2

Waste Data from 01 July 2020 – 30 June 2021

Figure 10: Waste Data



3.6.2 Highlights: Waste Management

The table below specifies the highlights for the 2020/21 financial year:

Table 95: Highlights - Waste Management

Highlights	Description
The appointment of LG E-Waste as the new recycling service provider	The Collection of Recyclables (blue bags) and Garden Refuse (green bags)
Building of the 2 nd Platform at the Composting Facility	
Distribution of wheelie bins	Three hundred and fifty (350) wheelie bins to Touwsrante Sixty (60) to Erf 325
Memorandum of understanding was entered to	Appointment of Environmental Educators and

Highlights	Description
with the Garden Route District Municipality from October 2020 until June 2021	the placing of skips in Pacaltsdorp and Thembaletu.
Memorandum of understanding was entered to with Kathaka RAW Enterprises as part of their Corporate Social Responsibility towards the community	Placing of five (5) skips in illegal dumping hotspot areas.
Parolee Project with the Department of Correctional Services	People convicted of petty crimes and instructed to do community services, was used to do litter picking, spraying of herbicide, street sweeping, cleaning around skips in residential areas and cleaning at the Beach areas on weekends
Students from the Western Cape Community Education & Training College	Thirty (30) Learners were placed at the George Municipality for a period of four months and were placed in the Cleansing & Parks Department to do litter picking and spraying of herbicide

3.6.3 Challenges: Waste Management

The table below specifies the challenges for the 2020/21 financial year:

Table 96: Challenges - Waste Management

Challenges	Actions to address
Unprotected strikes at Refuse Removal	Absenteeism of workers
Illegal dumping	
Illegal litter pickers at the landfill site	

3.6.4 Waste Management Service Delivery Levels

The table below indicates the different refuse removal service delivery standards within the urban edge area of the Municipality:

Table 97: Service Delivery Levels - Refuse Removal

Description	2020	2021
	Actual	Actual
	No.	No.
Households		
<i>Solid Waste Removal: (Minimum level)</i>		
Removed at least once a week	62722	62722
Minimum Service Level and Above sub-total	62722	62722
Minimum Service Level and Above percentage	99.8 %	99.8%
<i>Solid Waste Removal: (Below minimum level)</i>		
Removed less frequently than once a week	53049	53 049
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	–
Below Minimum Service Level sub-total	9673	9673
Below Minimum Service Level percentage	13,4%	13,4%
Total number of households	62722	62722

3.6.5 Employees: Waste Management Service Delivery Levels

Table 98: Employees Solid Waste

Job level (T-grade)	2019/20	2020/21			
		Budgeted Posts	Employees	Vacancies	Vacancies (as a % of total Budgeted Posts)
	Number				
0-3	8	1	1	0	0%
4-6	59	9	8	1	11%
7-9	22	4	4	0	0%
10-12	2	1	1	0	0%
13-15	2	0	0	0	0%
16-18	1	0	0	0	0%
19-20	0	0	0	0	0%
Total	94	15	14	1	7%

3.6.6 Capital Expenditure 2020/2021: Waste Management Service

Table 99: Capital Expenditure 2020/21 - Waste Management

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
BUILDING OF COMPOST PLANT	0	2 000 000	1 385 060	614 940
BULK REFUSE CONTAINERS	40 000	232 000	205 555	26 445
RECYCLING EQUIPMENT - TRANSFER STATION	500 000	343 000	322 604	20 396
WEED EATER - CLEANSING SERVICES	7 500	7 500	4 826	2 674
UPGRADE PUBLIC TOILETS	212 000	126 000	40 000	86 000
UPGRADE OF REFUSE CAMP	300 000	300 000	0	300 000
BIN LIFTERS	300 000	1 051 800	848 700	203 100
EQUIPMENT FOR LAUNDRY AT THE TRANSFER STATION	200 000	0	0	0
SEDANS - EHP	350 000	350 000	321 832	28 168
TRANSFER FACILITY UNIONDALE	2 000 000	0	0	0
PAVING AT TRANSFER STATION	300 000	282 000	223 630	58 370
FENCE - TRANSFER STATION	50 000	38 000	0	38 000
RETAINING WALL - TRANSFER STATION	50 000	191 000	172 591	18 409
REFUSE BINS - WARDS	500 000	500 000	0	500 000
WHEELY BINS	500 000	495 800	0	495 800
CHERRY PICKER	350 000	473 000	0	473 000
SKIPS	300 000	0	0	0
CALIBRATOR - NOISE METER	30 000	38 000	0	38 000
VEHICLE EMISSION TESTING DEVICE	130 000	130 000	0	130 000
FURNITURE TRANSFER STATION	20 000	18 000	17 776	224
WEATHER STATION	160 000	164 200	142 700	21 500
REPLACE REFUSE TRUCK	0	1 377 000	1 097 691	279 309
TRANSFER STATION - GENERATOR	0	308 900	267 622	41 278
Total all	6 299 500	8 426 200	5 050 586	3 375 614

3.7 HUMAN SETTLEMENTS

3.7.1 Introduction to Human Settlements

In the National context, George is no exception in facing severe backlogs in the provision of housing opportunities to both the lower income and affordable housing/GAP sections of the community. The backlog is ± 16 817 families in the lower income sector and ±1 842 in the affordable/GAP sector, which is officially captured on the Housing Demand Database.

During the financial year, priority was given to servicing erven in Thembaletu through the Upgrading of Informal Settlements Programme (UISP), servicing of the Metro Grounds Housing project and the building of top structures in the UISP project as well as the Golden Valley Housing Project.

In collaboration with the Provincial Department of Human Settlements, the Title Deed Restoration Project was initiated with the aim of transferring old housing stock to the rightful owners. An amount of R4 857 854.00 was received for this project and since the initiation of this project (1 April 2016) a total of 1 023 properties were registered. In the 2020/2021 financial year 285 transfers were registered.

The main Human Settlements Projects and Initiatives in 2020/2021 were as follows:

i) THEMBALETHU UISP HOUSING PROJECT

The project has been approved and will provide 4350 families with a serviced site with access to water, sanitation and electricity. A total of 56 houses were practically completed during the financial year.

ii) EXTENSION 42 & 58 HOUSING PROJECT

This is an in-situ project of which the Provincial Department of Human Settlements approved funding for the building of 46 top structures. The procurement of a contractor to construct the 46 top structures was concluded and construction has commenced.

iii) ERF 325 HOUSING PROJECT

This is a catalytic project funded by the Provincial Department of Human Settlements who are also the developers on the project. The project makes provision for ± 2096 housing opportunities which includes various housing typologies and programmes e.g. GAP/Finance Linked Individual Subsidy Programme (FLISP), Breaking New Grounds (BNG) and housing units for Military Veterans.

All 173 FLISP houses have been completed. A total of 164 BNG houses were handed over to beneficiaries in the 2020/2021 financial year.

iv) METRO GROUNDS HOUSING PROJECT

The Metro Grounds Housing project consists of 664 housing opportunities. The installation of the civil services is in an advanced stage and the procurement of a contractor or the construction of the top structures will commence.

v) GOLDEN VALLEY HOUSING PROJECT

A new contractor was appointed in October 2021 to complete the construction of 133 units. During the 2020/2021 financial year a total of 28 houses have been practically completed.

HUMAN SETTLEMENTS PLAN

A service provider has been appointed to commence with the compilation of the Human Settlements Plan.

SOCIAL HOUSING

Social Housing is designed to provide accommodation for working people on the upper end of the low-income market, by government agencies, in collaboration with Social Housing Institutions. It is a rental housing option for households earning between R3501 and R15000 per month. The Social Housing Institution, accredited by the government agency, in this case Social Housing Regulatory Authority (SHRA), manages the property from planning through to property management. The important aspect of Social Housing is that projects should be developed in identified Restructuring Zones in order to contribute to spatial, economic and social development.

In terms of the Social Housing Act, 2008, Municipalities have a responsibility to facilitate social housing delivery and to encourage the development of social housing stock within its area of jurisdiction, subject to compliance to relevant legislation. Restructuring Zones have been identified and completed and George Municipality is in the process of finalizing its application for funding to invite proposals from accredited Social Housing Institutions to deliver and manage the social housing units in the George Municipal area.

George Municipality has been nominated as one of the seven municipalities in the country to implement a pilot project.

AFFORDABLE HOUSING – FLISP

In December 2019, a tender for the development of 13 Kleinkrantz erven sold in line with the

National Finance Linked Individual Subsidy Programme (FLISP) was awarded to a local Contractor. The developer, as part of the tender, sold these 13 erven to local buyers that qualified in terms of the tender and the FLISP qualifying criteria.

The FLISP subsidy was introduced to assist qualifying households by providing a once-off down payment to those households who have secured mortgage finance to acquire a residential property for the first time. Due to house prices and building costs, the upper income threshold for qualifying beneficiaries was increased to a collective R22,000 per month, as was the applicable subsidy quantum, from a minimum of R27,960 to a maximum of R121,626 subject to collective salary.

George Municipality is actively reviewing additional sites to enable further FLISP opportunities for the Affordable Housing market.

ACCREDITATION

Council approval was granted to apply for Level 1 and 2 Accreditation for George Municipality. The accreditation process is intended to achieve coordinated development and accelerate service delivery. Some of the key benefits of achieving accreditation of the Human Settlements function include the following:

- Progressive capacitation of municipalities on the human settlements functions to enhance service delivery;
- Integration of housing infrastructure planning and delivery processes at local level;
- Places Local Government to be the drivers for spatial transformation;
- The municipal IDP and Housing Sector Plan become the housing planning and budgeting instruments for all three spheres of government;
- Budget expenditure alignment and improved expenditure patterns;
- Certainty in respect of funding allocations;
- Improving coordination of decisions on land use management, public transport, infrastructure investment and service delivery, to build sustainable and integrated human settlements.

Being awarded Level 1 and 2 Accreditation will boost George Municipality's status as 'The City for all Reasons' and invite much sought-after investment.

INFORMAL SETTLEMENTS

The Access to Basic Services (ABS) Project is a continuous programme which deals with the upgrading and installation of communal services (waterborne and chemical ablution facilities as well as taps) in informal settlements. All informal settlements have access to basic services.

In some areas toilets however have not been provided in terms of the National norm which is 1 toilet for 5 structures due to funding limitations.

One of the biggest challenges that the Municipality faces is the on-going land invasions and land within the settlements where basic services can be installed. The provision of basic services is made significantly difficult due to the location of these settlements and lack of sufficient and appropriate space for this infrastructure and associated amenities. In most cases the ownership of the land vests with other spheres of government posing further prolonged processes.

ASSISTANCE DURING EMERGENCIES- FIRE, FLOODS

The Department New Housing assists families during emergencies by verifying the information of affected beneficiaries and responds by providing a 4 x 5 emergency structure to qualifying beneficiaries.

During the 2020/2021 financial year a total of 72 emergency structures were provided to beneficiaries who found themselves homeless due to emergency situations and a total of 204 fire cases were reported.

WATER / SEWER LEAKAGES (INDIGENT HOUSEHOLDS)

This has been included within the functions rendered by the Directorate of Human Settlements. Teams were constituted and spread throughout the areas that posed critical water losses to the organisation.

During the 2020/21 financial year approximately 1819 (increase of 519 p.a.) water and sewer related indigent household complaints were attended to.

Conversion from chemical to flush toilets were done at the following informal areas:

- i) Kleinkrantz Informal Area - total of 24 toilets converted,
- ii) Uniondale Informal Area - total of 6 toilets converted,
- iii) 28 Conversions at various residential sites (indigent households).

3.7.2 Highlights: Human Settlements

The table below specifies the challenges for the 2020/21 financial year:

Table 100: Highlights - Human Settlements

Highlights	Description
Housing Consumer Education	Housing Consumer Education being done when houses are being handed over and not only when Title Deeds are handed out. Thus, clients receive HCE twice.
Title Deed Restoration	Title Deed Restoration funds enabled to sort out challenges in order for transfers to take place. In April 2021, 103 Golden Valley transactions were registered.
Bond Cancellations	Funds were provided for the Bond Cancellations and in total over 104 bond cancellations have taken place up to date.
Davidson Court Allocation Policy	Davidson Court Allocation Policy has been approved and new tenancy agreements will commence imminently.
Erf 325 Housing Project	164 houses handed over
Golden Valley Housing Project	28houses practically completed
Thembaletu UISP	56 houses handed over
SHRA funding for feasibility studies for Social Housing projects	An amount of R500 000 was made available by the Social Housing Regulatory Authority to conduct a feasibility study for social housing projects in the George Municipal Area.

3.7.3 Challenges: Human Settlements

The table below specifies the challenges for the 2020/21 financial year:

Table 101: Challenges - Human Settlements

Challenges	Actions to address
Office Space	All personnel to be accommodated in one building
Staff Shortage	Funds must be made available to address staff shortages
Illegal land invasions	The directorate protection services must increase their visibility to eliminate further land invasions
Provision of chemical toilets	Council to budget in the future for the provision of toilets in informal settlements. Original funder (Province) indicated that they are no longer prepared to fund this expenditure.
Suitable land for further human settlements development	A new Human Settlements Plan is to be compiled by the appointed consultant.
Bulk infrastructure (Electrical and Civil)	Directorates to seek external funding for bulk infrastructure
Beneficiary administration due to Covid	Communication to beneficiaries were done via social

Challenges	Actions to address
	media, radio slots and interventions at community halls
Challenges with DoHS HSS system	System problems addressed directly with DoHS
No Public meetings due to Covid	Communication to beneficiaries were done via social media, radio slots and interventions at community halls
Emergency housing and rectification of house not approved by DoHS	Council to budget for the upgrading of Houses listed for EHP and rectification.
DORA funding for Human Settlements projects and Provincial projects are gazetted together which impacts on the reported spending at Municipal level	Gazetted DORA funding for the Municipality and Provincial Department of Human Settlements to be split.

3.7.4 Human Settlements Service Delivery Levels

The Integrated Housing Demand Database (waiting list) linked to the Provincial Department of Human Settlements is reviewed on a regular basis, removing duplications, applicants who have subsequently acquired ownership or received a subsidy, who have moved from the area and relocated elsewhere in the country or deaths in cases of sole applicants. This impacts on the totals on the waiting list and in this instance the reduction.

Table 102 shows an 8.16% increase in the number of people on the housing waiting list. There are currently approximately 18 659 housing units on the waiting list:

Table 102: Housing Waiting List

Financial year	Number of housing units on waiting list	% Housing waiting list increase/(decrease)
2017/18	18 620	5.2
2018/19	17 184	(0.9)
2019/20	18 586	8.16

3.7.5 Total Employees: Human Settlements

Table 103: Employees: Human Settlements

Job level (T-grade)	2019/20	2020/21			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
Number					
0-3	0	0	0	0	0%
4-6	20	10	10	0	0%
7-9	10	11	10	1	9%
10-12	8	8	8	0	0%
13-15	2	3	2	1	33%

16-18	2	2	2	0	0%
19-20	0	0	0	0	0%
Total	42	34	32	2	6%

3.7.6 Capital Expenditure 2020/2021: Human Settlements

Table 104: Capital Expenditure - Human Settlements

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
FURNITURE: OFFICE OF DIRECTOR	10 000	10 000	10 000	0
CHAIRS - MAINTENANCE SECTION	3 000	0	0	0
VISITOR CHAIRS REPLACEMENT - EXISTING HOUSING	2 000	0	0	0
FURNITURE - MAINTENANCE SECTION	15 000	0	0	0
CHAIRS REPLACEMENT - EXISTING HOUSING	3 000	0	0	0
FILING CABINETS - EXISTING HOUSING	5 000	0	0	0
FURNITURE: INFORMAL HOUSING	8 000	0	0	0
FURNITURE: HOUSING (EXISTING)	8 000	0	0	0
FURNITURE: HOUSING (NEW)	8 000	8 000	7 609	391
TRAILER - NEW HOUSING	80 000	0	0	0
TORCHES - ANTI-LAND INVASION UNIT	10 000	0	0	0
LOUDHAILERS - ANTI LAND INVASION	46 500	0	0	0
OFFICE FURNITURE - LAND MANAGEMENT	50 000	0	0	0
LAPTOPS - ANTI-LAND INVASION UNIT	12 500	14 520	14 520	0
CAMERAS - ANTI-LAND INVASION UNIT	15 000	6 924	12 991	-6 067
PUBLIC SEATING - ANTI-LAND INVASION UNIT	30 000	0	0	0
ACCESS TO BASIC SERVICES: INFORMAL AREAS	250 000	1 931 780	1 895 401	36 379
ACCESS TO BASIC SERVICES: RURAL AREAS	200 000	0	0	0
PROVISION OF SERVICES: MULTI PURPOSE ERVEN, THEMBA	250 000	19 100	0	19 100
RETAINING WALLS - VARIOUS AREAS	200 000	0	0	0
PURCHASE OF CONTAINERS - STORAGE	150 000	201 000	0	201 000
ADDITIONAL OFFICE SPACE 4TH FLOOR	100 000	107 500	0	107 500
UPGRADE WATER SUPPLY: 5th FLOOR	0	23 000	0	23 000
Total all	1 456 000	2 321 824	1 940 521	381 303

3.8 FREE BASIC SERVICES AND INDIGENT SUPPORT

3.8.1 Introduction to Free Basic Services and Indigent Support

The following table shows the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than **R4 000** per month will receive the free basic services as prescribed by National policy, in terms of George Municipality's indigent policy.

3.8.2 Free Basic Services to Low Income Households

The tables below indicate the households that received free basic services in the 2020/21 and financial year under review:

Table 105: Free Basic Services

Year	Number of households								
	Total no of HH	Households earning less than R 4 000 per month							
		Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse Removal	
	Access	%	Access	%	Access	%	Access	%	
2019/20	49 647	15 142	31%	14 720	30%	19 730	40%	14 853	30%
2020/21	49 647	14 324	29%	13 871	28%	19 220	39%	14 034	28%

Free Basic Services to Households

Financial year	Electricity								
	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value pm R'000	No of HH	Unit per HH (kwh)	Value pm R'000	No of HH	Unit per HH (kwh)	Value pm R'000
2019/20	19 730	70 kwh 137.90c	1 492 643	44 467	0 kwh 194.30c	0.00	745	50 kwh 137.90c	51 367
2020/21	19 220	70kwh 146.48c	1 970 742	44 993	0 kwh 206.39	0.00	736	146.86	53 758

Free Basic Electricity Services to Indigent Households

Financial year	Water					
	Indigent Households			Non-indigent households		
	No of HH	Unit per HH (kl)	Value pm R'000	No of HH	Unit per HH (kl)	Value pm R'000
2019/20	15 142	6kl 15.73	1 459 397	39 685	6kl 15.73	3 745 470
2020/21	14 324	6kl 16.67	1 432 686	39 841	6kl 16.67	3 984 897

Free Basic Water Services to Indigent Households

3.8.3 Financial Performance 2020/2021: Cost to Municipality FBS Delivered

Table 106: Cost of Free Basic Services

Financial Performance 2020/21: Cost to Municipality of Free Basic Services Delivered		
Services Delivered	2019/20	2020/21
	Actual	Actual
	R'000	
Water	16 404 595	17 305 959
Electricity	22 689 087	23 111 922
Sanitation	38 857 533	38 558 872
Refuse removal	36 608 096	36 638 051

The municipality subsidizes indigent households with the following basic charges on their municipal accounts, namely 1) Basic Water Charges and the first 6kl Water is free. Basic charges for Sewerage, Refuse and 70kwh units of Electricity free. Indigents Households who used less than 450kwh of electricity per month, are charged at a lower electricity tariff. Council also assist with the writing off of arrears and with the repairs of water leakages and faulty electricity pre-paid meters.

Properties with a municipal value of less than R150 000 are also exempted from the levying of rates. Churches Creches, Old ages Homes and frail Care units receives a monthly allowance on their municipal accounts, depending on the number of indigent people that make use of the facilities. Indigents that lives on farms, receives 50kwh of electricity as per agreement with Eskom. These expenses are mainly funded from the equitable share funds from National Treasury.

The exposure to free basic services helps to improve the self-esteem of indigent households. Door to door campaigns, visits at homes and talks over the radio are planned for the rest of the year, to encourage indigent consumers to apply for the subsidy.

COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (stormwater drainage).

3.9 ROADS

3.9.1 Introduction to Roads

George Municipality is responsible for the planning of and maintenance of proclaimed main roads, municipal streets and establishing transportation infrastructure for the transport of goods and commuters. The National Land Transport Act 5 of 2009 (NLTA) places the responsibility for the provision of public transport with the local municipalities. The NLTA further determined that the George Municipality qualifies to prepare a Comprehensive Integrated Transport Plan that is dealt with under the Directorate: Protection Services. This section therefore relates to the road and storm water asset management within which the road and storm water network maintenance planning may be carried out. Road and storm water asset management is essentially a road network planning tool which offers a prospect of significantly improving by development of decision-making tools to assist roads agencies and local municipalities.

Roads

Maintenance and rehabilitation priorities are determined by means of a Pavement Management System (PMS), based on the condition of the road and the implementation of these priorities are subject to Council approval of adequate funding. The main challenges to overcome, which will significantly improve service delivery, are the difficulty in procurement of services and adequate funding.

3.9.2 Highlights: Roads

The table below specifies the highlights for the 2020/21 financial year:

Table 107: Highlights – Roads

Highlights	Description
Upgrade of Wellington Street	Upgrade of the road pavement and provision of universally accessible sidewalks (Courtenay to Aspelg Streets)
Tabata Street Phase 1	Commencement with the road pavement upgrade and provision of universally accessible sidewalks
Triumph Street	Upgrade of the road pavement and provision of universally accessible sidewalks
Fifth Street	Upgrade of the road pavement

Highlights	Description
Protea Street	Upgrade of the road pavement
York/PW Botha Intersection	Upgrade of the road pavement of this strategic intersection to George and the industrial area
Market Street	Commencement with the road pavement upgrade and provision of universally accessible sidewalks
Makriel Street	Commencement with the road pavement upgrade and provision of universally accessible sidewalks
Rosedale access road	Commencement with the road pavement upgrade and provision of universally accessible sidewalks
Paving of roads	Upgrading of gravel roads in previously disadvantaged areas

3.9.3 Challenges: Roads

The table below specifies the challenge(s) for the 2020/21 financial year:

Table 108: Challenges – Roads

Challenge	Actions to address
Adequate timeously grant funding for the upgrade/rehabilitation of GIPTN bus routes and the improvement of sidewalks to meet Universal Access standards	Applications is made annually to the Department Transport for additional capital funding for GIPTN roads. The WC Department Transport and Public Works is also approached for assistance with capital funding.
Staff Capacity	Currently this Department is understaffed, and filling of vacant positions is slow
Budget restraints	PMS and Stormwater Maintenance Plans indicated priorities for repairs/upgrades, but insufficient budget
COVID-19	Already understaffed under further pressure because of vulnerable staff with comorbidities on mandatory leave and/or working from home. Contractors also affected, resulting in Construction projects not being rolled out as planned
Expansion of George	This causes more road users, putting the road infrastructure under further pressure
Access to adequate/decent gravel quarries	The quality of materials is a cause of great concern, since most of the quarries in the region are depleted

3.9.4 Gravel Roads

The table below specify the service delivery levels for the 2020/21 financial year:

Table 109: Gravel Road Infrastructure

Gravel Road Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar/block paving	Gravel roads graded/maintained
2018/19	108	0	1	107
2019/20	107	0	5	102
2020/21	102	0	5	97

3.9.5 Tarred (Asphalted) Roads

Table 110: Tarred Road Infrastructure

Gravel Road Infrastructure: Kilometres				
Year	Total tarred roads	New tar & paved roads	Existing tar roads re-tarred	Existing tar roads maintained
2018/19	448,6	0	8	448,6
2019/20	448,6	0	3	448,6
2020/21	448,6	0	20,5	428,1

Tar roads are being maintained as reports of problems are received or as maintenance is required.

3.9.6 Cost of Construction/Maintenance

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

Table 111: Cost of Construction/Maintenance of Roads

Cost of Construction/Maintenance						
R'000						
Financial Year	Gravel			Tar		
	New	Gravel-Tar	Maintained	New	Re-worked	Maintained
2018/19	0	13293090	1211800	18108348	7605812	8066280
2019/20	0	12 000 000	1 200 000	0	7 000 000	9 000 000
2020/21	-	-	-	4 000 000	22 000 000	3 500 000
GIPTN and Private Developments						
2020/21	0	8 907 979	1 285 000	0	12 753 094	8 194 000

3.9.7 Total Employees: Roads

Table 112: Employees - Roads

Job level (T-grade)	2019/20	2020/21			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
		Number			
0-3	0	2	2	0	0%
4-6	32	60	51	9	15%
7-9	5	13	10	3	23%
10-12	4	4	3	1	25%
13-15	1	0	0	0	0%
16-18	1	1	1	0	0%
19-20	0	0	0	0	0%
Total	43	80	67	13	16%

Table 113: Employees - Mechanical workshop

Job level (T-grade)	2019/20	2020/21			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
		Number			
0-3	0	0	0	0	0%
4-6	4	4	4	0	0%
7-9	0	0	0	0	0%
10-12	1	1	1	0	0%
13-15	1	1	0	1	100%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	6	6	5	1	17%

3.9.8 Capital Expenditure 2020/2021: Roads

Table 114: Capital Expenditure 2020/21 – Roads

Capital projects	Budget	2020/21		Variance from adjustment budget
		Adjustment budget	Actual expenditure	
		(R)		
STREET RESEALING: GREATER GEORGE	8 000 000	12 753 094	12 743 614	9 480
REBUILDING OF STREETS: GREATER GEORGE	8 000 000	8 907 979	8 895 524	12 455
ROOIDRAAI ROAD: REPAIRS TO SLIP FAILURE	0	118 500	118 453	47
UPGRADING OF ADMIN BUILDING AND ABLUTION FACILITIE	850 000	1 187 400	1 175 865	11 535
PROPERTY DEVELOPMENT - DIAMOND ROAD INDUSTRIAL ERV	1 773 500	2 062 300	1 860 144	202 156
PROPERTY DEVELOPMENT - SWEATPEA STREET RESIDENTIAL	1 487 180	0	0	0
MECHANIC BROOM (ROAD RESERVE	0	171 116	171 116	0

Capital projects	Budget (R)	2020/21		Variance from adjustment budget
		Adjustment budget	Actual expenditure	
MAINTENANCE)				
1000L WATER TRUCK - STREETS	850 000	850 000	799 049	50 951
TOOLS AND EQUIPMENT - STREETS	100 000	166 321	166 321	0
PETERS ROAD: REPAIRS TO SLIP FAILURE AND ASSOCIATE	0	187 800	178 891	8 909
OFFICE EQUIPMENT - PUBLIC TRANSPORT OFFICE	0	20 000	16 698	3 302
OFFICE EQUIPMENT	50 000	1 731	1 731	0
FLEET WARRANTY EXTENSIONS AND OVERHAUL COSTS - GIP	16 754 031	0	0	0
GIPTN - CCTV CAMERAS	0	842 341	822 895	19 446
GIPTN UNIT - AIR CONDITIONING	0	5 000	4 999	1
GIPTN UNIT - WATER DISPENSERS	0	805	799	6
GIPTN - IT EQUIPMENT	0	105 195	103 704	1 491
GIPTN ROAD REHABILITATION	7 611 311	58 125 036	32 316 070	25 808 966
GIPTN SHELTERS AND SIDEWALKS	0	3 933 647	3 933 805	-158
Total all	45 476 022	89 438 265	63 309 676	26 128 589

3.9.9 Overall Performance: Roads

The road infrastructure network is one of the largest assets of George Municipality. The condition and the maintenance thereof as well as the construction of new roads and transport infrastructure, impacts directly on the safety of all road users' modes of transport and indirectly on local economic development.

3.10 PUBLIC TRANSPORT

3.10.1 Introduction to Public Transport

The George Integrated Public Transport Network (GIPTN) is a flagship model for the provision of public transport in South Africa's emerging cities. The first services commenced in George in 2014, and currently Phases 1, 2, 3 and Phase 4B are operational. The GIPTN provides the citizens of George with access to social, education and economic opportunities within the areas where the service has been rolled out. This is facilitated by providing a public transport service that is safe, affordable, accessible and reliable. The GIPTN is being realised through the transformation of the existing local bus and minibus taxi industries into an integrated bus operations company, and the provision of universally accessible and non-motorised transport facilities.

The full GIPTN comprises 26 primary routes, which are split into 6 Phases corresponding with different geographical areas in George. Phase 1 commenced operations in December 2014, with Phases 2 and 3 following thereafter – Phase 3 launched in May 2015 and more recently, Phase 4B (Parkdene, Conville, Borchers and Lawaakamp) successfully rolled out in March 2020. The remaining phases are Phase 4A (comprising Thembaletu), Phase 5 (Wilderness and surrounds) and Phase 6 (Herolds Bay, Oubaai, Victoria Bay and NMMU Saasveld Campus).

The GIPTN is implemented by George Municipality in partnership with and supported by the Western Cape Government's Department of Transport and Public Works. Once all six (6) phases have rolled out, expansion to include intertown services will be considered.

3.10.2 Highlights: Public Transport

The table below specifies the highlights for the 2020/21 financial year:

Table 115: Highlights - Public Transport

Highlight	Description
Finance	<p>During the period under review, an application for in-year funding was submitted to the Department of Transport (DoT) and the Provincial Department of Transport and Public Works (DTPW).</p> <p>These applications were successful and resulted in the following in-year allocations being received:</p> <ul style="list-style-type: none"> • R30 million from DoT toward the upgrading of Market Street which is a main corridor on the network. • R30.5 million from DTPW toward the operational requirements of the project. <p>Further, the DoRA issued in March 2021 confirmed that George Municipality received</p>

Highlight	Description
	the highest percentage scoring for the incentive component of the Public Transport Network Grant out of all the qualifying cities.
IFM/ITS	<p>With the implementation of the Smart Card system, on-bus cash sales were initially maintained- but in order to improve the operational safety of staff and passengers in the context of the Covid-19 pandemic, the decision was taken at the start of the financial year to suspend the sale of cash trips on the buses. The impact of this measure was investigated, and found to have made little impact to the ridership on the services, with there been having a large uptake of passengers using the Smart Card. The success of this policy has meant that it has been maintained.</p> <p>A Vendor Management Strategy was also developed to outline specific actions that will be implemented to support the development of the Vendor Network and improve accessibility of the vendor network to passengers.</p> <p>In February 2021, a new and improved point of sale (handheld) unit was rolled out to Vendors after being commissioned by the Municipality and its partner DTPW in 2020. This new handled comes with a 48% overall reduction in costs. Further integration of the ITS and IFM systems has allowed for behavioural trend analysis over longer periods of time, with a key output of the data warehouse being realistic and achievable timetables calculated on driver averages as opposed to using manual calculations or survey data to achieve the same result.</p>
Infrastructure	<p>Key infrastructure highlights include the completion of Wellington Street upgrade, Phase 1, the commencement of Market Street upgrade, Phase 1, and Tabata Street upgrade, Phase 1.</p> <p>A programme focused on the maintenance on Basic Shelters and bus stop platforms across the system was also implemented and has resulted in significant repairs across the network of damaged and vandalised shelters.</p>
Planning	During the period under review, the appointment of a service provider to conduct a full review of the Integrated Transport Plan (ITP) was concluded and work commenced on identifying and engaging with all relevant stakeholders.
Universal Accessibility	<p>Communication staff have undergone training in basic sign language as part of an ongoing drive to be inclusive in getting information on the GO GEORGE service across to all categories of stakeholders. Several improvements to the GO GEORGE website and communication materials have also been undertaken to improve accessibility.</p> <p>An update of the Universal Design Access Plan (UDAP) was approved by Council and a dedicated Universal Access workstream was established to focus on relevant issues.</p>
Operations	<p>Services continued throughout the various levels of lockdown in relation to the COVID-19 pandemic. Lower demand and priority routes that had been stopped during the initial level 5 lockdown in March/April 2020 were systematically returned to service with the full network operational again from September 2020. Where possible, additional capacity was provided on main routes so as to allow for improved social distancing on the bus public transport network.</p> <p>A tender process also commenced to appoint a field monitoring service provider to assist with the monitoring of operations. This process will be concluded in the 2021/22 financial period.</p>

3.10.3 Challenges: Public Transport

The table below depicts the challenges for the 2020/21 financial year:

Table 116: Challenges - Public Transport

Challenges	Actions to address
COVID-19 impact on fare revenue and increased operating expenditure.	<p>Fare revenue collected was below the projected fare revenue during the period under review, and additional funding was requested from DTPW to cover the shortfall.</p> <p>An integrated COVID-19 response plan was also developed to ensure that preventative measures were implemented to limit spread of the virus on public transport, as well as to plan for any eventualities. The implementation of these measures placed further strain on an already stretched operating budget. The response plan will continue to be regularly assessed in terms of cost and effectivity of preventative measures implemented.</p>
Industry/Stakeholder Engagement	<p>The engagements held in the 2019/20 financial year assisted in the successful implementation of the Phase 4B services on 22 March 2020. The COVID-19 pandemic restricted the ability to engage effectively with the stakeholders in regard to the further roll-out of services to Phase 4A (Thembalethu). These engagements were partially re-initiated in the first half of 2021 to a limited extent and were undertaken in accordance with regulations and the availability of the parties.</p> <p>These engagements will be fully reinstated as soon as the Covid situation allows.</p>
Safety and security	<p>Safety and Security Committee Meetings, including Provincial and Municipal Traffic and Law Enforcement, SAPS, NPA and SSA were suspended due to Covid-19 lockdown regulations, but were reinstated as soon as the regulations allowed. A process commenced to review the previously drafted GIPTN Safety and Security plan, including a capacitation plan. Renewed efforts were put in place to improve the effectivity of the Public Transport Rapid Response Unit and improved reporting was established.</p> <p>Plans are being considered regarding increased capacitation of the Rapid Response Unit and the Safety and Security plan is in the process of being finalised and implemented.</p>
Funding constraints	<p>The GIPTN will continue to motivate for PTNG and discretionary funds for capital projects.</p> <p>The DTPW will continue to provide funding support, in terms of the IGA whilst such agreement remains in place.</p> <p>Additional sources of funding and rollout of Phase 4A continues to be prioritised.</p>
Fleet availability	<p>A high number of buses out of service due to unplanned repairs, accidents and routine maintenance saw increased pressure on the system. Several interventions were targeted to address this and included the VOC procuring equipment and other items required to do on route wheel replacements, as well as the commencement of refresher training conducted with drivers.</p> <p>The procurement of additional fleet (8 standard vehicles) is being planned in the 2021/22 financial period.</p>

3.11 STORMWATER DRAINAGE

3.11.1 Introduction to Stormwater Drainage

The operation of the storm water network is conducted with the use of a management system which enables the Planning and Maintenance Section to locate shortcomings. It also enables this Section to perform efficient maintenance on the storm water network.

3.11.2 Introduction to Stormwater Drainage

The table below depicts the highlights for the 2020/21 financial year:

Table 117: Highlights - Storm water Drainage

Highlights	Description
Thembaletu Zone 1	Implementation of Stormwater Master Plan Project. Completed 30 June 21 (R4,463m)
Thembaletu Zone 9	Implementation of Stormwater Master Plan project. Completed 30 June 21 (R6,085m)
New Dawn Park	Implementation of Stormwater Master Plan project. Completed 30 June 21 (R11,19m)
Andersonville	Implementation of Stormwater Master Plan project. Completed 30 June 21 (R 4,401m)
Levallia_Loerie Park, Rosemoor, Protea Park	Completion of Stormwater Master Plan
Golden Valley	Completion of Stormwater Master Plan
Greater Pacaltsdorp	Completion of Stormwater Master Plan
Heather Park and Heatherlands	Completion of Stormwater Master Plan
Kerriwood_Blanco and Riverlea	Completion of Stormwater Master Plan
Tweerivieren, Bersig & Panorama	Completion of Stormwater Master Plan
Glen Barrie	Completion of Stormwater Master Plan
Denneoord	Completion of Stormwater Master Plan
Conville, Borchards, Lawaaiikamp, Parkdene, Maraiskamp & Ballotsview	Completion of Stormwater Master Plan

3.11.3 Introduction to Stormwater Drainage

The table below specifies the challenges for the 2020/21 financial year:

Table 118: Challenges - Storm water Drainage

Challenge	Actions to address
Addressing stormwater backlogs in previously disadvantaged areas and upgrading of existing systems where the system is over capacity	5x MIG stormwater projects to be implemented in 20/21
COVID 19 State of Disaster	Measures implemented in terms of the DMA impacted directly on various stormwater projects. These projects will be addressed in the 2020/21 financial year
Staff Capacity	Currently this Department is understaffed, and filling of vacant positions is slow
Budget restraints	PMS and Stormwater Maintenance Plans indicated priorities for repairs/upgrades, but insufficient budget

3.11.4 Stormwater Infrastructure

The table below depicts the total kilometres of storm water maintained and upgraded as well as the kilometres of new storm water pipes installed:

Table 119: Stormwater Infrastructure

Financial year	Total km storm water measures	Km new storm water measures	Km storm water measures upgraded	Km storm water measures maintained
2018/19	399.7	0	1	400.2
2019/20	400.2	0	2	402.2
2020/21	402.2	0,4	2.7	405.3

3.11.5 Employees: Stormwater

Table 120: Employees - Stormwater

Job level (T-grade)	2019/20	2020/21			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
		Number			
0-3	0	0	0	0	0%
4-6	54	21	15	6	0%
7-9	2	6	5	1	17%
10-12	2	3	1	2	67%
13-15	1	0	0	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	59	30	21	9	30%

3.11.6 Cost of Construction: Stormwater

The table below reflects the costs involved for the maintenance and construction of stormwater within the municipal area:

Table 121: Cost of Construction - Stormwater

Financial year	Stormwater Measures		
	New	Upgraded	Maintained
	R'000		
2018/19	0	2 230	3 033
2019/20	0	2 820	3 300
2020/21	2 880	19 437	3 291

3.11.7 Capital Expenditure: Stormwater

Table 122: Capital Expenditure 2020/21 - Storm water

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
ANDERSONVILLE: STORM WATER UPGRADE	0	3 155 730	3 141 502	14 228
NEW DAWN PARK: STORM WATER UPGRADE	0	9 688 978	8 929 653	759 325
THEMBALETHU ZONE 1: STORM WATER UPGRADE	0	7 187 295	6 817 748	369 547
THEMBALETHU ZONE 9: STORM WATER UPGRADE	0	2 677 282	2 584 383	92 899
CONCRETE CANALS AND DRAINS – STREETS	500 000	500 000	497 010	2 990
UPGRADING OF EXISTING STORMWATER INFRASTRUCTURE	3 000 000	1 807 990	1 763 152	44 838
Total all	3 500 000	25 017 275	23 733 449	1 283 826

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

3.12 PLANNING

3.12.1 Introduction to Planning

The Directorate is comprised of seven sub-departments which include Land Use Management, Spatial Planning, Environmental Management, Property Management, IDP, Performance and Public Participation, Economic Development and Tourism Departments. Within these departments resort the sections responsible for management of the geographic information systems, performance management, ward committee liaison and outdoor advertising.

Collectively the departments across the directorate play a pivotal role in the facilitation of development, economic growth and job creation. The directorate is responsible for development and implementation of strategic tools to guide decision making in land development and investment that supports spatial transformation, promotes sustainability and improve resilience. The COVID-19 pandemic has exposed areas in which the local economy and communities are least resilient, urging a deepening of the departments focus and intervention in areas that will enhance sustainability.

The directorate's operational capacity is being addressed and some critical posts have been filled in the past year, including the post of the Director. However, challenges resulting from inadequate human capital prevails, demanding continuous development of creative and advanced solutions to enhance production. Improvements to the recruitment and selection processes within the organization are essential enabling tools, supporting the ability to speed up filling critical vacancies that are required to support efficient, quality service.

The funded vacancy in the spatial planning section has been filled, enabling the timeous initiation and management of the emerging MSDP review process. Efforts to fill the vacancy in the environmental management sections have not been successful. The resultant risk is that certain statutory functions related to the environmental management function is not being complied with.

The Land Use Management section remains understaffed and resultant backlogs have escalated because of operational challenges induced by initial lockdown regulations and reciprocal efforts to expedite large scale developments, post lockdown with the view of enabling bounce back of the construction sector where significant employment opportunity exists to return semi-skilled and unskilled labour to the market. The Section currently employs three professional planners, with vacancy for two more experienced planners. While the recruitment process continues, the section remains heavily reliant on internships to build

capacity.

A review of the 2019 Municipal Spatial Development Framework has commenced and will extend over a two-year period, to be concluded in 2023 and adopted as a core component of the next generation IDP.

The directorate benefits from support from the Western Cape Provincial Government, whereby knowledge and capacity are shared to enable this process. The MSDF review process includes also a review of the capital expenditure framework and improved integration with the MSDF and IDP.

3.12.2 Highlights: Planning and Development

The table below specifies the highlights for the 2020/21 financial year:

Table 123: Highlights - Planning and Development

Highlights	Description
New leadership	Having been without a director since 2016, the directorate now has a newly appointed director, supported by a new post to assist with financial and compliance matters emanating relating to the Directorate.
Staffing solutions	Improvements to the recruitment and selection policy enabled swift appointments of temporary staff in the Building Control section, pending successful conclusion of recruitments and selection processes. These temporary appointments aid in addressing backlogs of existing building plans as well as the execution of inspections and complaints.
Building electronic building plan repository	Interns were appointed to conduct back scanning of existing approved building plans and documents dating back to 2006. Documents are saved on a central electronic database and enables swift access to records, paperless handling of applications and electronic response to enquiries and access to information.
Application process	<ul style="list-style-type: none"> The Planning and Building Control Departments have implemented an almost paperless land use application and building plan application process. Further improvements will be made to the system in the next financial year to allow for on-line submissions of land use applications. <p>All administrative staff and planners have been equipped with tools to enable continuation of their tasks and uphold production amidst lockdown and while remote work arrangements prevail.</p>
Graduate ISDG Interns	<ul style="list-style-type: none"> The Department is a participant in the ISDG program where graduate town planners / GIS technicians are provided experiential training with the aim of registration with their respective professional bodies. Three (3) town planning Interns and one (1) GIS Intern completed the program in this year.

Highlights	Description
Policy Development	<ul style="list-style-type: none"> The revision of the House Shop Policy commenced in 2016. The process is now complete, and the final document will be submitted to Council for adoption. A number of other policies and frameworks are in development and will be submitted to Council for approval early in the new financial year.
Review of the Land Use Planning By-Law	<ul style="list-style-type: none"> A process of review of the By-law has commenced and seeks to improve on processing demands and support resilience in the regulatory processes of the department. This review process will be concluded in the coming year
Covid 19 effects and employee wellness	<ul style="list-style-type: none"> Improved focus and measures have been developed to support employee wellness, which includes increased awareness of Health and Safety protocols aimed at ensuring our employees remain fit for work. The Directorate has an active OHS committee with dedicated and skilled SHE reps.
Business continuity and support	<p>The implementation of a policy and tools enabling staff to work from home has ensured continued service delivery from a COVID free environment.</p> <p>Online application submission and processing portals are continuously developed and improved to ensure seamless and convenient access to planning services and records</p>
Standard operating procedures	Standard operating procedures for all sections have been adapted and ensures all staff follow uniform, structured processes.

3.12.3 Challenges: Planning and Development

The table below specifies the challenges for the 2020/21 financial year:

Table 124: Challenges - Planning and Development

Challenges	Actions to address
Structure	The Directorate has commenced with a review of the organogram which will be concluded in the new financial year.
Capacity and Appointments	Despite numerous and on-going attempts, the department has failed to attract suitable candidates for the vacant town planner post which has now been advertised nationally. The vacant senior town planner post is in the process of being filled, while the environmental officer post is also in process. The four vacant positions at Building Control is still in the process of being filled, with some posts needing to be re-advertised after failing to attract suitable under-represented candidates. The Economic Development department is under capacitated, however additional highly-skilled and experienced staff will be recruited on a temporary basis whilst the organogram review is underway
Application backlogs	Notwithstanding the capacity issues, the Planning Department did manage to reduce its application backlog from 65 applications in 2019/2020 to 44 in 2020/2021. It is anticipated that the backlog will be eradicated in the next financial year. Service requests and complaints are also up-to-date and

	officials are expected to respond to requests and complaints in terms of the Customer Services Charter.
Encroachments	Old encroachment problems dating back several years back and the inability of owners to appoint a Land Surveyor for the re- placement of beacons result in several challenges experienced in rendering and upgrading services in disadvantaged areas.
Broadband	Increased reliance on electronic and virtual platforms has increased the demands on broadband. Sporadic failures and load shedding impacts on flow and efficiency of engagements and may increase demands on time.
Statutory functions to control Heritage buildings.	The department does not employ a qualified heritage practitioner and is unable to update it heritage inventory and facilitate the production of a heritage register. This poses the risk of heritage buildings and sites not being recorded and lost.

3.12.4 Statistics on Land Use Planning

Table 125: NUMBER OF LAND USE APPLICATIONS FINALISED

Application Type	2018/2019	2019/2020	2020/2021
Rezoning	24	22	25
Subdivision	51	26	27
Departures	92	68	57
Consent Use	38	12	21
Removal of Restrictions	7	14	20
Amendment of Conditions of Approval	4	4	12
Other	32	38	42
TOTAL	248	184	204

SUMMARY OF LAND USE APPLICATIONS

Process	2018/2019	2019/2020	2020/2021
Applications received in reporting period	281	208	185
Applications still in process	223 (71*)	163 (35*)	192 (75*)
Applications still in process 6 months or more	18 (10*)	45 (12*)	40 (15*)
Applications still in process at 5 months	2	12 (1*)	2 (1*)
Applications still in process at 4 months	4	8(1*)	2
Applications finalized in reporting period	248	184	204
Applications finalized 6 months and older	17	35	55
KPI calculation	93.15%	80.98%	73.04%

* Denotes the number of applications referred back to the applicant

Delegated Applications	PMS Target	2018/2019	2019/2020	2020/2021
Delegated Application Finalized – 4 months		215	170	182
No delegated applications overtime limit		25	48	70
Compliance Level	75%	88.35%	71.76%	61.54%

Tribunal Applications	PMS Target	2018/2019	2019/2020	2020/2021
Non-Delegated applications finalized – 7 months		33	14	22
No non-delegated applications over time limit		6	6	11
Compliance Level	75%	81.82%	57.14%	50%

Appeal Applications	PMS Target	2019/20	2020/2021
Appeal applications received		9	14
Appeal applications overturned		1	4
Appeals applications over time limit		3	14
Compliance Level	100%	66.67% **	0%

** Note: Appeals over limit due to change in Mayor and Covid 19 Lockdown

3.12.5 Property Management

Property Management is prescribed by legislation i.e. the MFMA, Municipal Systems and Structures Act, Municipal Asset Transfer regulations, Supply chain management Act, etc. The

Property Management Section is responsible to recommend, administer and manage the acquisition, enhancement, alienation, leasing and utilisation of council-owned investment immovable properties and rights in such properties and includes:

- a. **Contract Administration:** Management of contracts (deed of sales, lease agreement) for investment properties based on Council's policies and resolutions; and
- b. **Property Administration:** Ensuring compliance with legislated processes pertaining to disposal of and management of municipal fixed land assets and buildings utilised for investment and revenue generation to ensure achievement of the strategic objectives of the Municipality.

Table 126: Overview of the operations within the Property Management Section for the financial year from 1 July 2020 to 30 June 2021:

Activity/Operation	Outcome/Results
Investment properties sold as from 01 July 2020 to 30 June 2021	Total income – R5 733 498.89 (excluding vat)
Properties leased as from 01 July 2020 to 30 June 2021	Total income – R2 192 447.57 (excluding vat)
Reports to council committees as from 01 July 2020 until 30 June 2021	
Planning committee:	8
Total report to executive mayor in committee	18
Total reports to council	12
Application received as from 01 July 2020 until 30 June 2021:	
Applications for the alienation of council properties	143
Applications for leasing of council properties	31

3.12.6 Employees: Planning

Table 127: Total Employees – Planning

Job Level (T-Grade)	2019/20	2020/21			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
Number					
0-3	0	0			0%
4-6	2	1	1	0	0%
7-9	5	6	6	0	0%
10-12	17	15	6	9	60%
13-15	5	8	6	2	25%
16-18	2	3	3	0	0%
19-20	1	1	1	0	0%
Total	32	34	23	11	32%

3.12.7 Capital Expenditure 2020/2021: Planning

Table 128: Capital Expenditure 2020/21: Planning

Capital Expenditure 2020/2021: Planning				
Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
FILING CABINETS: BUILDING CONTROL	6 000	6 000	0	6 000
CHAIRS: BUILDING CONTROL	18 000	18 000	0	18 000
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	50 000	126 250	126 159	91
RENOVATIONS OFFICE SPACES 5TH FLOOR	100 000	183 400	60 000	123 400
COMPUTER SOFTWARE - PLANNING	50 000	0	0	0
BUFFELSFONTEIN 204: ACQUISITION OF IMMOVABLE PROPE	300 000	300 000	0	300 000
PAVING CBD PARKING: ST MARKS	450 000	0	0	0
FURNITURE: PLANNING	50 000	12 500	12 413	87
DATAPROJECTOR (PLANNING SECTION)	10 000	0	0	0
CHAIRS: PLANNING SECTION	10 000	10 000	4 854	5 146
Total all	1 044 000	656 150	203 426	452 724

3.13 ECONOMIC DEVELOPMENT

3.13.1 Overview on Economic Development

LED is an approach towards economic development that aims to involve a range of different stakeholders (e.g. community, businesses and government) in the achievement of sustainable economic growth that provides benefits such as employment, skills development and Small, Medium and Micro-Sized Enterprises (SMMEs) support to a specific area. Sustainable economic growth in this sense refers to economic development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

The LED concept has been applied as a government programme to improve the economic performance of municipal areas across all industries (agriculture, manufacturing etc.) and sectors (formal and informal).

LED occurs primarily at the local sphere of government due to its proximity to local challenges and understanding of needs within the municipal area that impact on the economic growth and development of the city.

The onset of Covid-19 in South Africa further emphasized the need for the municipality to focus on the provision of a more agile and resilient enabling environment to allow the local economy to develop mechanisms on how best to deal with catastrophic economic shocks. Thus in 2019-2020 the Division focused specifically on establishing sustainable partnerships, ensuring informal and street trading support, focussing on sustainable livelihoods and interventions to boost the sector in George. The core pillars that underpin growth are:

- Sound governance and institutions;
- Infrastructure development and maintenance;
- Partnerships and collaboration; and
- Shared identity and social cohesion.

The Department commenced with the development of various policies to ensure that the Municipality has the foundation enablers in place to give effect to economic growth. The onset of COVID-19 required the department to respond swiftly to emerging needs and gained significant ground in enhancing communication between the business communities at large and played an important role in building trust amongst business stakeholders to rebuild business confidence. An Economic Recovery Plan has been concluded and will be tabled to Council early in the new financial year. The strategy is aligned with the Garden Route District Municipality's Economic Recovery Strategy to ensure cohesion and maximum benefit for the region.

Going forward the Department will continue to focus on:

- Investor Facilitation in targeted sectors which include Agriculture, BPO, Logistics, Tourism and the Informal sector;
- SMME capacity building and growth;
- Investment promotion;
- Infrastructure development;
- Business and industrial parks development
- Small business linkages; and
- Skills development.

3.13.2 Overview on Economic Development

George's economy was worth R17.86 billion in 2018 (current values) and employed 83 169 people. Between 2014 and 2018, the municipal area experienced an average annual growth rate of 1.9 percent, which can be attributed in large part to the tertiary sector, which experienced a positive annual growth rate of 2.4 percent.

Finance, insurance, real estate, and business services (R4.80 billion), wholesale and retail trade, catering and accommodation (R3.30 billion), and manufacturing (R2.67 billion) were the primary contributors to the positive growth in the George economy in terms of sectoral contribution. In 2019, the economy's growth slowed to 0.7 percent, with only banking, insurance, real estate, and business services continuing to grow at a significant rate. With 224 new positions created, the finance, insurance, real estate, and business services industry mirrors the strong growth rate. Despite a 0.1 percent contraction, the wholesale and retail trade, catering, and accommodation sectors were also key sources of employment (208 jobs generated). The general sector (102 jobs generated) and transportation, storage, and communication (172 jobs produced) were other key sources of job creation in 2019.

In 2019, both the primary (-7.8%) and secondary (-1.1%) sectors witnessed economic contraction. There were 67 job losses in the primary sector and 479 job losses in the secondary sector as a result of this. Losses in the agricultural, fishery, and forestry sector (-65) drove employment losses in the primary sector, while losses in the construction industry drove job losses in the secondary sector (-452).

Table 129: Economy and Labour Market Performance

ECONOMY AND LABOUR MARKET PERFORMANCE						
SECTOR	GDP			EMPLOYMENT		
	R million value 2018	Trend 2014 - 2018	Real GDP growth 2019e	Number of jobs 2018	Average annual change 2014 - 2018	Net change 2019e
Primary Sector	684.4	-0.5	-7.8	8 186	61	-67
Agriculture, forestry & fishing	654.5	-0.6	-8.0	8 150	61	-65
Mining & quarrying	29.9	2.3	-2.1	36	0	-2
Secondary Sector	4 265	0.9	-1.1	13 283	150	-479
Manufacturing	2 671.7	1.5	0.1	7 924	83	-22
Electricity, gas & water	614.0	-1.3	-3.3	7 924	83	-22
Construction	979.6	0.1	-4.3	4 989	62	-452
Tertiary Sector	12 913.3	2.4	1.7	61 700	1 349	424
Wholesale & retail trade, catering & accommodation	3 302.1	1.2	-0.1	21 207	427	208
Transport, storage & communication	2 071.2	2.9	0.6	4 070	72	173
Finance, insurance, real estate & business services	4 797.6	3.7	3.6	17 338	691	224
General government	1 629.0	0.1	0.6	8 076	42	102
Community, social & personal services	1 113.4	1.2	0.7	11 009	118	-283
George	17 863.0	1.9	0.7	83 169	1 561	-122

3.13.3 Formal and Informal Employment

Table 130: Formal and Informal Employment

FORMAL EMPLOYMENT											
Skill Levels Formal Employment	Skill Level Contribution 2019 (%)			Average growth (%) 2015 -2019			Number of Jobs				
	2018	2019		2018	2019		2018	2019			
Skilled		32.9			3.9		19 975	20 520			
Semi-Skilled		39.9			1.9		24 659	24 882			
Low-skilled		27.1			0.6		16 874	16 917			
Total		100.0			2.2		61 508	62 319			
INFORMAL EMPLOYMENT											
Informal Employment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Number of informal jobs	22 773	20 648	20 555	20 638	21 669	22 051	23 094	21 281	22 177	21 661	20 728
%of Total Employment	31.8	29.8	29.1	28.3	28.8	28.7	28.8	26.4	27.0	26.0	25.0

The total number of people employed in George is expected to reach 83 047 in 2019, with 62

319 (75.0%) working in the formal sector and 20 728 (25.0%) working in the informal sector. Between 2015 and 2019, the formal sector experienced an annual average gain of 2.2 percent, while the informal sector saw an annual average drop of 2.7 percent.

Semi-skilled (39.9%) and skilled (32.9%) workers made up the majority of the formally employed. Between 2015 and 2019, the low-skilled category accounted for only 27.1 percent of total formal employment, and it was significantly outpaced by the other two categories in terms of average annual growth. Jobs for low-skilled individuals increased by 0.6 percent, while jobs for qualified workers increased by 3.9 percent. The increase in the skilled category reflects market need for more skilled labour, particularly in the George municipal area's rising tertiary sector.

3.13.4 Unemployment

Table 131: Unemployment rates

Unemployment Rates	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
George	13.2	14.3	14.1	13.8	13.2	13.2	12.7	13.5	13.8	13.4	14.3
Garde Route	13.5	14.7	14.6	14.4	13.9	13.9	13.5	14.5	14.8	14.6	15.6
Western Cape	14.2	15.5	15.7	15.8	15.7	16.0	16.1	17.3	18.1	18.0	19.4

George (14.3%) has the third lowest unemployment rate in the Garden Route District, falling below the District (15.6%) and the Western Cape (19.4%). From 2009 to 2019, unemployment was quite erratic, rising from 13.4 percent in 2018 to 14.3 percent in 2019. The slowing economy and negative growth in the primary and secondary industries were to blame. Unfortunately, these industries employ a large number of low- and semi-skilled people, who are more likely to fall into poverty during economic downturns.

3.13.5 Highlights: Economic Development

Below are the performance highlights of the year:

Table 132: Highlights - Economic Development

Highlights	Description
Informal Traders	Reapplication of informal trader permits – 69 new permit cards were issued. Removal and re-allocation of informal trading stands in front of Standard bank to Pacaltsdorp opening 12 new stands for informal traders. 6 informal traders received beach stands: 4 x Herolds Bay, 1 x at Leentjiesklip and 1 x Victoria Bay.
SMME's	Participation in a regional funding process where SMME's were each allocated R50,000.00 to grow or sustain their business during lockdown.
Investment Promotion	WESGRO Investment Promotion Training completed by Acting ED Manager. Several BPO enquiries facilitated in the last few months of the year.
A Partnership and Service Level Agreement (PSLA) signed with SEDA for the implementation of	The ICT Business Incubation Centre opened and is operational in Thembaletu. The department facilitated of a sewing project in association with ACSA and Nando's in Thembaletu.

Highlights	Description
various SMME development projects	
New structures erected at Worker Collection Point	A new, covered and comfortable waiting area was erected to keep the workers out of the elements and comfortable while waiting for assignments. A new wooden structure was erected for the security guard as well.

3.13.6 Challenges: Unemployment

Below challenges regarding the implementation of the Economic Development Strategy (EDS) are:

Table 133: Challenges - Economic Development

Challenges	Actions to address
Staff/ Capacity:	The section remains constrained in its execution of projects by a very small staff contingent. A new organogram is being designed and implemented to facilitate the mobilization of this unit to its full potential.
Strategy:	The existing strategy is outdated and needs to be reviewed. When the strategy is in place, implementation plans must be adopted to bring the strategy to fruition. Care will be taken to design annual plans of action that are balanced in terms of delivering short term results and tangible successes, whilst working actively towards longer-term strategic priorities aligned with the IDP and Municipal Spatial Development Framework.

Other challenges include:

- Scarcity of job opportunities and lack of economic opportunities;
- SMME and Entrepreneurship Development;
- Too much red tape which prevents the acceleration of sustainable economic growth in the Municipality;
- Addressing the digital divide and unemployment
- Localising procurement opportunities to ensure the localization of the global value chain.
- Vandalism of economic infrastructure built to enable economic growth;
- Impact of Covid -19 on the economy;
- A need for locational branding and marketing to increase investment exists;
- Lack of affordable broadband and water security are important to ensure large scale investment;
- The matching of relevant skills to the market and high youth unemployment remain major risks;
- A need for a Social Contribution Framework to drive Corporate Social Investment; and
- Lack of a one stop business support service centre to serve investors and SMMEs.

3.13.7 Capital Expenditure 2020/2021: Economic Development

Table 134: Capital Expenditure - Economic Development

Capital projects	2020/21
------------------	---------

	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
CHAIRS: PROPERTY SECTION	20 000	0	0	0
FURNITURE AND FITTING: PROPERTY SECTION	20 000	3 350	1 674	1 676
CONSTRUCTION OF NEW INFORMAL TRADING STANDS	300 000	0	0	0
UPGRADE WAITING AREA - WCP	0	240 000	204 450	35 550
PAVING AND SHADING WCP	50 000	50 000	46 052	3 948
ELECTRIC FENCE- WCP	50 000	34 000	33 800	200
Total all	440 000	327 350	285 976	41 374

3.14 TOURISM

3.14.1 Introduction to Tourism

Tourism will be one of the hardest hit sectors affected by the COVID 19 pandemic, and although society is expecting to 'go back to normal' there will be a new normal, where tourism and destinations will have to adapt to new protocols. The report below deals with pre-and post COVID strategies implemented during the financial year.

TOURISM DEVELOPMENT

The Department lacks a dedicated, experienced Tourism Development Officer with a team of field workers to focus on development projects and tourism awareness, not just within the communities, but on a broader spatial and strategic industry level.

With the resources available, the Tourism department continues to develop small entrepreneurs focussing on cultural and heritage tourism as well as tourism that celebrates the qualities of our natural environment. Given the restrictions imposed by the pandemic the potential of sports tourism will also be harnessed going forward, specifically through partnerships with local event creating multi-discipline opportunities for the community of George.

Dine with a Local

The concept of opening your home and sharing a meal with a Tourist is practiced all over the world and was fully operational in George. The COVID 19 pandemic brought an abrupt halt to International Tourism, comprising the dominant market targeted by this project. George lost one of our products to the Northern Cape, and although they operated there only for a few months, they were not kept on due

to the pandemic and have returned to George. The hope remains that they will all be in a position to continue, once International Tourists are readmitted.

Unfortunately, this market is still depressed and to assist these entrepreneurs to take their businesses forward, several applications for funding have been submitted to buy a food truck to help them take their product to market, instead of waiting for the market to come to them.

Pacaltsdorp Historical Walk

The Pacaltsdorp Tourism Office was leased to one of the Dine with a Local hosts for a community coffee and craft shop. The coffee shop took off well, with many functions and local community events, but the craft side has not yet been established. However, the operator became very ill in this year, and has not been operating optimally. The building will be put out to tender again in October 2021.

A tender was advertised for the work to be done on the route, but no suitable applicant applied. We will work with the George Heritage Society going forward to share information and save funds. The pandemic continues to hamper the progress of community tourism.

Tourism Marketing

While developing new product is a critical part of the Tourism function, even more vital is the marketing of these products as part of a generic, destination marketing plan that attracts both domestic and international tourists to make use of the products, to not just render them sustainable, but to cause them to thrive, as fully-fledged members of the tourism community.

The pandemic has caused Tourism visits to shrink significantly and to be more domestic-orientated. Thus, we are competing with every other destination in the country for a piece of the domestic tourism pie.

The online space has become particularly cluttered during this time, forcing the Tourism Department to review their strategies and actions, and look at innovative and alternative ways to stay top of mind as a destination.

Several new strategies were implemented where and budgets adjusted to enable a radio campaign when online became too cluttered and partnering with celebrity sportsmen and women to become ambassadors for the destination, facilitating content-driver, user generated social media followings for individuals marketing the destination, to supplement our regular, generic destination posts.

Two firsts for George Tourism in the past year were:

- 1) A Mega FAM trip where 18 of the top Garden Route Tour Operators were hosted in the destination for 3 days. This accentuated many of the unique qualities of the

destination and evoked much appreciation from the visitors, so we are sure to be included in many more itineraries when the International Markets open.

- 2) George hosted an Online Tourism webinar with a selection of local and international speakers, addressing many of the issues facing tourism operators during the pandemic and also guiding them on how to plan and diversify in these difficult times. The webinar was well received and will become an annual institution.

3.14.2 Highlights: Tourism

The table below specifies the highlights for the 2020/21 financial year:

Table 135: Highlights – Tourism

Highlights	Description
Mega Fam Trip & Networking session	18 Top Garden Route Tour Operators got to experience the destination properly as they spent 3 dedicated days doing activities in George & Wilderness.
Industry Webinar on Zoom	A record number of attendees logged onto our informative and interesting session held over three days.
Kfm & 702 Radio Campaign	This gave George varied exposure through the target markets of both the Western Cape and Gauteng, when the online space was extremely cluttered. Winter specials were offered, but we are awaiting results as a result of the re-instatement of Level 4 lock-down, especially from Gauteng.
Development of statistics database	The office has commenced sourcing data and statistics from various sources in order to provide accurate and relevant information for products and programmes.

3.14.3 Challenges: Tourism

The table below specifies the challenges for the 2020/21 financial year:

Table 136: Challenges – Tourism

Challenges	Actions to address
Several projects were planned and could not be executed due to the lack of tenders received.	Project have been carried over to review specifications and attract the interest of more companies for tender purposes. This includes the Uniondale Billboards and a Digital Marketing campaign.
The cost of product increased significantly during the last financial year, causing our budgets to be insufficient for some projects.	We have had to carry over projects are request more funds.
Sewer Tax continued to be a contested subject with the industry, and many are struggling to meet their bills in this regard, and they have few guest	Investigate al alternative method of either charging or collection of sewer tax.

The Tourism Department is committed to responding to enquiries within 24 hours and have reached a good success rate with no service-related complaints received during this year.

3.14.4 Total Employees: Tourism

Table 137: Employees - Economic Development and Tourism

Job level (T-grade)	2019/20	2020/21			
		Budgeted Posts	Employees	Vacancies	Vacancies (as a % of total Budgeted Posts)
	Number				
0-3	1	1	1	0	0%
4-6	2	2	2	0	0%
7-9	0	0	0	0	0%
10-12	7	9	6	3	33%
13-15	3	2	2	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	13	14	11	3	21%

3.14.5 Capital Expenditure 2020/2021: Tourism

Table 138: Capital Expenditure 2020/21 – Tourism

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
SHOP FIT - TOURISM OFFICES	0	535 000	0	535 000
NEW FLOORING- GEORGE	25 000	25 000	0	25 000
PEOPLE CARRIER VEHICLE (7-seater)	450 000	230 000	229 448	552
WRAPPING OF TOURISM VEHICLE	50 000	0	0	0
WELCOME BILLBOARDS GEORGE	100 000	120 000	0	120 000
SECURITY CAMERAS	15 000	95 000	0	95 000
FURNITURE AND FITTINGS - TOURISM OFFICES	80 000	0	0	0
TRADE SHOW TABLETS	18 000	68 000	43 774	24 226
ONLINE TECHNOLOGY EQUIPMENT - TOURISM	35 000	35 000	29 040	5 960
OUTSIDE BROCHURE SHELTERS	235 000	0	0	0
REGENERATION PROJECTS	150 000	0	0	0
NEW TOURISM PRESINCT IMPLEMENTATION	250 000	0	0	0
BILLBOARD - UNIONDALE TOURISM OFFICE	0	159 000	0	159 000
Total all	1 408 000	1 267 000	302 261	964 739

COMPONENT D: COMMUNITY & SOCIAL SERVICE

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

3.15 LIBRARIES

3.15.1 Introduction to Libraries

George Library Service delivers area-bound services within convenient reach of communities in the Greater George Area. These area-bound services include 11 Libraries which address the needs and interest of each community.

The Covid-19 pandemic impacted and disrupted services in an unimaginable way. This called for innovative ideas and means to deliver services to especially our vulnerable, poor, neglected, disabled and struggling communities. As access of information is regarded as a basic Human Right, George Libraries made use of different platforms, for example radio interviews and programs, online services, including storytelling, book discussions and webinars, as well as kerbside services to ensure that the cultural, educational, informational and recreational needs of the citizens of George and surrounding areas were addressed.

3.15.2 Highlights: Libraries

The table below depicts the highlights for the 2020/21 financial year:

Table 139: Highlights – Libraries

Highlights	Description
Anthony Noble's 12 th Annual Exhibition (George Library)	The theme for this year was: Lockdown is not bad . Anthony encouraged everyone not to limit themselves, but to work hard towards accomplishing whatever it is that they would like to achieve and to regard any challenge as an opportunity to develop yourself.
National Book Week (7-14 September 2020)	Online storytelling, Pick-a-book activities, book donations to schools, crèches, individuals and organizations
Setting up of the first environmental education and awareness corner (Thembaletu Library)	An Information corner was set up by YCOP (that is Youth Community Outreach Programme), which is a community based environmental education and awareness programme aimed at nurturing a cohort of young people to be Environment advocates whilst creating jobs and providing them with accredited training.
Library Week (15-22 March 2021)	Library Week is an important week on the National calendar as it affords all sorts of libraries the opportunity to market their services and create awareness of the important role that libraries play in a

Highlights	Description
	democracy, advancing literacy, making the basic human right of freedom of access to information a reality, and to promote tolerance and respect in society. Theme for this year: Libraries matter!

3.15.3 Challenges: Libraries

The table below depicts the challenges for the 2020/21 financial year:

Table 140: Challenges – Libraries

Description	Actions to address
Covid-19 & Lockdown period	Hampered service delivery. Had to find innovative and new ways to deliver services to the different communities.
Vandalism of buildings	Intensified community education and awareness to encourage and ensure responsible citizenship

3.15.4 Service Delivery Levels: Libraries

The table below depicts the service delivery levels for the 2020/21 financial year:

Table 141: Service Delivery Levels – Libraries

Type of service	2019/20	2020/21
Library members	51 215	49 634
Books circulated	275 660	92 242
Exhibitions held	352	318
Internet users	13 920	9 351
Children programmes	197	126
Visits by school groups	156	28

3.15.5 Total Employees: Libraries

Table 142: Employees – Libraries

Job Level (T- Grade)	2019/20		2020/21		
	Number	Budgeted Posts	Employees	Vacancies	Vacancies (as a % of total Budgeted Posts)
0-3	0	0	0	0	0%
4-6	20	22	18	4	18%
7-9	7	7	6	1	14%
10-12	2	2	2	0	0%
13-15	1	1	1	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	30	32	27	5	16%

3.15.6 Capital Expenditure 2020/2021: Libraries

Table 143: Capital Expenditure 2020/21 – Libraries

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
BLANCO LIBRARY	600 000	0	0	0
PACALTSORP LIBRARY	0	96 500	17 800	78 700
THEMBALETHU LIBRARY	0	82 500	0	82 500
FURNITURE AND OFFICE EQUIPMENT - LIBRARY SERVICES	50 000	6 000	3 182	2 818
GEORGE LIBRARY -Kitchen Cabinets	42 000	0	0	0
GEORGE LIBRARY -New counter	42 000	0	0	0
Total all	734 000	185 000	20 982	164 018

3.16 COMMUNITY HALLS, FACILITIES AND THUSONG CENTRES

3.16.1 Introduction to Community Halls, Facilities and Thusong Centres

George Municipality has several Community halls, facilities and a Thusong Centre available to its communities. The Municipality aims to provide equal access to municipal facilities to all communities and the Thusong Centre provide several government services to the George community.

3.16.2 Highlights: Community Halls, Facilities and Thusong Centres

The table below specifies the highlights for the 2020/21 financial year:

Table 144: Highlights - Community Halls, Facilities and Thusong Centres

Highlights	Description
Replacement of the Roof – Conville Community Hall	Upgrade
Installation of alarm system at the Various Community Hall	Security

3.16.3 Challenges: Community Halls, Facilities and Thusong Centres

The table below depicts the challenges for the 2020/21 financial year:

Table 145: Challenges - Community Halls, Facilities and Thusong Centres

Challenges	Action to address
Thusong Centres: Safety and Security (Burglaries)	Assessment of safety and security and implement alternative measures e.g. security cameras, improved security services
Thusong Centres: Maintenance Costs	Improve short term maintenance, awareness, tenants to take more responsibility, amend rental tariffs

3.16.4 Capital Expenditure 2020/2021: Community Halls, Facilities and Thusong Centres

Table 146: Capital Expenditure 2020/21 - Community Halls, Facilities and Thusong Centres

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
UPGRADING OF JTTC-SKATELAB	100 000	238 600	92 026	146 574
FIRE PA SYSTEM - ADMIN BUILDING	650 000	0	0	0
ALARM SYSTEM - COMMUNITY HALLS	200 000	150 000	98 789	51 211
AIR CONDITIONER - LYONVILLE HALL	20 000	0	0	0
URNS - DMA	8 000	5 000	0	5 000
TABLES AND CHAIRS: TOUWSRANTEN HALL	30 000	0	0	0
REPLACE CURTAINS AND BLINDS - PACALTSDORP HALL	180 000	0	0	0
PROJECTOR SCREEN - DMA	15 000	0	0	0
REPAIR ROOF - CONVILLE HALL	1 000 000	1 000 000	879 698	120 302
BETA FENCING	290 000	0	0	0
REPLACE ROOF - CIVIC CENTRE	1 000 000	400 000	0	400 000
RAMP TO STAGE FOR THE DISABLED - LAWAAIKAMP HALL	70 000	0	0	0
RAMP TO STAGE FOR THE DISABLED	410 000	0	0	0
CURTAINS AND BLINDS	170 000	0	0	0
PALLISADE FENCE - UNIONDALE COMMUNITY HALL	0	363 000	207 826	155 174
Total all	4 143 000	2 156 600	1 278 339	878 261

3.17 CEMETERIES AND CREMATORIUMS

3.17.1 Introduction to Cemeteries

George Municipality manages 13 cemeteries. They all add up to 46.3 hectares, most of the cemeteries (nine) are in George with four in Uniondale which is 110 km away from George.

At present, seven of the cemeteries are operational while the other 6 are maintained as if they were operational. Maintenance is done by four community contractors. The combined capacity allows for a window of about 5 years. The possible expansion of the current cemeteries is reflected in the structural plan for George and new areas are being investigated in George and Uniondale.

There is a privately-owned cremation facility in George, and it is found that there is an increase in the number of cremations each year.

All cemeteries are running out of space. George Municipality is currently involved in discussions with the Provincial Department of Public Works and the Garden Route District Municipality to secure additional space for this purpose. The Municipality extended the capacity of the York Street Cemetery to cater for additional graveyards. The newly constructed area covers approximately 18,000 square meters and has the potential to accommodate up to 10,000 burial sites (babies included).

The Municipality is trying to do regular maintenance at the cemeteries but is an almost impossible task due to the amount of vandalism taking place. In certain instances, it was decided to remove infrastructure e.g. ablution blocks because it is not cost effective to carry on repairing the infrastructure.

3.17.2 Highlights: Cemeteries

The table below specifies the highlights for the 2020/21 financial year:

Table 147: Highlights – Cemeteries

Highlight(s)	Description
York Cemetery Expansion	Expansion of burial sites with an additional 10000 grave capacity to the value of approximately R680 000 including road surfacing

3.17.3 Challenges: Cemeteries

The table below specifies the highlights for the 2019/20 financial year:

Table 148: Challenges – Cemeteries

Challenges	Actions to address
Grave yard burial register	It is very challenging to keep abreast of the inhumation records due to family members not marking the graves. It is the responsibility of the public to ensure that graves are properly marked and this to enable us to record the gravesite locality accurately. Vandalism also plays a major part in the destruction of markers.
Vandalism	Vandalism remains a huge challenge for Parks & recreational areas as well as the preservation of our burial sites. Infrastructure is damaged on a regular basis and is a tragedy when the replacement thereof is not always feasible.

3.17.4 Service Statistics: Cemeteries

Table 149: Service Statistics – Cemeteries

Type of service	2019/20	2020/21
Inhumations	905	1210
Pauper burials	35	17

3.17.5 Capital Expenditure: Cemeteries

Table 150: Capital Expenditure 2020/21 – Cemeteries

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
WALL AT CEMETRY	150 000	287 000	0	287 000
EXTENTION OF CEMETRIES - UNIONDALE	500 000	0	0	
MOBILE TOILETS - CEMETERIES	50 000	50 000	0	
GPS	45 000	45 000	23 476	
STOREROOM	200 000	200 000	0	
FENCING	500 000	500 000	0	
UPGRADING OF GRAVEYARD OFFICE - YORK CEMETERY	200 000	200 000	0	
EXTENTION OF CEMETRIES - GEORGE	500 000	750 000	583 189	166 811
Total all	2 145 000	2 032 000	606 665	453 811

3.18 SOCIAL DEVELOPMENT

3.18.1 Introduction to Social Development

Social Development includes the development and implementation of effective community-based projects and programmes that address social needs within the broader George and its surrounding areas, including the Uniondale and Haarlem area.

The section consists of four sub sections namely:

- Gender / Disability Development
- Youth Development
- HIV –Aids
- Community Projects (ECD, Hope, Pauper burials, Disasters, Soup kitchens)

Gender and Disability

To mainstream Gender and Disabilities and include Persons with Disabilities into developmental programmes. The Developmental Plan integrates disability components into budget, programmes, policies and strategies:

- Awareness (Events)
- Skills development

Youth Development

To facilitate and co-ordinate the strengthening of youth issues within George in order to have empowered young people who are able to realise their full potential in order to make a meaningful contribution to the development of South Africa.

- Awareness (Events)
- Job readiness
- Career expo's
- Online applications
- Gardens
- Jobseekers

HIV and AIDS Section

Contributing towards the reduction in the prevalence of HIV and AIDS in the George Municipal area.

Awareness and Education (Door to door, Media)

- Treatment and Care (Support groups, ARV's, OVC)
- Special Events

Community Projects

Developing and Implementing effective community-based projects and programs, focussing on children and vulnerable adults, that address social needs in the broader community of George and its surrounding areas, including the Uniondale/Haarlem area.

- Project Hope (People living on the street)
- ECD's
- Disaster assistance
- Nutritional centre's
- Aftercare Skills development

3.18.2 Highlights: Social Development

The table below specifies the highlights for the 2020/21 financial year:

Table 151: Highlights - Social Development

Highlights	Description
PROJECT HOPE (People living on the street)	<p>Project Hope (People living on the streets): Assistance from July 2020 till June 2021</p> <p>(155) families assisted with food relief during fire incidents</p> <p>(43) People in need that received toiletries or clothing assistance</p> <p>(105) people were accommodated at the Temporary Shelter during Level 5 and 4 Lockdown</p> <p>(39) people were accommodated at Shelters for July and August 2020</p> <p>(25) People received employment opportunities during July 2018 till June 2019</p> <p>(10) People acquired\obtained their own accommodation (Re-unification services)</p> <p>(3) people received bus tickets to be reunified with their families in Cape Town, Pretoria and Bloemfontein</p>

3.18.3 Challenges: Social Development

The table below highlights the challenges for the 2020/21 financial year:

Table 152: Challenges - Social Development

Challenges	Actions to address
Staff shortage	EPWP appointments
Shortage of transport	Hiring of vehicles

3.18.4 Delivery of Services: Social Development

Table 153: Social Development Statistics

Type of service	2019/2020	2020/21
Soup kitchens established or supported	137 soup kitchens been active, number increased due to the covid-19 lockdown. 8 additional (Churches) been operating.	<p>During the lockdown level 5 Soup kitchens operate 5 to 7 days per week to provide to those infected and infected by the Covid -19.</p> <p>More organisations (Churches, NGO's and CBO's) come on board to provide food parcels.</p> <p>In conjunction with Fire Services and Sport Development the community development distributes food parcels to the community in need.</p> <p>Coordinate the accommodation of (81) People living on the street, at the Rosemoor stadium provide them with meals, blankets, mattresses and toiletries.</p>
Initiatives to increase awareness on child abuse	<p>National Children's Day event took place in November 2019. Approximately 400 learners from Primary schools and Pre-schools attended the event. Emphasis was placed on the rights of Children.</p> <p>Regular awareness sessions also took place at pre-schools and Primary Schools.</p> <p>An aftercare programme is also taking place at 8 primary schools where weekly sessions are done to create awareness amongst learners about child abuse.</p>	<p>During level 1 when schools give permission to enter the schools, aftercare programmes taking place at 2 schools</p> <p>Awareness sessions continue at pre-schools and primary school.</p>
Youngsters educated and empowered	Outreached expo's been held throughout the year to inform the	The information for Opportunities for the Youth continues through Social

Type of service	2019/2020	2020/21
	youngster, about opportunities to further studies etc.	media and Info at Area Offices
Initiatives to increase awareness on disability and Gender/ Women empowerment	Support groups been formed to raise awareness on Gender and Disability empowerment	Information and Awareness regarding GBV, Gender and Disabilities been communicating through Social media, and the G & D forums
Initiatives to increase awareness on HIV/AIDS	Education and Awareness Support groups Special events OVC programmes Parent and Child programmes	In conjunction with different stakeholders the following programmes continue in the community: Education and Awareness Support groups (HCH, CRC) OVC programmes (Orphanage Vulnerable children) SHE programmes (Social Health Empowerment)
Initiatives to increase awareness on substance abuse and high drug and alcohol related crimes	Anti-drug abuse door to door campaigns took place in Lawaakamp, Maraiskamp and Parkdene Life skills Camp also took place with thirty learners from Lancewood Primary. This also aims to make youngsters aware of other alternatives to negative behaviour They are capacitated with information that will enable them to make more informed choices with regards to challenges they might face	Trainings take place in conjunction with SAHARA Awareness sessions in the communities are ongoing
Special events hosted (World's Aids Day, World Disability Day, Youth Day, 16 Days of activism against women abuse), Khomanani day	World Aids day take place in Touwsranteen. Disability day been host in conjunction with Emmaus, sport day Khomanani day – women support group was Launched.	No Special events take place because of the Covid -19 protocols

3.18.5 Capital Expenditure: Social Development

Table 154: Capital Expenditure - Social Development

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
CAMERA - YOUTH CENTRE	5 500	8 900	7 948	952
GAZEBOS	30 000	30 000	0	
BANNERS	16 000	16 000	0	
FURNITURE AND EQUIPMENT - SOCIAL	50 000	50 000	22 450	
SCREEN	2 000	0	0	
DATA PROJECTOR	18 000	0	0	
AIR-CONDITIONING - YOUTH CENTRE	20 000	0	0	
BLINDS - YOUTH CENTRE	20 000	20 000	0	
STOVE - UNIONDALE AND HAARLEM	6 000	6 000	5 172	
SOUND EQUIPMENT - YOUTH DEVELOPMENT	30 000	0	0	
OUTDOOR SOUND SYSTEM - UNIONDALE	30 000	17 200	17 115	
CAMERA - HAARLEM	5 000	7 000	5 651	
BLINDS - HAARLEM	15 000	0	0	
SIGNBOARDS - HAARLEM	5 000	3 000	0	
SIGNBOARDS - UNIONDALE	5 000	5 000	0	
PULL-UP BANNERS	10 000	0	0	
JNR MAYORAL CHAIN	30 000	12 800	7 500	
FLAT SCREEN TV - UNIONDALE	6 000	6 000	5 651	
FLAT SCREEN TV - HAARLEM	6 000	6 000	5 651	
COMPUTERS	50 000	58 080	58 080	
COMPUTERS - HAARLEM	60 000	180 000	84 643	
AIRCONDITIONING - HAARLEM	20 000	0	0	
ALARM SYSTEM - HAARLEM	10 000	10 000	0	
ALARM SYSTEM - UNIONDALE	10 000	10 000	0	
BURGLAR PROOFING	200 000	60 000	52 270	
SECURITY FENCING	55 000	55 000	45 769	
CARPORT	20 000	20 000	11 988	
Total all	734 500	580 980	329 890	952

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; and costal protection.

3.19 ENVIRONMENTAL PROTECTION

3.19.1 Introduction to Environmental Protection

Coastal Management is presently a new concept in the country with which the Municipality must still start to deal with. Beaches are cleaned in a reactive manner as and when needed and further provides protection services to ensure discipline, but there is currently not enough capacity to do this on a full-time basis. Visits are seasonal and weather permitting. The Provincial Government has compiled Estuary Management Plans for two of the largest rivers (Gwaiing and Kaaimans) in terms of the Integrated Coastal Management Act. The smaller rivers fall within a generic management plan compiled by the Provincial Government. The Act also refers to a set of standard By-Laws and possible Scheme Regulations. The Provincial Government has also appointed a service provider in terms of the Act to deal with the setback of lines.

Coastal Management will have an impact on various functions within the Municipality and there is currently no staff member dedicated to this responsibility.

Coastal facilities were upgraded to a cost of approximately R620 000. The progressive upgrades include additions of disabled facilities at Gwaiing (Pacaltsdorp) and Salinas (Wilderness), structural improvements w.r.t aluminium windows at Gwaiing beach ablutions with anti-theft cages. Gwaiing received new palisade fencing as well as remote controlled access gate.

Marine-grade stainless steel balustrades were added at both Gwaiing Beach and Heroldsbay promenade.

Regarding biodiversity, the Provincial Government is also in process to finalise the Environmental Management Plan for the George area.

Alien clearing is a function that is required on all land infested by alien plant species and a budget for this function has been allocated. To this end we are proud to say that our alien vegetation management plan has been completed and we have already started clearing to the amount of approximately R750 000. This will be a progressive roll-out subject to budget availability annually. Other measures to reduce alien vegetation include the utilisation of subsistence wood collectors.

To assist with the road verge alien vegetation control, the municipality was able to upgrade its

spraying capacity with an additional 2000l. It is comprised of two new 1000l trailer herbicide spray units that will reduce roundtrip filling times as well as to enable us to spray outlying areas faster. The cost to date has been approximately R143 000. The current pool capacity will be rolled out to the street cleansing program in future to assist with vegetation control.

George Municipality has approximately 150 public open spaces and riparian areas with a total area of approximately 200 hectares. These public open spaces are maintained on a regular basis (16 cutting cycles per year) by private contractors. The establishment of playparks is a challenge w.r.t funding and community ownership thereof as vandalism is a constant problem. During the previous financial year, very little was done to repair vandalised play parks due to capacity constraints.

Landscaping the urban area of the George Municipality is ongoing with some new beds being made in areas where unsightly vegetation has dominated. The budget for this is limited but innovative means (such as recycling plants) are being employed to keep costs down but still beautify the town as the municipality has no nursery of their own.

3.19.2 Highlights: Environmental Protection

The table below specifies the highlights for the 2020/21 financial year:

Table 155: Highlights - Environmental Protection

Highlights	Description
Acquisition of two 1000l herbicide spray trailers	Increases capacity by 2000l from 900l currently that improves spray routine efficiency
Dedicated equipment storage and herbicide storage container units	Units allow us to safely store equipment and herbicide without risk of inhalation of dangerous gases or equipment rusting.
Alien Vegetation Plan	A comprehensive Alien Vegetation Management Plan was compiled from which we will be going forward with our alien clearing as each municipal property has been graded according to importance.
Coastal upgrades	Public ablutions at Selena's, Wilderness was upgraded to include a disabled facility as well as a staff area for cleansing employees. Gwaiing Beach & Camping area, Pacaltsdorp disabled facility was added, washup facility for dishes & clothing was improved. New electrical campsite connections added together with new site lighting. The beach ablutions have new aluminium windows as well as steel mesh cages to prevent vandalism. Project ongoing, Gwaiing & Heroldsbay both received new balustrades along the promenades.

3.19.3 Challenges: Environmental Protection

The table below specifies the challenges for the 2020/21 financial year:

Table 156: Challenges - Environmental Protection

Challenges	Description
Covid 19 and regulatory compliance	Staff infections as well as death has resulted in broken service when isolation protocols are implemented as well as 4 months lost due to compliance with lockdown restriction either in full or as result of reduced staff capacity.
Equipment Availability	Due to Covid 19 our suppliers were affected which resulted in the increased maintenance response times either as result of suppliers implementing regulatory isolation protocols or parts availability impacted due to global shipping problems
Vandalism	Vandalism remains a huge challenge for Parks & recreational areas as well as the preservation of our burial sites. Infrastructure is damaged on a regular basis and is a tragedy when the replacement thereof is not always feasible.

3.19.4 Capital Expenditure 2020/2021: Environmental Protection

Table 157: Capital Expenditure - Environmental Protection

Capital Projects	Capital Expenditure 2020/2021: Environmental Protection			
	Budget	Adjustment Budget	2020/21 Actual Expenditure	Variance from adjustment budget
	(R)			
TRACTOR WEED EATER - PARKS	150 000	180 000	0	180 000
GENERATORS - DMA	20 000	0	0	0
LAWN MOVER - DMA	30 000	0	0	0
CHAINSAW - DMA COMMUNITY	20 000	8 000	0	8 000
WEEDEATERS - DMA COMMUNITY	70 000	0	0	0
POLE TRUNERS - DMA COMMUNITY	30 000	0	0	0
HERBICIDE PRESSURE SPRAYER - DMA	12 000	0	0	0
STREET FURNITURE	21 000	291 000	40 888	250 112
NOTICE BOARDS	0	60 100	59 200	900
FORESTRY TYRES	250 000	0	0	0
SECURITY CAMERAS	150 000	150 000	28 607	121 393
PAALSAE	45 000	84 000	81 683	2 317
CHAINSAW	22 000	29 000	19 658	9 342
HEAVY DUTY WEEDEATERS	35 000	42 500	39 650	2 850
TRAILERS (MET POMPSPUITE)	375 000	0	0	0
HIGH ALTITUDE TACKLE	50 000	0	0	0
GENERATOR	20 000	20 900	19 023	1 877
VEHICLE CAMERA MONITORING SYSTEM	75 000	0	0	0
HEAVY DUTY LAWNMOWER	85 000	45 600	12 774	32 826

Capital Projects	Capital Expenditure 2020/2021: Environmental Protection			
	Budget	Adjustment Budget	2020/21 Actual Expenditure	Variance from adjustment budget
	(R)			
Fridge, microwave, lockers	40 000	28 000	23 343	4 657
CAMPS DINING HALL	400 000	400 000	92 530	307 470
CONTAINER	35 000	85 000	0	85 000
CAMERAS - KAMPE	75 000	127 000	113 600	13 400
TRAILERS (MET POMPSPUITE)	0	375 000	61 116	313 884
DEVELOP AND UPGRADE FACILITIES AT GWAING RIVER MOU	675 000	707 900	561 334	146 566
UPGRADING TOILETS AT BEACH AREAS	235 000	301 800	85 017	216 783
BALUSTRADES AT HEROLDS BAY	0	283 900	188 150	95 750
Total	2 920 000	3 219 700	1 426 575	1 793 125

COMPONENT F: SECURITY AND SAFETY

This component includes: Traffic; Law Enforcement; Fire; Disaster Management, Licensing and Control of Animals, and Control of Public Nuisances, etc.

3.20 TRAFFIC AND LICENSING

The Municipality aims to ensure the safety of all residents and visitors on roads to the Greater George Municipal Area through dedicated and committed Traffic law enforcement services. Currently, the Municipal Law Enforcement Officers work closely with the South African Police Services (SAPS) to combat crime while the Traffic Law Enforcement Officers also assist and collaborate with these agencies. Integrated and joint operations are held to prevent the increase of crime in the Greater George Municipal Area through appropriate planning and action. The willingness of the community to report crime assists and benefits the different law enforcement agencies in the fight against crime.

3.20.1 Introduction to Traffic and Licensing Services

Traffic and Licencing Services endeavours to provide a professional and courteous service to all road users and the community of George by promoting road safety and creating a safe road environment through effective management, visible policing, community education, protection, and law enforcement.

3.20.2 Highlights: Traffic and Licensing

The table below specifies the highlights for the 2020/21 financial year:

Table 158:: Highlights - Traffic and Licensing

Highlight	Description
Increase Traffic Officers visibility	Shifts were adapted to ensure greater visibility at night
Building morale of staff	Regular engagement with staff took place
Execute Warrant of Arrests	Staff are executing Warrants of Arrests more effectively. The establishment of a dedicated Call Centre for this purpose has proven to be successful.

3.20.3 Challenges: Traffic and Licensing

The table below specifies the challenges for the 2020/21 financial year:

Table 159: Challenges - Traffic and Licensing

Challenge	Action to address
Staff Shortage – Uniform and Admin	Funding is required to fill key positions
Budget constraints – filling of posts	Budget to be provided to fill critical positions
Impact of COVID-19 pertaining the absence of staff	Staff is encouraged to strictly adhere to COVID-19 health protocols when dealing with the public and staff members

3.20.4 Service Statistics: Traffic and Licensing

The table below specifies the service delivery levels for the 2020/21 financial year:

Table 160: Service Statistics - Traffic and Licensing Services

Details	2019/20	2020/21
Number of road traffic accidents during the year	415	426
Number of Traffic officers in the field on an average day	15	14
Number of Traffic officers on duty on an average day	19	18
Motor vehicle licenses processed	70577	89 126
Learner driver licenses processed	3045	3 263
R-value of fines collected	R10 353 770.00	R4 308 500.00
Complaints attended to by Traffic Officers	531	431
Special Functions – Escorts	258	285

3.20.5 Employees: Traffic and Licensing

Table 161: Employees - Traffic Services

Job Level (T-Grade)	2019/20	2020/21			
		Budgeted Posts	Employees	Vacancies	Vacancies (as a % of total)

	Number				Budgeted Posts)
0-3	2	2	2	0	0%
4-6	28	31	28	3	10%
7-9	1	1	1	0	0%
10-12	38	39	38	1	3%
13-15	1	1	0	1	100%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	70	74	69	5	7%

3.20.6 Capital Expenditure 2020/2021: Traffic and Licensing

Table 162: Capital Expenditure - Traffic Services

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
	(R)			
BREATHALIZER	100 000	0	0	0
CARPORTS - TRAFFIC	100 000	0	0	0
DRAGGER	150 000	0	0	0
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	50 000	170 400	165 619	4 781
FENCING AT BACK OF TRAFFIC OFFICE	150 000	28 350	0	28 350
FIREARMS - TRAFFIC	110 000	0	0	0
FLOOD LIGHTS - VEHICLE TESTING STATION	24 000	23 600	0	23 600
FURNITURE - VEHICLE REGISTRATION	24 000	24 000	22 629	1 371
GENERATOR	600 000	563 194	543 753	19 441
INSTALLATION OF CAMERA SYSTEM -VEH REGST	50 000	21 550	21 550	0
IN-VEHICLE TECHNOLOGY	350 000	0	0	0
MOTORCYCLE APPARATUS	80 000	0	0	0
MOTORISED GATES	100 000	6 000	0	6 000
OFFICE FURNITURE - SECURITY SERVICES	15 000	0	0	0
PUBLIC SEATING - TRAFFIC	0	11 000	10 351	649
PUBLIC SEATING - VEHICLE TESTING STATION	0	23 000	21 956	1 044
SAFETY EQUIPMENT - TRAFFIC SERVICES	50 000	13 861	0	13 861
SAFETY PROJECTS	0	6 522	6 522	0
SHOTGUNS	5 000	0	0	0
SKATELAB - VR EQUIPMENT	100 000	0	0	0
UPGRADE VEHICLE REGISTRATION OFFICES	250 000	300 000	181 055	118 945
UPGRADING OF BUILDING - TRAFFIC	100 000	425 845	295 293	130 552
VEHICLE TESTING STATION UPGRADING	350 000	0	0	0
WAITING AREA AND PUBLIC TOILETS - VEHICLE	130 000	0	0	0

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
	(R)			
TESTING				
Total all	2 888 000	1 617 322	1 268 728	348 594

3.21 LAW ENFORCEMENT

3.21.1 Introduction to Law Enforcement

Law Enforcement is responsible for enforcing Municipal By-laws and to ensure the Councils' objective of keeping George Green, Safe and Clean is adhered to.

The objectives of the section include addressing all complaints as soon and best possible and to take the appropriate action if and when required. The Law Enforcement Officers are also responsible by-law enforcement, the safeguarding of municipal assets and the protection of municipal officials while carrying out their official duties in volatile areas. There is close collaboration with SAPS with regards to the safety of citizens and the prevention of crime. Joint operations with SAPS as well as the work done in the CCTV control room are contributing factors in the successful combating of crime.

3.21.2 Highlights: Law Enforcement

The table below specifies the highlights for the 2020/21 financial year:

Table 163: Highlights - Law Enforcement

Highlights	Description
Good and efficient service delivery could be rendered to the public despite staff shortages.	Complaints were handled as quick and effectively as possible.
Protest marches were managed with less damage to structures, municipal infrastructure and harm to the community.	The Triangle meetings were used as a platform to provide clear roles and responsibilities which vastly improved relationships with the various stakeholders.
The GO GEORGE planned Phase 4B Bus roll out was a great success due to the assistance rendered on bus routes.	Good interaction between the Community, Taxi Association, Western Cape Government, the GIPTN Unit and George Municipal Officials.
Illegal electrical connections and electricity theft was managed more effectively through joint operational planning.	Combined operations between departments and SAPS had a major impact in the reduction of the illegal connections and electricity theft however much more intervention is required to prevent / reduce the theft of electricity.

Highlights	Description
Bullet proof vests of a good quality have been acquired. Officers had to undergo firearm training which will equip them to perform their tasks.	Initiatives such as this which provides protection to officers motivate them and result in them being more eager to attend to complaints in volatile areas thereby contributing to greater productivity when addressing complaints.
The CCTV Unit contributed to the reduction in crime and criminal activities. The video footage provided to SAPS are assisting them with the apprehension of perpetrators and crime prevention.	The effectiveness of our CCTV operators monitoring the Public Transport Routes, crime hotspots, municipal infrastructure assisted SAPS to in some case immediately address criminal activity and assisted various role players when accidents/incidents took place.
Areas where illegal dumping takes place are patrolled daily and the necessary action taken if necessary.	Regular patrols led to a reduction of dumping incidents during the day but increased when officers were not on duty. Prompt action has however been taken against offenders on receipt of complaints from the community and other interest groups.
One of the major highlights for the year is the contribution made by law enforcement towards a safe Festive Season. The general feeling of being safe in George and our "sense of place" attracts more tourists and visitors to spend their holidays here.	The successful interaction between various Law Enforcement Agencies, SAPS, Fire and Traffic Departments creates safer holiday and festive environment with less criminal activities.

3.21.3 Challenges: Law Enforcement

The table below specifies the challenges for the 2020/21 financial year:

Table 164: Challenges - Law Enforcement

Challenge	Description
Staff Shortages	Additional staff is required as George has grown significantly. It is not possible to deliver the high standard of service required with the limited number of officers.
Logistics: vehicles, office space and equipment	The available budget is a challenge.
Misunderstanding of Communities of the Law Enforcement powers	Law Enforcement can only execute Municipal By-laws. Communication and information sharing sessions with communities are important to explain what Law Enforcement' obligations are towards them. The Covid-19 pandemic makes it very difficult to have these engagements.
Protest Marches	Communities marched are occurring more frequently and mainly revolves around housing and electricity related services.
COVID 19 Pandemic	This pandemic also affected staff in uniform which adversely affected service delivery. The available staff however went the proverbial extra mile to perform their functions diligently and to the best of their ability.

Challenge	Description
Service delivery security staff strikes	Overtime had to be worked to combat damage to Council infrastructure.
Roll out of the Phases 4 of the George Integrated Public Transport system	The Roll out comes with its challenges between the various Taxi organisations and disgruntled groups. Incidents were however managed well, causing minimum disruption and inconvenience to commuters.

3.21.4 Service Statistics: Law Enforcement

The table below specifies the service delivery levels for the 2020/21 financial year:

Table 165: Service Statistics - Law Enforcement

Service	2019/20	2020/21
Number of By-Law infringements attended	2334	1339
Number of Law Enforcement officers in the field per day (Monday to Friday)	12	12
Number of Law Enforcement officers on duty on an average weekday	8	9

3.21.5 Total Employees: Law Enforcement

Table 166: Employees - Law Enforcement

Job Level (T-Grade)	2019/20	2020/21			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
Number					
0-3	8	9	8	1	11%
4-6	11	16	11	5	31%
7-9	2	4	2	2	50%
10-12	17	17	17	0	0%
13-15	1	1	1	0	0%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	39	47	39	8	17%

3.21.6 Capital Expenditure 2020/2021: Law Enforcement

Table 167: Capital Expenditure - Law Enforcement

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
CARPORT - LAW ENFORCEMENT	150 000	136 700	136 682	18
CCTV: EXTENSION OF CAMERA SYSTEM	500 000	3 018 525	2 858 109	160 416
CCTV: EXTENSION OF CCTV BUILDING	500 000	468 209	467 614	595
CCTV: FURNITURE	70 000	0	0	0
CCTV: OPTIC FIBRE	800 000	904 800	853 299	51 501
FIBRE LINK - CEMETERY TO TAMSUI INDUSTRIA	600 000	227 870	217 736	10 134
FIBRE LINK TO TRAFFIC DEPARTMENT	400 000	270 645	270 644	1
FIREARMS - LAW ENFORCEMENT	150 000	0	0	0
GPS UNITS FOR VEHICLES	45 000	10 000	0	10 000
OPTIC FIBRE LINK FROM BUS DEPO TO MAIN BUILDING	500 000	166 565	166 564	1
SAFETY EQUIPMENT - LAW ENFORCEMENT	100 000	0	0	0
SAFETY EQUIPMENT: MAIN BUILDING	150 000	0	0	0
SECURITY CAMERAS	225 000	173 101	50 158	122 943
SILENT GENERATOR	0	569 774	558 762	11 012
VEHICLES	1 550 000	1 550 000	1 093 331	456 669
Total all	5 740 000	7 496 189	6 672 899	823 290

3.22 FIRE SERVICES

3.22.1 Introduction to Fire Services

The function of this department is to save lives and to protect property. Awareness campaigns in informal areas have reduced the number of fires in the various areas. Immediate relief is provided to victims of fires in the form of food parcels, blankets, and mattresses.

The Fire Services have identified the need to conduct more fire prevention inspections to make the George Municipal Area a safer city and to effectively train all fire personnel to a minimum qualification of Fire Fighter.

3.22.2 Highlights: Fire Services

The table below specifies the highlight(s) for the 2020/21 financial year:

Table 168: Highlights - Fire Services

Highlight(s)	Description
Taking delivery of a Mobile Incident Command vehicle	Delivery of a Mobile incident command /Hazmat Vehicle has taken place. It serves as a Mobile JOC and has a Hazmat Section to attend to all Major Hazmat incidents.
Taking delivery of New Fire Station in Wilderness	A new satellite station was built in Wilderness for better response time and better service delivery.
Successful Summer Season	There has been an overall reduction in serious incidents and a drastic reduction in fatalities at beaches this season. This speaks to an effective team of Lifeguards working together with the Fire Department.

3.22.3 Challenges: Fire Services

The table below specifies the challenge(s) for the 2020/2021 financial year:

Table 169: Challenges - Fire Services

Challenge(s)	Actions to overcome
<p>Staff Shortage Staff shortage has an effect on the operations of a Fire Service. The lack of funding to appoint more staff remains a challenge. There is need for a fourth shift to reduce overall working hours and comply with legislation.</p> <p>The is a need for more officers to increase effective management. There is also a need for a training officer to do inhouse training.</p> <p>More Fire Prevention personnel is required. They need to be trained to increase inspections and reduce risks and increase compliance.</p>	<p>Sufficient budget is required to make the necessary appointments.</p> <p>Need to appoint more fire fighters, and officers.</p> <p>Budgetary provision will be made for the appointment of a Station Commander to take responsibility for inhouse training.</p> <p>Inhouse training to transfer skills will receive attention.</p>
<p>Covid 19 Pandemic The COVID-19 Pandemic has set unprecedented challenges to the Fire Service and other departments. Staff Shortages created critical shortfalls in managing the effects of the Pandemic while providing an effective fire service to the public. Keeping staff safe at work, motivating them to stay safe at home has been a challenge.</p>	<p>A Municipal Joint Operation Centre has been established to assist with the centralised management of service delivery in all departments.</p> <p>Staff had to be moved from shift/operations to dayshift to assist in the shortfalls in management.</p> <p>Staff are continuously reminded to follow the relevant regulations and health protocols. Municipality appointed a Covid Compliance Officer to assist with the management OHS matters.</p>

3.22.4 Service Statistics: Fire Services

The table below specifies the service delivery levels for the 2020/2021 financial year:

Table 170: Service Statistics - Fire Services

Details	2019/2020	2020/2021
Total fires attended in the year	764	1679
Awareness Initiatives on Fire Safety	5242	160
Average turnout time – urban areas	8 min	8 min
Average turnout time – rural areas	18 min	18 min

3.22.5 Capital Expenditure 2020/2021: Fire Services

Table 171: Capital Expenditure - Fire Services

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
UPGRADING OF RADIO COMMUNICATION - GEORGE	500 000	411 800	325 165	86 635
TOOLS AND EQUIPMENT	200 000	200 000	105 745	94 255
UPGRADE GEORGE FIRE STATION	500 000	912 500	749 569	162 931
KLEINKRANTZ FIRE STATION	3 000 000	3 277 100	3 265 873	11 227
JETSKI - FIRE SERVICES	400 000	0	0	0
FURNITURE AND FITTINGS - KLEINKRANTZ	50 000	32 856	31 885	971
MOBILE JOC	732 000	732 000	729 394	2 606
COMPRESSOR	300 000	140 987	127 943	13 044
THERMAL CAMERA	250 000	164 000	141 392	22 608
REPLACE EQUIPMENT (CAW14383) - FIRE SERVICES	0	137 200	0	137 200
REPLACE EQUIPMENT (CAW 61598) - FIRE SERVICES	0	18 900	0	18 900
BUSH CUTTER FOR TRACTOR - FIRE SERVICES	0	59 000	59 000	0
Total all	5 932 000	6 086 343	5 535 965	550 378

COMPONENT G: SPORT AND RECREATION

3.23 HOLIDAY RESORTS AND CAMPSITES

3.23.1 Introduction to Holiday Resorts and Campsites

The George Municipality is responsible for the management and maintenance of one (1) holiday resort in the municipal area, which is Herolds Bay.

The main priority of the caravan park is for the guests to experience true hospitality and efficient client service. The resort is next to the beach, where the sheer natural beauty of the sea can be experienced. Braai facilities, water taps and refuse bins are positioned at regular intervals at the campsite.

On arrival at the park, the necessary information including the rules and safety evacuation plan is provided.

George manages four beaches namely Herolds Bay, Gwaiing, Victoria Bay and Leentjiesklip in Wilderness. Beaches east of the Touw River are managed by Sanparks. There are ablution facilities at all of these beaches which are serviced by the George Municipality.

A huge challenge is that the playing apparatuses in parks are being vandalised on a continued basis costing the Municipality approximately R150 000 per year to maintain.

3.24 SPORT AND RECREATION

3.24.1 Introduction to Sport and Recreation

The George Municipality is responsible for the management and maintenance of 13 sport grounds in the municipal area. It is the Municipality's goal to create a healthy lifestyle for all our residents, by offering a wide range of well-maintained and managed sport facilities.

The Sport Development Section aims to deliver sustainable and affordable sport services to contribute to the reconstruction and development of the George community.

3.24.2 Highlights: Sport and Recreation

The table below specifies the highlights for the 2020/21 financial year:

Table 172: Highlights - Sports and Recreation

Highlights	Description
Survival Swimming Program	<p>The George Municipality's Sport Development Department in conjunction with the National Sea Rescue Institute rolled out this Swimming Program at the Municipal Swimming pool in Conville.</p> <p>It was aimed at learners from the surrounding schools between the ages of 9 – 12 years old.</p> <p>The program commenced on the 10th of December 2020 and lasted until March 2021, barring lockdown restrictions.</p> <p>The objective of the initiative was to equip learners with water safety skills in order to introduce safe behaviour in and around water and thereby instilling a necessary life skill.</p>
Upgrade Floodlights Pacaltsdorp Sportsgrounds	Upgrade of the High Mast Floodlighting at the Multipurpose courts, and B – Rugby field.
Moving the Sport Development Offices to Outeniqua Park Stadium	The Sport Development Section took occupancy in the Municipal own offices at Outeniqua Park, creating a dedicated Head Quarters for Sport whilst creating a major operating saving.

3.24.3 Challenges: Sport and Recreation

The table below specifies the challenges for the 2020/21 financial year:

Table 173: Challenges - Sport and Recreation

Challenges	Actions to address
Closure of Sport Facilities due to the pandemic	Collaborating with various sport federations to facilitate a safe resumption of sport
Vandalism for sport facilities	Collaboration between various departments, community representatives to address the issue

3.24.4 Service Statistics: Sport and Recreation

Table 174: Services Statistics - Sport and Recreation

Type of service	2019/20	2020/21
Number of Sport Grounds/fields	13	13
Number of events hosted on fields	290	61
Number of Swimming Pools	2	2
Number of visitors at swimming pools	8090	0
Number of stadiums	3	3
Number of events hosted in stadiums sport and entertainment	1	1
Community parks		
Number of parks with play park equipment	39	
Number of wards with community parks	27	
Swimming pools		
R-value collected from entrance fees	R27 092.09	0
Sport fields/Sport Halls		
Number of wards with sport fields/sport halls	12	12
R-value collected from utilisation of sport fields/sport halls	R18 512.84	0
Number of sport associations utilising sport halls	18	18

3.24.5 Total Employees: Sport and Recreation

Table 175: Employees - Parks & Recreation

Job Level (T-Grade)	2019/20	2020/21			
		Budgeted Posts	Employees	Vacancies	Vacancies (as a % of total Budgeted Posts)
	Number				
0-3	8	1	1	0	0%
4-6	11	37	32	5	14%
7-9	2	4	4	0	0%
10-12	17	5	5	0	0%
13-15	1	1	0	1	100%
16-18	0	0	0	0	0%
19-20	0	0	0	0	0%
Total	39	48	42	6	13%

3.24.6 Capital Expenditure 2020/2021: Sport and Recreation

Table 176: Capital Expenditure 2020/21 - Sport and Recreation

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
BOMAG	300 000	0	0	0
BRUSHCUTTER	4 000	4 000	2 565	1 435
CCTV CAMERAS - SPORT FACILITIES	100 000	0	0	0
CCTV CAMERAS - SPORT FACILITIES	0	113 000	97 813	15 187
ELECTRIC DRILL	4 000	4 000	3 259	741
FENCE - LAWAAIKAMP SPORT GROUND	0	90 000	70 210	19 790
FLOODLIGHTS AT PACALTSDORP SPORT GROUND	400 000	702 500	607 004	95 497
GENERATOR	15 000	15 000	9 336	5 664
GRINDER	3 000	3 000	2 042	958
LADDER	2 000	2 000	0	2 000
LINE MARKING MACHINE - SPORT	20 000	20 000	14 500	5 500
LYONVILLE RECREATIONAL FACILITIES - BRAAIS	120 000	120 000	113 392	6 608
OFFICE FURNITURE	10 000	0	0	0
PC'S AND EQUIPMENT	25 000	25 000	14 520	10 480
RECHARGEABLE FLASHLIGHTS - DMA	10 000	10 000	0	10 000
RIDE ON LAWNMOWER	60 000	144 400	71 304	73 096
ROSEMORE SPORTGROUND - TARTAN TRACK PHASE 2	5 243 240	0	0	0
RUGBY SCRUM MACHINE - UNIONDALE	120 000	120 000	23 478	96 522
TARTAN TRACK - ROSEMORE SPORT GROUND PHASE 1	9 434 783	591 077	427 796	163 281
TOUWSRANTEN SPORT FIELD FENCE	500 000	0	0	0
TRAILER x2	50 000	100 000	40 266	59 734
UPGRADE OF NETBALL FIELD - LYONVILLE	70 000	0	0	0
UPGRADE PARKDENE SPORT FACILITIES	0	295 590	265 101	30 489
UPGRADE SWIMMINGPOOL - UNIONDALE	150 000	150 000	3 896	146 104
UPGRADE TENNIS AND NETBALL COURTS	0	130 200	130 000	200
UPGRADING ENVIRONMENTAL BUILDING UNIONDALE	50 000	50 000	32 670	17 330
UPGRADING OF DORPSVELD CLUBHOUSE - DMA	150 000	0	0	0
UPGRADING OF MARKET PLAIN – DMA	50 000	50 000	44 208	5 792
Total all	16 891 023	2 739 767	1 973 360	766 407

COMPONENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: Corporate Policy Offices, Financial Services, Human Resource Services, ICT Services, Legal Services.

3.25 OFFICE OF THE MUNICIPAL MANAGER

The office of the Municipal Manager includes the following functions:

- Communications
- Risk and Internal Audit
- Legal Services
- Information Technology (IT) Services

3.25.1 Highlights: Office the Municipal Manager

The table below specifies the highlight(s) for the year under review:

Table 177: Highlights - Office of the Municipal Manager

Highlight(s)	Description
Successfully Communicating on a regular basis, to the public of George during the pandemic and applicable Lockdown Levels.	Escalated use of social media, radio, video due to no printed medium available.
Implemented new data SIM cards with more data at a significantly lower cost.	
Furnishing the new Council with new tools of trade.	
Enabling users to work from home with various software and hardware tools	
Implementing various new security measures to avoid Virus, Malware and Spyware	

3.25.2 Challenges: Office the Municipal Manager

The table below specifies the challenges for the year under review:

Table 178: Challenges - Office of the Municipal Manager

Challenges	Actions to address
Municipal Court could not function optimally due to pandemic	Rotation of staff, screening of public, etc.

3.25.3 Total Employees: Office the Municipal Manager

Table 179: Employees - Office of the Municipal Manager

Job Level (T-Grade)	2019/20	2020/21			Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies	
		Number			
0-3	0	1	0	1	100%
4-6	4	4	4	0	0%
7-9	1	2	1	1	50%
10-12	13	17	13	4	24%
13-15	6	7	6	1	14%
16-18	5	5	3	2	40%
19-20	1	1	1	0	0%
Total	30	37	28	9	24%

3.25.4 Capital Expenditure 2020/2021: Office the Municipal Manager

Table 180: Capital Expenditure 2020/21 - Office of the Municipal Manager

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
OFFICE FURNITURE - VACANCIES FILLED COMMUN	15 000	0	0	0
PORTABLE RECORDING UNIT	2 000	0	0	0
CAMERA - COMMUNICATION UNIT	17 000	0	0	0
COMPUTER HARDWARE - INTERNAL AUDIT	110 000	40 000	33 065	6 935
FURNITURE AND FITTINGS - INTERNAL AUDIT (IN HOUSE	147 000	0	0	0

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
SHREDDER - RISK MANAGEMENT UNIT	22 000	15 000	12 798	2 202
VOICE RECORDER - MAYOR	5 000	5 000	2 507	2 493
WATER DISPENSER - SPEAKER	2 500	2 500	0	2 500
PROJECTOR - SPEAKER	10 000	0	0	0
BAR FRIDGE - SPEAKER	5 000	0	0	0
VOICE RECORDER - SPEAKER	2 000	5 000	0	5 000
TOOLS OF TRADE - COUNCIL	950 000	1 060 000	1 055 736	4 264
TABLET - SOCIAL MEDIA OFFICIAL - COMMUNICATION UNI	6 000	4 410	3 138	1 272
DESKTOP SCREENS (LARGE) - COMMUNICATION UNIT	3 000	4 590	0	4 590
COMPUTER SOFTWARE - INTERNAL AUDIT	0	35 000	0	35 000
COMPUTER SOFTWARE - RISK MANAGEMENT UNIT	0	35 000	21 662	13 339
Total all	1 296 500	1 206 500	1 128 906	77 594

3.25.5 Capital Expenditure 2020/2021: Information Technology (IT)

Table 181: Capital Expenditure – IT

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	100 000	100 000	95 774	4225.67
BIOMETRICS - IT	530 000	640 000	559 062	80938
COMPUTER EQUIPMENT - CREDITORS	120 000	154 000	119 819	34180.88
FIBRE CONNECTION AND SWITCHES	0	1 000 000	888 701	111299.29
OFFICE CHAIRS - ICT SERVICES	25 000	0	0	0
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	50 000	178 000	170 399	7601.37
MSCOA INTEGRATION	500 000	0	0	0
FIBRE AND NETWORK INFRASTRUCTURE	1 097 000	1 097 000	947 938	149061.81
Total all	2 422 000	3 169 000	2 781 693	387 307

3.26 ADMINISTRATION (COMMITTEE SERVICES, RECORDS MANAGEMENT AND TELECOMMUNICATION)

Administration (Committee Services, Records Management and Telecommunication) aims to provide effective records management and telecommunication throughout the entire Municipality and to ensure adherence to all relevant legislation coupled to the function.

3.26.1 Highlights: Administration (Committee Services)

The table below specifies the highlights for the 2020/21 financial year:

Table 182: Highlights – Administration

Highlights	Description
The establishment of a Data Centre to Back Scan all Building Plan Records	To Digitalize all Building Plan Records in order to secure all information and to improve Administrative Functions
Implement a Management Tool to monitor Back scan Activity	The aim to finalize project by end of December 2021 to reduce rental costs to storage of these Records
Revised Telecommunications Policy	To accommodate 10-minute call restriction in order to save costs on telephone usage
Daft Privacy Policy	To Comply in term of POPIA. The registration of IO and DIO
Draft Electronic and Digital Signatures Policy	To enable the creator to create all administrative task in electronic format.
Revised Records Control Schedule	Approved by WCPARC This will allow administration to Dispose of their other Types of Records and to make space for all new Records

3.26.2 Challenges: Administration (Committee Services)

The table below specifies the challenges for the 2020/21 financial year:

Table 183: Challenges – Administration

Challenges	Actions to address
No disposal on Building Plan Records	To Obtain Storage Facility in line with requirements for Records Storage Area to a lessor rental costs to current rental.
Relocation of Building Plan Records	To obtain secure storage facility to a lower rental cost and in line with prescribe for Records storage areas

3.26.3 Capital Expenditure: Administrative and Other

Table 184: Capital Expenditure - Administrative and Other

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
4X4 TRACKTOR (DMA)	0	661 000	0	661000
6 TON TIPPER TRUCK	650 000	426 122	426 574	-452.17
AIRCON OFFICES (DMA)	0	12 500	0	12500
AIRCONDITIONER - DMA	10 000	10 000	7 976	2023.72
BAKKIE: CIVIL ENGINEERING SERVICE - DMA	0	108 500	0	108500
BUILDING EQUIPMENT AND TOOLS	80 000	10 000	9 116	883.69
BULK FILERS - CENTRAL REGISTRY	50 000	0	0	0
CABINET (DMA)	13 000	10 500	6 362	4138.04
CALL CENTRE FURNITURE	50 000	0	0	0
CAMERA	6 000	6 000	5 130	869.57
COMPUTERS	0	34 000	29 040	4960
DIEPKLOOF CRECHE UPGRADE	40 000	0	0	0
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	50 000	130 000	83 980	46020
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	50 000	78 920	74 904	4015.68
END USER EQUIPMENT (PC'S LAPTOPS AND PERIPHERAL DE	30 000	184 000	169 416	14584.29
FILLING UNITS FOR BUILDING PLANS - CORP ADMIN	47 000	47 000	0	47000
FRIDGE - CIVIC CENTRE	60 000	0	0	0
FRIDGE - DMA	6 000	6 000	3 508	2492.14
FRIDGES - AREA OFFICES	20 000	0	0	0
FURNITURE AND FITTINGS - CIVIL ADMIN	50 000	43 000	19 933	23067.16
FURNITURE AND FITTINGS: CORP ADMIN	30 000	0	0	0
FURNITURE AND OFFICE EQUIPMENT - COMS ADMIN	10 000	45 000	36 113	8887
JETMACHINE (DMA)	0	500 000	429 759	70240.84
LOUDHAILERS	6 000	6 000	4 883	1117.5
MOBILE SHELVING - PLANNING	90 000	0	0	0
MOBILE SOUND SYSTEM - CORP	100 000	0	0	0
OFFICE CHAIRS - DMA	6 000	6 000	1 985	4015
PA SYSTEM	50 000	50 000	0	50000
PARKING AREA AND FENCING	100 000	182 500	101 520	80980.5
PROJECTORS - DMA	15 000	13 731	13 791	-60.16
RADIO'S - DMA	40 000	40 000	0	40000
SCAFFOLDING (DMA)	0	40 000	0	40000
SEWERAGE TRUCK WITH TANKER	0	1 750 000	872 285	877714.66

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
(DMA)				
SHREDDER - HAARLEM	4 000	4 000	3 752	247.83
STORE OFFICE	50 000	0	0	0
TEA TROLLEY	4 000	4 000	3 225	775
TRAILERS (DMA)	50 000	105 000	0	105000
TYPIST CHAIRS	5 500	5 000	4 841	159.26
UNIONDALE WWTW: ACCESS CONTROL TO PLANT	10 000	17 000	16 948	52
UPGRADING OF CIVIL BUILDING - UNIONDALE	50 000	50 000	43 290	6709.76
URNS - CORP ADMIN	3 000	3 000	0	3000
VACUUM CLEANER - CIVIL BUILDING (DMA)	5 000	5 000	1 948	3052
VISITORS CHAIRS	7 000	7 000	6 600	400
VOICE RECORDER - SPEAKER	5 000	5 000	2 784	2216.18
Total all	1 852 500	4 605 773	2 379 664	2 226 109

3.27 FINANCIAL SERVICES

3.27.1 Introduction to Financial Services

During the 2020/21 to 2022/23 Medium Term and Revenue Framework (MTRF) the following was taken into account:

- Constraining fiscal environment and in particular the stagnant growth in the local South African economy;
- National and Provincial priorities;
- Policies on tariffs and service charges;
- Determination of prudent levels of cash revenue.

During the 2020/21 financial year, the negative impact of covid-19 was a reduction in revenues and severe impact on the cash flow management of the municipality.

Council accepted and reviewed the Long-Term Financial Plan and all budget related policies. The Long-Term Financial Plan of the Municipality does not only highlight some of the material, financial and other issues identified but makes very specific proposals and recommendations regarding the future financial management. Some priorities are highlighted below:

- The municipality needed to focus on its core functions. During the February 2020 adjustments budget the Budget Committee and portfolio councillors in conjunction with the heads of departments, scrutinized the budget to affect all possible savings and to align the capital budget to achievable goals;

- The need to maximise income through efficiencies and the way we do business was investigated before we decided to increase our rates, service charges and other tariffs; most of the tariff increases were kept to a minimal where possible in consideration of the inflation rate
- A revenue enhancement project is ongoing to ensure that all consumers are billed correctly and are contributing to the municipality's income as set out in our tariff policy;
- The capital contributions policy was reviewed to ensure that the municipality receives fair compensation from bulk capacity sold to developers. The Budget Committee emphasized the principle that developers need to “pay-up-front” before any infrastructure development is carried out by Council;
- A greater emphasis was placed on improving our cash management practices, within the legal prescripts, to improve our liquidity position which showed a decline throughout the reporting year as a result of covid19; both capital and operating expenditure was cut drastically in the adjustments budget
- Giving rate payers and customers relief measures that will significantly reduce the cash inflow to the municipality was to be avoided. Where relief is granted, it should be in the form of delayed payments granted and no debt forgiveness should be considered.
- The Budget Committee reconfirmed that specific strategic land be identified which may be sold or developed to effect growth in George and to build the CRR.

3.27.2 Total Employees: Financial Services

Table 185: Employees - Financial Services

Job Level (T-Grade)	2019/20	2020/21				Vacancies (as a % of total Budgeted Posts)
		Budgeted Posts	Employees	Vacancies		
	Number					
0-3	0	0	0	0	0%	
4-6	39	43	39	4	9%	
7-9	37	39	35	4	10%	
10-12	32	35	30	5	14%	
13-15	13	15	13	2	13%	
16-18	4	5	3	2	40%	
19-20	3	3	3	0	0%	
Total	128	140	123	17	12%	

3.27.3 Capital Expenditure 2020/21: Financial Services

Table 186: Capital Expenditure 2020/21 - Financial Services

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
TOOLS - DMA	1 000	1 000	0	1 000
FORKLIFT - STORES	750 000	750 000	0	750 000
SINK AND CUPBOARD - DMA	5 000	7 000	6 496	505
PERSONNEL - LOCKERS	4 000	2 000	2 000	0
CASH REGISTER AT SWIMMINGPOOL - DMA	4 000	4 000	2 391	1 609
END-USER EQUIPMENT	50 000	50 000	47 852	2 148
UPGRADE OF BATHROOMS AND KITCHENS (FINANCE)	80 000	40 000	0	40 000
ADDITIONAL OFFICE SPACE WATER AND ELECTRICITY	200 000	100 000	91 989	8 011
Total all	1 094 000	954 000	150 728	803 272

3.27.4 Capital Expenditure 2020/2021: Strategic Support and Other

Table 187: Capital Expenditure 2020/2021 - Strategic Support and Other

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
KEKKEL EN KRAAI CRECHE: UPGRADING OF EXISTING STRUCTURE	500 000	369 000	368 941	59.03
ZAMAXOLO CRECHE: PALISADE FENCE	300 000	147 000	93 607	53392.62
LAWAAIKAMP OLD AGE HOME: EXTENTION OF BUILDING	250 000	480 120	426 119	54000.58
BUILDINGS	100 000	60 000	48 500	11500
UPGRADE VEHICLE WORKSHOP BUILDING	500 000	3 300	0	3300
CHRIS NISSAN CRECHE: PALISADE FENCE	0	206 000	205 113	887
MIENA MOO CRECHE: PALISADE FENCE	300 000	0	0	0
SONNEBLOMLAND CRECHE: SECURITY FENCING	200 000	0	0	0
LUBABALO CRECHE: PROVISION OF NEW CRECHE	500 000	181 000	5 676	175324.43
ZAMAXOLO CRECHE - OUTSIDE CLASSROOM	650 000	603 000	497 395	105604.86

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
FUEL MANAGEMENT EQUIPMENT	200 000	124 500	110 278	14221.83
TOOLS & EQUIPMENT - FLEET	10 000	0	0	0
VEHICLE TRACKING SYSTEM	50 000	106 766	15 362	91403.86
ABOVE FUEL STORAGE TANK	600 000	0	0	0
UPS - FUEL MANAGEMENT SYSTEM	15 000	50 000	44 829	5171.01
SECURITY CAMERAS	225 000	173 101	50 158	122943.28
TOOLS - MAINTENANCE SECTION	10 000	10 000	9 871	129.36
REPLACE CAW 29932 OPEL CLUB SEDAN	0	280 000	230 048	49952.48
Total all	4 410 000	2 793 787	2 105 897	687 890

3.28 HUMAN RESOURCE SERVICES

3.28.1 Introduction to Human Resource Services

The Human Resources Section is responsible for ensuring that the organisation's most valuable asset, its employees, is taken care of.

Enhanced staff performance is fundamentally part of the achievement of the municipality's primary service delivery objectives. The municipality continually strives to promote a culture of good governance and an environment where the needs of employees can be addressed in a manner that is conducive for the persistent advancement of the interests of our local communities.

The Human Resources functions include, but are not limited to, administration of employee benefits, recruitment and selection of competent staff, Organisational Efficiency Improvement, employment equity, training and development of staff, sound labour relations, occupational health and safety and general support services to enhance staff capacity in the process of realising organisational strategic objectives of service delivery to the community.

3.28.2 Highlights: Human Resource Services

The table below specifies the highlights for the year:

Table 188: Highlights - Human Resource Services

Highlight	Description
Task Job Evaluation	Positions were evaluated and audited in line with the Job Evaluation Policy of Council. Audit results implemented.
Review of Macro Organizational Structure	Macro Organizational Structure was reviewed and

Highlight	Description
	approved by Council.
Electronic Time and Attendance system	Process for electronic Time and Attendance implementation started

3.28.3 Challenges: Human Resource Services

The table below specifies the challenges for the 2020/21 financial year:

Table 189: Challenges - Human Resource Services

Challenge	Actions to address
Fully implemented Integrated Electronic Time and attendance system	Data cleansing and Data update needed, and Integrated Electronic Time and Attendance System need to be implemented fully
Implementation of Electronic Human Resources System with live updates	Implementation of a full Electronic Human Resources System with live updates. Extension of current systems and/or the procurement of a new system

3.28.4 Total Employees: Human Resource Services

Table 190: Employee - Human Resource Services

Job Level (T-Grade)	2019/20	2020/21			
		Budgeted Posts	Employees	Vacancies	Vacancies (as a % of total Budgeted Posts)
		Number			
0-3	0	0	0	0	0%
4-6	5	5	5	0	0%
7-9	0	0	0	0	0%
10-12	16	16	16	0	0%
13-15	4	4	3	1	25%
16-18	2	2	2	0	0%
19-20	0	0	0	0	0%

3.28.5 Total Employees: Human Resource Services

Table 191: Capital Expenditure 2020/21 - Human Resource Services

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
FURNITURE - HUMAN RESOURCES	0	132 100	45 565	86 535
BAKKIE - HUMAN RESOURCES	280 000	260 000	213 312	46 688
SHREDDER - HUMAN RESOURCES	22 000	0	0	0
Total all	302 000	392 100	258 878	133 222

3.29 LEGAL SERVICES

3.29.1 Introduction to Legal Services

During the applicable period the municipal court became fully operational.

3.29.2 Service Statistics Legal Services

Possible Contingent Liabilities:

Table 192: Service Statistics - Legal Services

CASES	STATUS/OUTCOME/PROCESS
1 st Summons: ACME Tool Hire vs. George Municipality	<p>This is a defended matter where the Municipality was summonsed for the amounts of R668 303.48 and R1 295 490.00 in respect of lost machinery and equipment and damages.</p> <p>Current status: Pleadings have been closed, discovery has been made and we are awaiting a trial date in this matter.</p> <p>Amount claimed: R668 303.48 and R1 295 490.00 in respect of lost machinery and equipment and damages.</p> <p>Financial exposure: R1 963 793.48 being the claim amount if Plaintiff is successful. R200 000.00 legal cost.</p> <p>Current status: Notice of intention to defend this action.</p> <p>Amount claimed: R191 293.44 in respect of lost machinery and equipment and damages.</p>
2 nd Summons: ACME Tool Hire vs. George Municipality	<p>Financial exposure: R191 293.44 being the claim amount if Plaintiff is successful.</p>
Claim – child injured (Siyamthandu)	<p>Current status:</p>

CASES	STATUS/OUTCOME/PROCESS
Landu)	This matter was handed to the Council's Insurers Amount claimed as per summons: R2 300 000.00
Coastal Armature Winders and Supplies	Applicant applied to the High Court for an order to set aside the award of a tender by the George Municipality to Delacom Solutions. The matter <u>was settled and finalised</u> . The estimated costs involved is R75 000.00.
Cape Estates Properties (Pty) Ltd (formerly Reigate Development Projects (Pty) Ltd)	Matter finalised
Review Application: Magnolia Ridge Properties 77 (Pty) Ltd	The matter is currently pending and a date for hearing of the Application for Leave to Amend is awaited. The estimated costs exposure for the Municipality in respect of legal fees relating to the interlocutory and main application is approximately R750 000.00.
Muravha Building and Civils Co	<u>Current status:</u> Litigation is ongoing. <u>Amount claimed:</u> R24 000 000 <u>Estimated amount of current and future financial exposure:</u> R1 000 000
Reginald Wesso	The arbitration was finalised in favour of the Municipality.
Southern Cape Brick	<u>Description of matter</u> The respondent Southern Cape Brick has for several years conducted illegal mining activities on municipal property. In 2018 an application was launched against Southern Cape Brick in the High Court to obtain an order interdicting the Respondent from further illegal activities. <u>Current Status</u> A consultant has been appointed to evaluate the progress made with regards to the rehabilitation of the mining site, which report is outstanding. <u>Amount claimed</u> R0.00 <u>Estimated amount of current and future financial exposure.</u> Future and current legal and consulting fees of R140 000.00 (estimate)
Tommy Klaasen	<u>Current status:</u> Review application in the Labour Court. The matter will not be finalised before the end of the 2021 /2022 financial year. <u>Amount claimed:</u> The employee claims reinstatement, alternatively compensation. We are of the opinion that on the merits there is no risk for the Municipality. <u>Estimated amount of current and future financial exposure:</u> Legal costs for finalising the matter. R100 000
Western Purification Chemical & Plant CC	<u>Current status:</u> Finalised
Combined Summons – Henry Grimes	The Municipality was summonsed for the amount of R154 171.42 in respect of damages to the motor vehicle of the claimant.

CASES	STATUS/OUTCOME/PROCESS
	<p>Current status: This matter was referred to the Municipality's Insurers. The Insurance company appointed BDP Attorneys (Mr. John Smit) to enter an appearance to defend the Summons on behalf of the Municipality.</p> <p>Amount claimed: R154 171.42 in respect of damages.</p> <p>Financial exposure: R154 171.42 being the claim amount if Plaintiff is successful.</p>

3.29.3 Capital Expenditure 2020/2021: Legal Services

Table 193: Capital Expenditure - Legal Services

Capital projects	2020/21			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
	(R)			
WHEELCHAIR PLATFORM - STAIR LIFT (LEGAL)	0	1 020 000	41 600	978 400
PRINTERS - LEGAL SERVICES	9 000	19 000	14 290	4 710
FURNITURE & FITTINGS - LEGAL SERVICES	20 000	5 000	0	5 000
COMPUTERS	30 000	30 000	29 040	960
Total all	59 000	1 074 000	84 930	989 070

COMPONENT I: MISCELLANEOUS

3.30 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

3.30.1 Introduction to EPWP

The EPWP program can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities. These EPWP's would be designed to equip participants with a modicum of training and work experience, which will enhance their ability to earn a living in the future.

3.30.2 Training Highlights: EPWP

The table below specifies the training highlights for the 2020/21 financial year:

Table 194: Training Highlights - EPWP

Training	Description
10 youth women from the rural areas (Herold, Geelhoutboom, Waboomskraal and Sinksbrug) obtained training in Basic Health Education Course	Environmental and Personal Hygiene Family Health, Social Aspects, Basic First Aid Infectious and Non-infectious Diseases Nutrition
45 women obtained training in the George area In a Basic Health Education Course	
12 – Persons (5 Male & 7 Females) obtained training: Accredited Training SP: Carbon Steel Plate (Structural Welding) SAQA /Registration ID: SP 069/12-17 (Rural area youth and broader George area)	Use and care for engineering power tools Use and care for engineering hand tools Use welding definitions and symbols Weld carbon steel works -pieces using the shielded metal arc welding process in the down hand position. Weld carbon steel work pieces using the shielded metal arc welding process in all positions
Learner licences and Driver Licences (14 Persons from different EPWP Projects)	EPWP Projects also helped EPWP employees to obtain learners and drivers licences out of the different projects. Female:4 Male:10

3.30.3 Challenges: EPWP

The table below specifies the challenges for the 2020/21 financial year:

Table 195: Challenges – EPWP

Description	Actions to address
Funds	Covid reduce funding to achieve work opportunities targets set out in the EPWP Protocol for the financial year.
EPWP Unemployment Data Base Road show in the wards	Covid alert levels made it impossible to conduct regular roadshows in order to update community on the recruitment-guidelines and registering on the EPWP Unemployment data base.

3.30.4 EPWP Work Opportunities Achieved

The table below specifies the work opportunities achieved for the 2020/21 financial year either funded out of Municipal Funding (MF) or EPWP Incentive Grants (IG).

Table 196: EPWP Work Opportunities

PROJECT NAME	EPWPRS PROFILE ID NUMBER	WORK OPPORTUNITIES
Libraries development and maintenance-IG	EPWPRS 6840	07
Youth EPWP workers-IG	EPWPRS 6836	31
5% EPWP project assistance-IG	EPWPRS 6839	02
Sport coaching at all municipality ECD centres of sport field project-IG	EPWPRS 6838	09
Supervisors-IG	EPWPRS 9606	10
Corporate halls Uniondale - MF	EPWPRS 7275	4
Haarlem corporate Uniondale- MF	EPWPRS 7276	3

SOCIAL SECTOR /PROTECTION SERVICES 2020/21

Table 197: ENVIRONMENTAL SECTOR 2020/21

PROJECT NAME	EPWPRS PROFILE ID NUMBER	WORK OPPORTUNITIES
27 wards based - waste management- MF/IG	EPWPRS 9229	224 (60 was on EPWP Incentive Grant)
Tourism catering- IG	EPWPRS 6833	02
Tourism information- IG	EPWPRS 3834	02
Local economic development service: household food garden- IG	EPWPRS 6841	04
Maintenance of cemeteries - IG	EPWPRS 6842	07
community development/services wilderness village monitors- IG	EPWPRS 6843	06
waste management project Haarlem-MF	EPWPRS 6847	10
Uniondale waste management-MF	EPWPRS 6855	12
Recycling project-IG	EPWPRS 7269	09
Street cleaning CBD George-MF	EPWPRS 6856	34
Refuse removal truck waste management-MF	EPWPRS 6857	23
Tourism office-IG	EPWPRS 3865	06
Skips assistance waste management-IG	EPWPRS 8678	40
Gardens support entry and exit of George - IG	EPWPRS 9949	06

Table 198: INFRASTRUCTURE SECTOR 2020/21

PROJECT NAME	EPWPRS PROFILE ID NUMBER	WORK OPPORTUNITIES
Water distribution /2020 /21 geo- MF	EPWPRS 7262	16
Sport development maintenance of sport fields-IG	EPWPRS 6837	8
Haarlem civil engineering services geo-2020 /21-13 MF	EPWPRS 6845	7
Building maintenance of Uniondale buildings offices geo-2020 /18 MF	EPWPRS 6851	3
Uniondale civil engineering water networks maintenance geo-2020 /21-22 MF	EPWPRS 6854	7
Sewerage network George wards geo -2020 /21 -28 MF	EPWPRS 6860	48
Street & Storm water George wards geo-2020 /21-30 MF	EPWPRS 6861	21
Electro-technical servitudes maintenance geo-2020 /21-30 MF	EPWPRS 6862	36
Civil engineering street & storm water project Uniondale geo -2020 /21-22 MF	EPWPRS 6852	12
Labour intensive workers in general-IG	EPWPRS 9948	06

COMPONENT J: ORGANISATIONAL PERFORMANCE SCORECARD

This component includes: Annual Performance Scorecard Report for the 2021/2022 financial year.

3.31 DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2021/2022

The main development and service delivery priorities for 2020/21 as captured in the Municipality's Top Layer SDBIP are depicted in the table below:

3.31.1 Affordable Quality Services

Table 199: Service Delivery Priorities 2021/22 - Affordable Quality Services

Ref	Pre-determined Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Area
TL1	To provide world class water services in George to promote development and fulfil basic needs	Limit water network losses to 20% or less by 30 June 2022 $\{(Number\ of\ Kilolitres\ Water\ Purchased\ or\ Purified - Number\ of\ Kilolitres\ Water\ Sold) / Number\ of\ Kilolitres\ Water\ Purchased\ or\ Purified\ x\ 100\}$	% water network losses	20.00%	1
TL2	To provide and maintain safe and sustainable sanitation management and infrastructure	Achieve 90% compliance to Plant License or authorization from DWS with regards to waste water outflow by 30 June 2022 $\{(Total\ compliance\ of\ all\ plants / divided\ by\ the\ number\ of\ plants) \times 100\}$	% compliance achieved	90.00%	1
TL3	To provide world class water services in George to promote development and fulfil basic needs	Achieve 95% water quality compliance as per SANS 241:2015 by 30 June 2022	% water quality compliance as measured against the SANS 241:2015	95.00%	1
TL4	To endeavor to improve the reseal of roads such as an extent that potholes are prevented altogether	Spend 95% of the approved capital budget on the rehabilitation and upgrade of streets and storm water by 30 June 2022 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget\ less\ savings) \times 100\}$	% budget spent	95.00%	1
TL5	To endeavor to improve the reseal of roads such as an extent that potholes are prevented altogether	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the proclaimed roads by 30 June 2022 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget\ less\ savings) \times 100\}$	% budget spent	95.00%	1
TL6	To implement an Integrated Public Transport Network that will serve the communities of George	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the public transport infrastructure by 30 June 2022 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget\ less\ savings) \times 100\}$	% budget spent	95.00%	1
TL7	To provide world class water services in George to promote development and fulfil basic needs	Spend 95% of the approved capital budget on the rehabilitation and upgrade of Water - Networks by 30 June 2022 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget\ less\ savings) \times 100\}$	% budget spent	95.00%	1
TL8	To provide world class water services in George to promote development and fulfil basic needs	Spend 95% of the approved capital budget on the rehabilitation and upgrade of Water-Purification by 30 June 2022 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget\ less\ savings) \times 100\}$	% budget spent	95.00%	1
TL9	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Networks by 30 June 2022 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget\ less\ savings) \times 100\}$	% budget spent	95.00%	1
TL10	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2022 $\{(Actual\ expenditure\ divided\ by\ the\ total\ approved\ budget\ less\ savings) \times 100\}$	% budget spent	95.00%	1

Ref	Pre-determined Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Area
TL18	To explore and implement measures to preserve resources and ensure sustainable development	Limit electricity losses to less than 10% by 30 June 2022 [(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100]	% electricity losses	10.00%	1
TL21	To provide sufficient electricity for basic needs	Spend 95% of the electricity capital budget by 30 June 2022 {(Actual capital expenditure divided by the total approved capital budget less savings) x100}	% budget spent	95.00%	1
TL22	To provide world class water services in George to promote development and fulfil basic needs	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2022	Number of residential properties which are billed for water or have pre-paid meters	39 484	1
TL23	To provide sufficient electricity for basic needs	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June 2022	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas)	44 467	1
TL24	To provide and maintain safe and sustainable sanitation management and infrastructure	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2022	Number of residential properties which are billed for sewerage	38 085	1
TL25	To provide integrated waste management services for the entire municipal area	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2022	Number of residential properties which are billed for refuse removal	37 137	1
TL26	To provide world class water services in George to promote development and fulfil basic needs	Provide free basic water to indigent households as per the approved indigent policy	Number of indigent households receiving free basic water as at 30 June 2022	14 712	1
TL27	To provide sufficient electricity for basic needs	Provide free basic electricity to indigent households as per the indigent policy	Number of indigent households receiving free basic electricity as at 30 June 2022	19 730	1
TL28	To provide and maintain safe and sustainable sanitation management and infrastructure	Provide free basic sanitation to indigent households as per the indigent policy	Number of indigent households receiving free basic sanitation as at 30 June 2022	14 722	1
TL29	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Provide free basic refuse removal to indigent households as per the indigent policy	Number of indigent households receiving free basic refuse removal as at 30 June 2022	14 853	1
TL30	To develop mechanisms to ensure viable financial management and control	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2022 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease)/Total Operating Revenue	% Debt to Revenue	45.00%	1

Ref	Pre-determined Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Area
TL31	To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved collection rate	Financial viability measured in terms of the outstanding service debtors as at 30 June 2022 [(Total outstanding service debtors/ revenue received for services) x 100]	% Service debtors	16.00%	1
TL32	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2022[(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) +Short Term Investment)/Monthly Fixed Operational Expenditure excluding	Number of months it takes to cover fix operating expenditure with available cash	2	1
TL33	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Achieve a payment percentage of 94% by 30 June 2022 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	Payment %	94.00%	1
TL35	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2022 {(Actual amount spent on projects/Total amount budgeted for capital projects less savings) X100}	% budget spent	95.00%	1

3.31.2 Develop and Grow George

Table 200: Service Delivery Priorities 2021/22 - Develop and Grow George

Ref	Pre-determined Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Area
TL11	To maximise job creation opportunities through government expenditure	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2022	Number of FTE's created	180	1
TL12	To revitalise the current community facilities to increase the access to services for the public	Spend 95% of the approved capital budget for the Touwsrante sport field fence, the upgrade the of Parkdene sport grounds (netball court), the upgrade of the Rosemore sport ground, the construction of the Rooirivier sport facility, the upgrade of Uniondale	% budget spent	95.00%	1
TL34	To develop mechanisms to ensure viable financial management and control	Review the Long-Term Financial Plan and submit to Council by 31 March 2022	Reviewed Long Term Financial Plan submitted to Council	1	1

3.31.3 Good Governance and Human Capital

Table 201: Service Delivery Priorities 2021/22 - Good Governance and Human Capital

Ref	Pre-determined Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Area
TL16	To realign the organisational structure to be more responsive to community needs, more service and efficiency orientated and to fulfil goals identified in the 5-year plan	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2022	Number of newly appointed persons from equity target groups on the three highest levels of management/number of newly appointed persons on three highest levels of management	70.00%	1
TL17	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2022 {(Actual total training expenditure divided by total personnel budget) x100}	% of municipality's personnel budget actually spent on implementing its workplace skills plan	0.50%	1
TL19	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Develop a strategy to promote green energy and submit to Council by 31 March 2022	Number of strategies submitted	1	1
TL20	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Update the HV Master Plan and submit to Council by 31 March 2022	Number of master plans submitted	1	1
TL36	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	Review the 3-year Internal Audit Plan based on the risk assessment and submit to Audit Committee by 30 June 2022	RBAP (Risk Based Audit Plan) reviewed and submitted to Audit Committee	1	1

3.31.4 Participative Partnership

Table 202: Service Delivery Priorities 2021/22 - Participative Partnership

Ref	Pre-determined Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Area
TL37	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Develop the Draft 5-year IDP and submit to Council by 31 March 2022	Draft 5 Year IDP submitted to Council	1	1
TL38	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the Final Annual Report and Oversight Report to Council by 31 March 2022	Final Annual Report and Oversight Report submitted	1	1

3.31.5 Safe, Clean and Green

Table 203: Service Delivery Priorities 2021/22 - Safe, Clean and Green

Ref	Pre-determined Objective	KPI Name	Description of Unit of Measurement	Original Annual Target	Area
TL13	To provide integrated waste management services for the entire municipal area	Spend 95% of the approved capital budget for the construction George composting plant by 30 June 2022 [(Capital budget spent / Capital budgeted allocated less savings) x100]	% budget spent	95.00%	1
TL14	To revitalise the current community facilities to increase the access to services for the public	Spend 95% of the approved capital budget for the upgrade of George Cemetery and the extension of Uniondale Cemetery by 30 June 2022 [(Capital budget spent / Capital budgeted allocated less savings) x100]	% budget spent	95.00%	1
TL15	To revitalise the current community facilities to increase the access to services for the public	Obtain Pilot Blue Flag status for at least 2 beaches by 30 November 2021	Number of Pilot Blue Flag status beaches obtained	2	1
TL39	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Review and submit a Disaster Management Plan to the Section 80 Committee by 31 March 2022	Disaster Management Plan submitted	1	1
TL40	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Spend 95% of the approved capital budget for the installation of additional CCTV Cameras by 30 June 2022 [(Capital budget spent / Capital budgeted allocated less savings) x100]	% budget spent	95.00%	1

CHAPTER 4 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

NATIONAL KEY PERFORMANCE INDICATORS: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The table below indicates the key performance indicators linked to the National Key Performance Area: Municipal Transformation and Organisational Development.

Table 204: Municipal Transformation and Organisational Development

Indicator	2019/20	2020/21
The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2021	0	80%
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	0.65%	0.50%

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

The George Municipality currently employs **1254** (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of the municipality's objectives. The primary objective of Human Resource Management is to render an innovative Human Resource service that addresses both skills development and an administrative function.

4.1.1 Employment Equity Target and Actuals

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer.

Table 205:2020/21 EE targets/Actual by Racial Classification

Black			Coloured			Indian			White		
Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach
494	368	74%	705	754	107%	28	6	21%	231	125	54%

Table 206: 2020/21 EE targets/Actual by Gender Classification

Male			Female		
Target June	Actual June	% of Target reach	Target June	Actual June	% of Target reach
715	762	106%	743	491	66%

4.1.2 Occupational Category: Race

Table 207:Occupational Categories

Occupational Categories	Posts filled								Total	
	Male				Female					
	A	C	I	W	A	C	I	W		
Legislators, senior officials and managers	11	46	0	27	12	18	0	15	129	
Professionals	4	8	0	5	10	10	0	15	52	
Technicians and associate professionals	14	42	1	9	14	32	1	10	123	
Clerks	11	42	0	5	48	169	0	22	297	
Service and sales workers	40	70	0	11	19	41	1	7	189	
Craft and related trade workers	19	29	0	5	3	11	1	0	68	
Plant and machine operators and assemblers	69	138	1	5	12	12	0	2	238	
Elementary occupations	61	74	1	1	21	51	0	0	210	
Total	229	449	3	68	139	344	3	71	1306	
<i>Councillors included</i>										

4.1.3 Occupational Level: Race

The table below categorises the number of employees by race within the occupational levels:

Table 208: Occupational Levels – Race

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	3	0	0	0	0	0	1	5
Senior management	0	1	0	1	0	0	0	2	4
Professionally qualified and experienced specialists and mid- management	1	23	1	16	0	13	0	12	66
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	55	119	0	29	30	87	1	33	354
Semi-skilled and discretionary decision making	167	283	2	19	76	169	2	13	731
Unskilled and defined decision making	16	25	0	0	22	31	0	0	94
Total permanent	240	454	3	65	128	300	3	61	1254
Non- permanent employees	4	8	0	5	3	5	0	1	26
Grand total	244	462	3	70	131	305	3	1	1280

4.1.4 Occupational Level: Department Race

The following table categorises the number of employees by race within the different departments:

Table 209: Department – Race

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	3	7	0	4	0	11	0	6	31
Financial Services	9	32	0	6	14	44	0	21	126
Human Settlements	11	13	0	1	4	13	0	1	43
Corporate Services	18	38	0	1	25	52	0	3	137
Community Services	61	84	0	6	26	46	0	4	227
Planning and Development	1	11	0	4	8	13	0	9	46
Protection Services	24	65	0	13	20	57	1	10	190
Electro Technical Services	30	53	2	19	13	18	2	4	141
Civil Engineering Services	83	151	1	11	18	46	0	3	313
Total permanent	240	454	3	65	128	300	3	61	1254
Non- permanent	4	0	8	5	3	5	0	1	26
Grand total	244	462	3	70	131	305	3	1	1280

4.1.5 Vacancy Rate

The approved organogram for the municipality had **1614 posts** for the 2020/21 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. 360 Posts were vacant at the end of 2020/21, resulting in a vacancy rate of **4.61%**.

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

Table 210: Vacancy Rate

Per Post Level		
Post level	Filled	Vacant
Top Management	5	4
Senior Management	4	3
Middle management	66	22
Skilled	354	92
Semi-Skilled	731	209
Unskilled	94	30
Total	1254	360
Per Functional Level		
Functional area	Filled	Vacant
Office of the Municipal Manager	31	22
Financial Services	126	16
Corporate Services	137	15
Human Settlements	43	15
Community Services	227	55
Planning and Development	46	21
Protection Services	190	105
Electro Technical Services	141	36
Civil Engineering Services	313	75
Total	1254	360

4.1.6 Turn-over Rate

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that reflects the turnover rate within the municipality.

The table below indicates the turn-over rate over the last two years:

Table 211: Turn-over Rate

Financial year	Total no. of appointments at the end of each Financial Year	New appointments	No. of Terminations during the year	Turn-over Rate
2019/20	1291	44	27	2.09%
2020/21	1254	19	58	4.61%

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 MANAGING MUNICIPAL WORKFORCE

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

4.2.1 Human Resource Policies and Plans

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

Table 212:HR Policies and Plans

Name of policy	Approved policies	Date approved/ revised
Acting Policy		Discussed at HR committee on 04 August 2021 - To be workshopped on 31 August 2021
Overtime& Standby Policy (Last changes made January 2021 – sent out for comments to Senior Management on 03 August 2021)		28 November 2012
Placement Policy		28 November 2012
Succession Planning and Career Path Policy		28 November 2012
Training and Development Policy		27 September 2017
Scarce Skills and Staff Retention Policy		28 November 2012 – latest draft sent for comments in July 2021
Organisational Performance Management Framework		12 February 2018
Experiential Training Policy		28 November 2012
Personal Protective Equipment Policy		28 November 12
Recruitment and Selection Policy		25 February 2021 and reviewed July 2021
Bursary policy (Income threshold increased)		31 January 2018
Private Work Policy		19 June 2013
Smoking Policy		19 September 2007
Disability and Gender Policy		23 September 2008
HIV/ AIDS Policy (Last drafted October 2016)		2008
EAP Policy (Last drafted September 2015)		2008
Fleet Management Policy (Policy currently resorts under Electro-Technical Services but last amended by HR in 2012)		2 November 2014
Occupational Health and Safety Policy (05 July 2007)		05 February 2021
Travel & Subsistence Policy and Procedures (Policy currently resorts under Finances)		30 June 2020
Relocation Policy (New policy: Drafted 14 February 2017)		Not submitted for approval – cost containment
Bouquet Policy (New policy: Drafted March 2016)		Changes to be made to policy suggested to author
Leave Management Policy		Draft discussed at Director`s meeting in July 2021 – to be workshopped and submitted for approval in August/ September 2021
Time & Attendance Policy		Will be discussed at LLF on 11 August 2021
Policy on the payment of professional licenses (Draft finalized on 14		Item requested by Council on the financial

Approved policies	
Name of policy	Date approved/ revised
July 2017 sent to management for input)	implication of approval of policy: item submitted 29 May 2018 to serve on HR Committee – no go-ahead given for policy document to be submitted to date
TASK Job Evaluation Policy	Workshop arranged for 30 August 2021 for review purposes
Work from Home Policy	01 February 2021
Covid-19 Policy	01 February 2021
Transportation of Staff Policy	Policy drafted and amended after comments received from Directorates in July 2021

The Human Resources Department submits policies to the Local Labour Forum on a regular basis for review purposes.

4.2.2 Injuries

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

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

4.2.3 Injuries

Table 213: Injuries

Directorates	2019/20	2020/21
Office of the Municipal Manager	5	2
Financial Services	2	4
Corporate Services	19	5
Human Settlements	4	4
Planning & Development	0	0
Community Services	31	58
Protection Services	25	19
Electro Technical Services	6	4
Civil Engineering Services	56	53
Total	148	149

4.2.4 Sick Leave

The number of sick leave days taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are

identified, corrective action can be taken.

The table below provides the total number sick leave days taken within the different directorates:

Table 214: Sick Leave

Department	2019/20	2020/21
Office of the Municipal Manager	372	363
Financial Services	1420	599
Corporate Services	1394	973,75
Human Settlements	383	326
Planning and Development	576	487,8
Community Services	1591	1416
Protection Services	2260	2283
Electro Technical Services	1198	936
Civil Engineering Services	2724	2349,15
Total	12679	9733.70

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.3 CAPACITATING MUNICIPAL WORKFORCE

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

4.3.1 Skills Matrix

The table below indicates the number of employees that received training in the year under review:

Table 215: Skills Matrix

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
Legislators	Female	-	-
	Male	-	-
MM and Directors	Female	12	1
	Male	14	6
Professionals	Female	13	5
	Male	4	1
Technicians	Female	10	7

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
	Male	8	8
Community and Personal Service workers	Female	50	3
	Male	75	8
Clerical and Administrative Workers	Female	47	15
	Male	12	8
Machine operators and drivers	Female	13	4
	Male	35	10
Labourers	Female	42	19
	Male	77	31
Sub total	Female	175	53
	Male	225	72
Total		400	125

Training for the 2020/21 year saw the increase in full credit bearing programs. In compliance to the NQF which requires portability of training programs the Municipality focused on full and part qualifications with articulation to other programs and qualifications at various Tertiary institutions. Discretionary allocations awarded to the George Municipality by the LG Seta allowed officials access to learnerships. Skills Programs and Apprenticeships on offer.

The following accredited training was provided for employees trained:

- Municipal Finance Management Program
- Water and Wastewater process control NQF3
- Water and Wastewater processes NQF 2
- Water and Wastewater Supervision Control NQF4
- First Aid
- Safety Health and Environmental Representative Training
- Mobile Elevated Work Platform (Cherry Picker)
- Operate Chain saw
- Municipal Minimum Competency Levels

4.3.2 Skills Matrix

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Table 216: Skills Development

Occupational categories	Gender	Number of employees as at the beginning of the financial year	Training provided within the reporting period						
			Learnerships		Skills programmes & other short courses		Total		
			Actual	Target	Actual	Target	Actual	Target	% achieved
Legislators	Female	19	-	-	-	-	-	-	-
	Male	33	-	-	-	-	-	-	-
MM and S57	Female	2	-	-	-	-	-	-	-
	Male	5	2	2	0	0	2	2	100%
Professionals	Female	59	5	10	1	0	6	10	60%
	Male	62	3	3	3	0	6	3	200%
Technicians	Female	56		6	4	0	4	6	7%
	Male	66	5	6	2	0	7	6	117%
Community and Service workers	Female	68	9	9		4	9	13	69%
	Male	101	3	14	5	14	8	28	29%
Clerical and Administrative Workers	Female	197	6	9	7	0	13	9	144%
	Male	56	12	3	4	4	16	7	229%
Machine operators and drivers	Female	37	4	4		2	4	6	67%
	Male	197	12	12	6	10	18	22	82%
Labourers	Female	109	11	12	6	16	17	28	61%
	Male	306	13	22	2	0	15	22	68%
Sub total	Female	547	35	50	18	22	53	72	74%
	Male	826	50	62	22	28	72	90	80%
Total		1373	85	112	40	50	125	162	77%

4.3.3 Skills Development: Budget Allocation

The table below provides that a total amount of **R403 899** was allocated to the Workplace Skills Plan and **99.73 %** of the total amount was spent in the 2020/21 financial year:

Table 217: Skills Development Budget Allocation

Year	Total personnel budget (R)	Total Allocated (R)	Total Spend (R)	% Spent
2019/20	555 666 034	500 000	325 136	65.03%
2020/21	600 119 316	405 000	403899	99.73%

4.3.4 Municipal Finance Management Act (MFMA) Competencies

In terms of Section 83 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the Accounting Officer, Senior Managers, the Chief Financial Officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

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

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

Table 218: Financial Competency Development: Progress Report

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials				
Accounting Officer	1		1	1
Chief Financial Officer	0		0	0
Senior Managers	6		3	6
Any other financial officials	29		27	29
Supply Chain Management Officials				
Heads of supply chain management units	1		1	1
Supply chain management senior managers	4		3	4
Sub Total	43		31	43
Other officials for the purpose of acting and succession planning				
Other Officials	6			6
Total	48			48

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.4 EMPLOYEE EXPENDITURE

Section 66 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) states that the Accounting Officer of a Municipality must report to the Council on all expenditure incurred by the Municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.4.1 Municipal Personnel Expenditure

The percentage personnel expenditure is essential in the budgeting process, as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowances for the two financial years, confirming the Municipality is well within the National norm of between 35 to 40%:

Table 219: Personnel Expenditure

Financial year	2019/20		2020/21	
Description	Actual	Original Budget	Adjusted Budget	Actual
Councillors (Political Office Bearers Plus Other)				
All-inclusive package	22 516 337	25 139 943	25 139 943	21 852 687
Sub Total	22 516 337	25 139 943	25 139 943	21 852 687
% Yearly increase/ (decrease)	-			-2.95%
Senior Managers of the Municipality				
Basic Salaries	9 154 961	11 666 495	10 738 093	9 982 392
Pension Contributions	431 751	833 944	863 944	367 466
Medical Aid Contributions	181 801	137 469	147 469	200 779
Motor vehicle allowance	301 290	360 000	420 000	325 333
Cell phone allowance	81 910	37 673	41 973	79 941
Housing allowance	0	0	0	0
Performance Bonus	878 567	2 023 786	1 670 786	328 316
Other benefits or allowances	263 581	475 053	582 369	243 890
In-kind benefits				
Sub Total - Senior Managers of Municipality	11 293 861	15 534 420	14 464 634	11 528 116
% yearly increase/ (decrease)				2.07%
Other Municipal Staff				
Basic Salaries and Wages	317 496 040	385 461 244	350 263 611	334 622 952
Pension Contributions	50 933 442	60 343 351	59 873 351	53 844 511
Medical Aid Contributions	22 362 840	53 292 170	52 685 170	51 468 505
Motor vehicle allowance	15 107 363	16 532 170	16 505 502	15 004 023
Cell phone allowance	1 260 746	1 287 760	1 516 480	1 615 666
Housing allowance	2 219 764	4 425 931	4 287 931	2 317 671
Overtime	42 012 830	34 049 429	43 423 473	40 272 291
Other benefits or allowances	70 462 812	635 793 02	634 839 73	746 215 26
Sub Total - Other Municipal Staff	508 509 846.00	618 971 357	592 039 491	573 767 145
% Yearly increase/ (decrease)				

Financial year	2019/20	2020/21		
Description	Actual	Original Budget	Adjusted Budget	Actual
Total Municipality	555 666 035	644 111 300	617 179 434	595 619 832
% increase/ (decrease)				7.19%

CHAPTER 5 – FINANCIAL PERFORMANCE

5.7 FINANCIAL SUMMARY

The Statement of financial performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

5.7.1 Financial Performance

Table 220: Financial Performance

Description R thousand	2019/20 Actual (Audited Outcome)	Original Budget	Final Adjustments Budget	2020/21			
				Actual	Variance between Actual and Final Adjustments Budget	Actual Outcome as % of Final Adjustme nts Budget	Actual Outcome as % of Original Budget
Financial Performance							
Revenue By Source	-						
Property rates	302 109 389	311 989 000	321 989 000	322 755 131	766 131	100%	103%
Service charges - electricity revenue	675 645 877	771 756 229	758 628 942	720 737 013	--37 891 929	95%	93%
Service charges - water revenue	136 925 410	141 357 000	132 037 518	145 529 651	13 492 133	110%	103%
Service charges - sanitation revenue	110 679 978	113 118 000	122 453 192	122 717 179	263 987	100%	108%
Service charges - refuse revenue	92 264 168	94 475 602	102 119 179	101 623 339	-495 840	100%	108%
Service charges - other	0	0	0	0	0	0%	0%
Rental of facilities and equipment	22 851 236	6 480 110	5 931 610	2 875 166	-3 056 444	48%	44%
Interest earned - external investments	33 525 719	52 955 764	58 970 110	28 807 143	-30 162 967	49%	54%
Interest earned - outstanding debtors	3 000 389	7 746 400	7 746 400	4 336 560	-3 409 840	56%	56%
Dividends received	11 644 724	0	0	0	0	0%	0%
Fines, penalties and forfeits	76 282 875	80 306 792	80 306 792	39 015 650	-41 291 142	49%	49%
Licences and permits	1 671 599	3 694 725	3 794 725	0	0	0%	0%
Agency services	10 598 561	9 290 500	9 290 500	15 263 141	5 972 641	164%	164%
Transfers and subsidies - operational	549 028 453	634 699 962	674 139 997	614 973 041	-59 166 956	91%	97%
Other revenue	61 204 630	106 718 727	64 347 066	101 538 575	37 191 509	158%	95%
Gains on disposal of PPE	1 746	0	0	659 716	659 716	0%	0%

Description R thousand	2019/20 Actual (Audited Outcome)	Original Budget	Final Adjustments Budget	2020/21 Actual	Variance between Actual and Final Adjustments Budget	Actual Outcome as % of Final Adjustments Budget	Actual Outcome as % of Original Budget
Total Revenue (excluding capital transfers and contributions)	2 087 434 755	2 334 588 811	2 355 946 931	2 220 831 305	-135 115 626	94%	95%
Expenditure By Type							
Employee related costs	532 336 147	634 505 777	606 504 125	585 295 261	-21 208 864	97%	92%
Remuneration of councillors	22 516 337	25 139 943	25 139 943	21 852 687	-3 287 256	87%	87%
Debt impairment	125 271 142	74 955 520	74 955 520	95 112 253	20 156 733	127%	127%
Depreciation & asset impairment	158 186 241	168 268 784	168 268 784	158 414 715	-9 854 064	94%	94%
Finance charges	43 771 579	36 178 596	34 178 596	40 399 012	6 220 416	118%	112%
Bulk purchases	485 199 057	529 112 280	523 397 280	519 222 255	-4 175 026	99%	98%
Other materials	62 754 651	68 555 550	63 553 928	60 876 442	-2 677 486	96%	89%
Contracted services	418 312 223	615 285 788	603 232 889	453 368 168	-149 864 721	75%	74%
Transfers and grants	83 377 884	60 860 389	72 152 190	160 383 422	-88 231 232	222%	263%
Other expenditure	89 831 377	166 111 845	146 523 427	123 104 405	-23 419 022	84%	74%
Loss on disposal of PPE	1 538 873	714 610	714 610		-714 610	0%	0%
Total Expenditure	2 023 095 510	2 379 689 082	2 318 621 292	2 223 785 282	-94 836 010	96%	93%
Surplus/(Deficit)	64 339 245	-45 100 271	37 235 639	-2 953 977	-40 279 616		
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	62 552 394	73 914 037	100 636 236	82 923 096	-17 713 140	82%	112%
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	12 716 282	14 191 900				-	-
Transfers and subsidies - capital (in-kind - all)	4 123 645	0	0	0	0	-	-
Surplus/(Deficit) after capital transfers & contributions	143 731 566	43 005 666	137 961 875	79 969 119	-57 992 756	57%	184%
Capital expenditure & funds sources							
Capital expenditure							
Transfers recognised - capital	60 573 839	67 623 806	94 684 194	76 950 584	-17 733 610	81%	114%

Description R thousand	2019/20 Actual (Audited Outcome)	Original Budget	Final Adjustments Budget	2020/21 Actual	Variance between Actual and Final Adjustments Budget	Actual Outcome as % of Final Adjustments Budget	Actual Outcome as % of Original Budget
Public contributions & donations	0	0	0	0	0	-	-
Borrowing	4 109 144	244 441 063	62 498 935	37 417 208	-25 081 727	60%	15%
Internally generated funds	91 335 485	75 910 344	125 131 797	76 813 145	-48 318 651	61%	101%
Total sources of capital funds	156 018 467	387 975 213	282 314 926	191 180 937	-91 133 988	68%	49%
Financial Position							
Total current assets	160 885 573	-45 834 459	1 268 775 257	1 018 255 299	0	-	-
Total non-current assets	-5 895 138	3 682 709 321	3 273 819 777	3 155 818 627	0	-	-
Total current liabilities	43 101 734	-1 243 583 172	738 783 530	448 747 791	0	-	-
Total non-current liabilities	-11 087 148	146 115 414	544 285 564	551 353 958	0	-	-
Community wealth/Equity	122 975 849	4 734 342 620	3 259 525 940	3 173 972 177	0		
Cash Flows							
Cash/cash equivalents at the beginning of the year	617 784 461	562 603 736	562 603 736	799 505 640			
Net cash from (used) operating	417 081 352	286 944 580	381 900 789	94 334 993	-287 565 796	27%	35%
Net cash from (used) investing	-156 018 467	-387 975 213	-282 314 926	-182 910 822	99 404 104	67%	49%
Net cash from (used) financing	0	0	0	-41 309 101	-41 309 101	0%	0%
Cash/cash equivalents at the year end	878 847 346	461 573 103	662 189 599	669 620 710	7 431 111	-	-

5.7.2 Revenue Collection by Vote

The table below indicates the Revenue collection performance by vote

Table 221: Revenue Collection by Vote

Description	2019/20	2020/21					
	Actual (Audited Outcome)	Original Budget	Final Adjustment Budget	Actual	Variance between Actual and Final Adjustments Budget	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget
REVENUE COLLECTION BY VOTE							
Executive and council	463 022	184 500	184 500	88 125	(96)	48%	48%
Finance and administration	428 552 674	393 147 081	403 378 508	381 156 226	(22 222)	94%	97%
Internal audit	0	0	0	0	0	0%	0%
Community and social services	18 763 075	17 788 789	14 202 809	17 760 601	3 558	125%	100%
Sport and recreation	466 246	14 417 726	1 972 117	1 941 717	(30)	98%	13%
Public safety	75 395 420	78 293 091	78 552 111	37 545 511	(41 007)	48%	48%
Housing	30 512 477	159 264 400	153 035 112	24 622 428	(128 413)	16%	15%
Health	18 181	84 000	84 000	4 205	(80)	5%	5%
Planning and development	8 095 505	11 302 063	11 058 714	9 611 071	(1 448)	87%	85%
Road transport	425 778 444	412 292 627	434 588 964	491 881 078	(57292)	113%	119%
Environmental protection	1 741	1 700	1 700	6 437	5	379%	379%
Energy sources	704 212 794	820 190 198	809 484 533	772 805 543	(36 679)	95%	94%
Water management	177 161 013	209 313 651	179 989 149	192 033 268	12 044	107%	92%
Waste water management	163 532 095	168 836 490	216 864 562	221 908 508	5 044	102%	131%
Waste management	133 556 915	137 051 712	152 439 038	151 843 278	(596)	100%	111%
Other	317 476	526 720	747 350	546 407	(201)	73%	104%
Total Revenue - Functional	2 166 827 076	2 422 694 748	2 456 583 167	2 303 754 401	(152 829)	94%	-6%

5.7.3 Functional Services Performance

Table 222: Functional Revenue Expenditure:2020/21

Description	2019/20	2020/21					
	Actual (Audited Outcome)	Original Budget	Final adjustments budget	Actual Outcome	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget
Expenditure - Functional							
Executive and council	48 059 321	80 234 344	76 507 107	73 812 938	(2 694)	96%	92%
Finance and administration	261 258 626	293 484 347	284 335 209	275 006 059	(9 329)	97%	94%
Internal audit	11 419 274	15 569 815	14 591 345	12 819 474	(1 772)	88%	82%
Community and social services	52 346 490	62 726 218	59 542 796	47 797 418	(11 745)	80%	76%
Sport and recreation	31 695 425	36 393 142	34 378 907	32 264 487	(2 114)	94%	89%

Description	2019/20 Actual (Audited Outcome)	Original Budget	Final adjustments budget	2020/21		Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget
				Actual Outcome	Variance		
Expenditure - Functional							
Public safety	137 590 359	114 317 486	111 182 925	97 543 114	(13 640)	88%	85%
Housing	51 807 869	195 078 830	195 548 232	55 227 615	(140 321)	28%	28%
Health	2 873 470	4 255 428	3 846 234	3 504 853	(341)	91%	82%
Planning and development	25 051 154	35 463 969	30 322 735	25 497 563	(4 825)	84%	72%
Road transport	372 796 478	421 669 477	406 272 698	484 536 361	(7 8264)	119%	115%
Environmental protection	1 413 107	2 626 128	2 732 918	1 868 341	(865)	68%	71%
Energy sources	611 508 576	675 042 557	664 598 126	648 939 765	(15 658)	98%	96%
Water management	136 270 994	134 396 209	130 950 356	149 013 660	18 063	114%	111%
Waste water management	182 697 465	197 866 534	197 510 620	200 560 409	3 050	102%	101%
Waste management	82 914 661	95 008 922	90 823 044	100 928 038	10 105	111%	106%
Other	13 392 242	15 555 676	15 478 040	14 465 193	(1 013)	93%	93%
Total Expenditure - Functional	2 023 095 510	2 379 689 082	2 318 621 292	2 223 785 288	(94836)	96%	-4%

5.8 FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION

5.8.1 Water Services

Table 223: Financial Performance Water Services

Financial Performance 2020/21: Water Services					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment	Actual	Variance to Budget
			Budget		
Total Operational Revenue	200 755 988	223 409 451	194 084 949	205 000 012	2%
Expenditure:					
Employees	36 208 645	44 873 409	40 496 922	39 763 998	10%
Contracted Services	9 106 707	16 373 120	14 587 678	11 899 980	31%
Other	119 584 046	104 120 200	106 836 276	115 135 463	-4%
Total Operational Expenditure	164 899 398	165 366 729	161 920 876	166 799 442	1%
Net Operational Expenditure	-35 856 590	-58 042 722	-32 164 073	-38 200 570	7%

5.8.2 Electricity Services

Table 224: Financial Performance Electricity

Financial Performance 2020/21: Electricity		
Details	2019/20	2020/21

	Actual	Original Budget	Adjustment	Actual	Variance to Budget
			Budget		
Total Operational Revenue	772 947 392	871 537 968	860 832 303	827 996 404	7%
Expenditure:					
Employees	71 310 136	62 868 442	58 050 971	56 614 142	-21%
Contracted Services	25 518 491	33 165 770	33 808 010	30 422 660	19%
Other	547 652 358	595 692 395	589 723 195	566 946 771	4%
Total Operational Expenditure	645 617 395	691 726 607	681 582 176	653 983 573	1%
Net Operational Expenditure	-127 329 997	-179 811 361	-179 250 127	-174 012 831	37%

5.8.3 Waste Management Services

Table 225: Financial Performance: Waste Management

Financial Performance 2020/21: Waste Management					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	134 238 752	137 730 042	153 117 368	152 568 246	14%
Expenditure:					
Employees	32 012 000	33 988 902	34 278 861	34 681 621	8%
Contracted Services	25 489 532	19 243 490	24 783 520	24 072 221	-6%
Other	31 359 880	48 719 337	38 602 210	31 860 085	2%
Total Operational Expenditure	88 861 412	101 951 729	97 664 591	90 613 927	2%
Net Operational Expenditure	-45 377 340	-35 778 313	-55 452 777	-61 954 319	37%

5.8.4 Housing

Table 226: Financial Performance Housing

Financial Performance 2020/21: Housing					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	24 971 890	159 264 400	153 035 112	25 751 735	3%
Expenditure:					
Employees	17 333 557	21 722 950	21 629 950	19 388 276	12%
Contracted Services	27 510 335	166 474 350	166 704 352	30 612 208	11%
Other	9 275 486	8 976 790	9 309 190	8 727 259	-6%
Total Operational Expenditure	54 119 379	197 174 090	197 643 492	58 727 744	9%
Net Operational Expenditure	29 147 489	37 909 690	44 608 380	32 976 009	13%

5.8.5 Wastewater Management Services

Table 227: Financial Performance: Wastewater Management Services

Details	2019/20	2020/21			
	Actual	Original	Adjustment	Actual	Variance to

		Budget	Budget		Budget
Total Operational Revenue	169 715 751	169 545 880	197 424 750	202 952 073	20%
Expenditure:					
Employees	38 554 603	37 492 074	38 316 358	38 811 347	1%
Contracted Services	16 468 370	19 559 110	22 686 230	21 810 567	32%
Other	80 358 538	78 291 369	74 377 419	73 501 878	-9%
Total Operational Expenditure	135 381 511	135 342 553	135 380 007	134 123 792	-1%
Net Operational Expenditure	-34 334 240	-34 203 327	-62 044 743	-68 828 281	100%

5.8.6 Road Transport

Table 228: Financial Performance Road Transport

Financial Performance 2020/21: Roads					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	462 148 360	399 124 842	421 421 179	392 031 804	-15%
Expenditure:					
Employees	30 041 655	9 315 518	7 873 553	5 700 327	-81%
Contracted Services	244 009 110	264 530 516	244 177 659	235 395 895	-4%
Other	272 742 050	138 713 725	144 822 932	154 136 152	-43%
Total Operational Expenditure	546 792 815	412 559 759	396 874 144	395 232 374	-28%
Net Operational Expenditure	84 644 455	13 434 917	-24 547 035	3 200 570	-96%

5.8.7 Planning

Table 229: Financial Performance Planning

Financial Performance 2020/21: Planning					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	7 807 255	11 302 063	11 058 714	9 611 071	23%
Expenditure:					
Employees	17 277 928	27 760 013	25 448 539	22 762 214	32%
Contracted Services	374 722	3 150 064	1 603 764	1 008 342	169%
Other	4 792 996	8 920 692	7 637 232	7 573 730	58%
Total Operational Expenditure	22 445 645	39 830 769	34 689 535	31 344 285	40%
Net Operational Expenditure	14 638 390	28 528 706	23 630 821	21 733 214	48%

5.8.8 Health

Table 230: Financial Performance Health

Financial Performance 2020/21: Health					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	1 741	1 700	1 700	6 437	270%
Expenditure:					
Employees	891 695	1 901 521	1 907 671	1 367 391	53%
Contracted Services	98 009	256 090	104 870	58 872	-40%
Other	426 657	-2 155 911	-1 999 841	452 758	6%
Total Operational Expenditure	1 416 361	1 700	12 700	1 879 021	33%
Net Operational Expenditure	1 414 620	0	11 000	1 872 584	32%

5.8.9 Community Development

Table 231: Financial Performance Community Development

Financial Performance 2020/21: Community Development					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	17 727 197	10 359 189	10 011 889	10 521 229	-41%
Expenditure:					
Employees	33 854 182	30 356 479	29 306 216	22 659 437	-33%
Contracted Services	15 036 495	6 361 990	4 536 070	3 444 873	-77%
Other	19 904 897	5 757 571	5 282 871	5 487 620	-72%
Total Operational Expenditure	68 795 574	42 476 040	39 125 157	31 591 930	-54%
Net Operational Expenditure	51 068 377	32 116 851	29 113 268	21 070 701	-59%

5.8.10 Public Safety

Table 232: Financial Performance Public Safety

Financial Performance 2020/21: Public Safety					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	25 525 712	91 460 876	91 719 896	20 949 728	-18%
Expenditure:					
Employees	79 339 691	79 167 011	78 286 815	78 811 125	-1%
Contracted Services	10 533 402	9 705 420	7 694 930	6 974 537	-34%
Other	34 230 798	74 222 022	73 703 142	33 853 688	-1%
Total Operational Expenditure	124 103 890	163 094 453	159 684 887	119 639 351	-4%
Net Operational Expenditure	98 578 179	71 633 577	67 964 991	98 689 622	0%

5.8.11 Public Finance and Administration

Table 233: Financial Performance Public Finance and Administration

Financial Performance 2020/21: Public finance and Administration					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	383 695 421	396 157 131	406 308 204	377 286 258	-2%
Expenditure:					
Employees	55 944 258	112 826 449	104 612 289	103 806 698	86%
Contracted Services	16 677 857	13 987 569	12 680 056	11 444 198	-31%
Other	57 820 656	79 546 672	78 001 589	70 174 123	21%
Total Operational Expenditure	130 442 771	206 360 690	195 293 934	185 425 019	42%
Net Operational Expenditure	-253 252 650	-189 796 441	-211 014 270	-191 861 240	-24%

5.8.12 Executive and Council

Table 234: Financial Performance Executive and Council

Financial Performance 2020/21: Executive and Council					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	58 076 915	38 854 980	38 854 980	33 022 435	-43%
Expenditure:					
Employees	45 075 587	44 346 127	40 131 970	20 053 740	-56%
Contracted Services	6 109 509	8 732 800	8 556 675	7 470 237	22%
Other	81 823 081	51 606 162	51 290 737	44 879 347	-45%
Total Operational Expenditure	133 008 176	104 685 089	99 979 382	72 403 324	-46%
Net Operational Expenditure	74 931 262	65 830 109	61 124 402	39 380 889	-47%

5.8.13 Other

Table 235: Financial Performance Other

Financial Performance 2020/21: Water Services					
Details	2019/20	2020/21			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	77 843 137	121 000 226	125 766 123	142 007 317	82%
Expenditure:					
Employees	74 156 033	127 886 882	126 164 010	119 530 477	61%
Contracted Services	20 709 731	53 745 499	61 309 075	56 441 768	173%
Other	40 678 412	1 211 985 067	1 159 900 645	964 987 744	2272%
Total Operational Expenditure	135 544 175	1 393 617 448	1 347 373 730	1 140 959 989	742%
Net Operational Expenditure	57 701 038	1 272 617 222	1 221 607 607	998 952 672	1631%

5.9 GRANTS

5.9.2 Grant Performance

The Municipality had a total amount of **R486 435 213** for operational and **R100 647 340** capital expenditure available that was received in the form of grants from National and Provincial Governments during the 2020/21 financial year. The performance in the spending of these grants is summarised as follows:

Table 236: Grants Performance

Description	2019/20	Budget Year 2020/21			Variance 2020/21	
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Original Budget variance	Adjusted Budget variance
EXPENDITURE						
Operating expenditure of Transfers and Grants						
National Government:	104 540 243	144 021 963	133 962 853	134 947 506	6%	-4.8%
Equitable Share	149 978 000	163 760 000	186 528 000	186 527 670	-14%	0%
Financial Management Grant	727 137	1 550 000	1 550 000	1 550 000	0%	0%
EPWP Incentive	4 224 511	4 109 000	4 921 037	4 921 037	-20%	0%
Energy Efficiency and Demand Management		100 000	100 000	17 115	83%	83%
Infrastructure Skills Development Grant	6 053 834	6 200 000	6 075 906	6 075 906	2%	0%
Municipal Infrastructure Grant - PMU	1 604 160	1 992 550	1 594 040	1 594 040	20%	0%
Public Transport Network Operating Grant	91 424 602	130 070 413	119 721 871	120 789 408	7%	-1%
Municipal Disaster Relief Grant	506 000				0%	0%
Provincial Government:	200 861 612	326 268 000	351 822 360	219 761 093	33%	38%
Housing	16 894 824	154 450 000	140 400 000	12 319 408	92%	91%
Proclaimed Roads	10 207 401	3 120 000	3 120 000	2 956 000	5%	5%
Local Government Master planning Grant	0	600 000	1 200 000	1 157 235	-93%	4%
Local Government Internship Grant	0	0	17 291	17 292	0%	0%
Library Grant	9 743 000	10 283 000	10 283 000	10 283 000	0%	0%
Community Development Workers Operating Grant	22 939	94 000	257 063	45 727	51%	82%
Integrated Pubic Transport Grant	161 967 962	156 696 000	190 933 631	191 164 441	-22%	0%
Financial Management Capacity Building Grant	0	400 000	300 000		100%	100%
Financial Management Support Grant	382 305	0	665 662	665 662	0%	0%
Thusong Services Centres Grant	195 180	150 000	150 000	145 293	3%	3%
Municipal Accreditation and Capacity Building Grant	448 000	475 000	475 000	475 000	0%	0%
Provide resources for the cycle infrastructure project	0	0	200 000	200 000	0%	0%
Local Government Support Grant	1 000 000	0	0	0	0%	0%
Title Deeds Restoration Grant		0	3 820 712	332 036		
Other grant providers:	1 038 658	650 000	650 000	739 199	-14%	-14%
LGSETA	1 038 658	650 000	650 000	739 199	-14%	-14%

Description	2019/20	Budget Year 2020/21			Variance 2020/21	
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Original Budget variance	Adjusted Budget variance
Total operating expenditure of Transfers and Grants:	306 440 513	470 939 963	486 435 213	355 447 798	25%	27%
Capital expenditure of Transfers and Grants						
National Government:	53 169 223	73 333 037	99 915 340	82 193 702	-12%	18%
Municipal Infrastructure Grant (MIG)	7 493 400	37 858 450	34 771 960	34 670 941	8%	0%
Regional Bulk Infrastructure	6 358 000				0%	0%
Integrated National Electrification Programme	7 833 651	7 000 000	6 794 335	6 706 369	4%	1%
Energy Efficiency and Demand Management	4 280 129	4 900 000	4 400 000	4 361 858	11%	1%
Infrastructure Skills Development	626 744	0	50 094	50 094	0%	0%
Public Transport Infrastructure Grant	26 577 299	23 574 587	53 898 951	36 404 440	-54%	32%
Provincial Government:	3 554 925	732 000	732 000	729 394	0%	0%
Housing	3 311 763	0	0	0	0%	0%
Contribution towards acceleration of housing delivery	0	0	0	0	0%	0%
Library Grant	243 163	0	0	0	0%	0%
Fire Service Capacity Building Grant	0	732 000	732 000	729 394	0%	0%
District Municipality:	0	0	0	0	-	-
All Grants	0	0	0	0	-	-
Other grant providers:	0	0	0	0	-	-
Total capital expenditure of Transfers and Grants	56 724 148	74 065 037	100 647 340	82 923 096	-12%	18%
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	363 164 662	545 005 000	587 082 553	438 370 894	20%	25%

No grants have been held back over the financial year. All unspent grant after roll-over approval were included in programmes for 2020/21 financial year.

5.9.3 Level of Reliance on Grants

Table 237: Level of Grant Reliance

Financial Year	Basis of Calculation	2018/19	2019/20	2020/21
Level of Reliance on Grants	Total Grants and subsidies Received/ Total Operating Revenue	28.26%	28.22%	27.73%

In 2019/20 28.22 % of the municipal operational budget is grant funded. 2020/21 27.73% of the operational budget is grant funded.

Grant Dependency

Description	Basis of Calculation	2018/19	2019/20	2020/21
Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	53.20%	62.84%	59.75%

Dependence on own funding (Internally generated funds and Borrowings) to fund capital projects for 2020/21 decreased from 62.84% to 59.75%

5.10 ASSET MANAGEMENT

5.10.1 Introduction to Asset Management

George Municipality has an Asset Unit in place which handles all matters with regard to the financial classification and accounting of/for assets, as required by Section 63 of the MFMA. The Asset Unit falls under the Finance Directorate and it is their duty to ensure all municipal assets are accounted for in accordance with relevant legislation.

All Departments remain the custodians of the assets under their control and should take the required steps to safeguard as well as effectively manage and maintain their assets.

George Municipality has an Asset Management and Accounting Policy (reviewed annually) which outlines amongst other things the following:

- Roles and responsibilities of various role-players – i.e. Directors, CFO, Municipal Manager, Budget Office, Asset Unit, etc.
- Acquisitions & disposal of assets
- Verification process relating to assets
- Financial classification of assets
- The fixed asset register – required fields, information and layout
- The useful lives allocated per asset type
- All operating procedures relating to Asset Unit functions

The Asset Unit currently consists of four people:

Snr Accountant;
Senior Asset Management Officers (x2); and a Snr Clerk.

Keeping abreast of all required information to ensure the Fixed Asset Register remains updated is a challenge due to the lack of capacity within the Asset Unit as well as not having specified asset managers within the various Departments assisting with the management of assets.

5.10.2 Repairs and Maintenance Expenditure: 2020/2021

Table 238: Repairs and Maintenance Expenditure - 2020/21

Description	2019/20	2020/21	
	Actual (Audited Outcome)	Actual	% Increase
Repairs and Maintenance Expenditure	101 276 719.00	104 159 774.00	3%

5.11 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.11.2 Liquidity Ratios

This ratio indicates the Municipality's ability to pay its debts due, with a year, out of the current assets. The ratio of 1.5–2 is considered to be acceptable.

Table 239:Liquidity Ratios

Description	Basis of Calculation	Norm	2017/18	2018/19	2019/20	2020/21
Current Ratio	Current Assets/ Current Liabilities	1.5-2: 1	2.07	1.74	2.47	2.27
Current Ratio Adjusted for aged debtors	Current Assets less debtors > 90 days/ Current Liabilities		1.76	1.50	2.09	2.23
Liquidity Ratio	Monetary Assets/ Current Liabilities		1.41	1.00	1.78	1.49

This ratio indicates the municipality's ability to pay its debts due within a year out of the current assets. The ratio of 1.5 to 2:1 is considered to be acceptable. The 2020/21 current ratio 2.27:1 means current liabilities can be covered out of current assets with ease. In comparison to 2019/20 it is evident that the level of ease dropped from 2.47:1 to 2.27:1

5.11.3 IDP Regulation Financial Viability Indicators

Table 240:IDP Regulation Final Viability

Description	Basis of Calculation	Norm	2017/18	2018/19	2019/20	2020/21
Cost Coverage	(Available cash + Investment -Unspent Grants)/monthly fixed operational expenditure	1-3 months	4.30 months	3.83 months	4.87 months	3.86 months
The norm is 1-3 months. This ratio gives an indication on the municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue during that month. It will take 3.86 months for George Municipality to cover expenditure out of available cash and liquid assets.						
Total Outstanding Service Debtors to Revenue	(Total outstanding service debtors/annual revenue received for services		9.56%	10.93%	10.55%	11.48%
Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services.						
Debt Coverage	(Overdraft +Finance Lease Obligation + Borrowings) / (Total Operating Revenue - Conditional Grants) x 100		24.88%	20.14%	20.74%	17.52%
The number of times debt payments can be accommodated within Operating revenue (excluding grants). This in turn represents the ease with which debt payments can be accommodated by the municipality.						

5.11.4 Borrowing Management

Table 241:Borrowing Management

Description	Basis of Calculation	Norm	2017/18	2018/19	2019/20	2020/21
Capital Charges to Operating Expenditure	Interest and Principal Debt Paid/ Operating Expenditure	6% - 8%	15.00%	4.75%	4.66%	4.32%

Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

5.11.5 Employee Costs

Table 242:Employee Costs

Description	Basis of Calculation	Norm	2017/18	2018/19	2019/20	2020/21
Employee Costs	Employee Costs/ (Total Revenue - Capital Revenue)		34.51%	38.48%	25.34%	29.71%

Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and grant revenue.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.12 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.12.1 Capital Expenditure: Funding Sources 2019/20 to 2020/21

The table below indicate Capital Expenditure by funding source for the 2020/21 financial year:

Table 243:Capital Expenditure: Funding Sources - 2020/21

Description	2019/20			2020/21		
	R thousand	Actual (Audited Outcome)	Original Budget	Final Adjusted budget	Actual Outcome	Adjustment to Original Budget Variance
Capital expenditure & funds sources						
Source of Finance						
Sources of capital funds						
Transfers recognised - capital	60 573 839	67 623 806	94 684 194	76 950 584	40%	-35%
Public contributions & donations	0	0	0	0	0%	0%
Borrowing	4 109 144	244 441 063	62 498 935	37 417 208	-74%	-24%
Internally generated funds	91 335 485	75 910 344	125 131 797	76 813 146	65%	-37%
Total sources of capital funds	156 018 467	387 975 213	282 314 926	191 180 938	-27%	-34%
Percentage of Finance						
Transfers recognised - capital	39%	17%	34%	40%		
Public contributions & donations	0%	0%	0%	0%		
Borrowing	3%	63%	22%	20%		
Internally generated funds	59%	20%	44%	40%		
Total sources of capital funds	1	1	1	1		
Capital expenditure						

Water	30 257 163	108 976 018	14 838 450	7 740 360	-86%	-50%
Sanitation	22 802 182	96 823 620	69 841 335	55 321 929	-28%	-22%
Electricity	43 163 850	72 930 530	55 229 992	29 190 389	-24%	-46%
Road Transport	57 897 458	46 704 022	90 399 609	64 100 619	94%	-34%
Other	1 897 815	62 541 023	52 005 540	34 827 641	-17%	-31%
Total sources of capital funds	156 018 467	387 975 213	282 314 926	191 180 938	-37%	-34%
Percentage of Finance						
Water	19%	28%	5%	4%		
Sanitation	15%	25%	25%	29%		
Electricity	28%	19%	20%	15%		
Road Transport	37%	12%	32%	34%		
Other	1%	16%	18%	18%		
Total sources of capital funds	1	1	1	1		

5.13 BASIC SERVICE INFRASTRUCTURE BACKLOGS: OVERVIEW

5.13.1 Introduction to Basic Services and Infrastructure Backlogs

Due to the lack of affordable accommodation for many families, the municipality is seeing an increase in people living together as one family unit. The migration of immigrants from other provinces has resulted in a significant increase in backyard dwellers, posing a social and economic dilemma. Children who reside in their parents' backyards put additional strain on existing resources.

Infrastructure is already overburdened, and it will be unable to meet the increased demand as the population grows. Pipes and other infrastructure are more prone to breaking. The necessity of adequate housing and the elimination of backlogs in proper housing facilities cannot be overstated. Our municipality is now sponsoring numerous housing initiatives in order to provide adequate housing. The Indigent Policy was revised and updated to allow backyard inhabitants to apply for a subsidy to get free electricity units of 70 kilowatt hours and 6 kilolitres of water. This will benefit underprivileged areas by lowering the cost of housing and basic services.

The George Municipality has been successful in providing power to all formal residences. However, a huge flood of informal structures has been witnessed over the last 12 months, which would have eliminated the backlog of informal housing in the short term. In the immediate term, the Electrotechnical Department will not be able to electrify all of the new informal structures. The electrification of new housing projects in Thembaletu and Pacaltsdorp will be prioritized in order to give formal housing opportunities for individuals living in shacks. Electrification funding, on the other hand, remains a challenge.

5.13.2 Introduction to Basic Services and Infrastructure Backlogs

Table 244: Expenditure on MIG

Details	Original Budget	Adjustment Budget	Actual	% Spent
R				
Infrastructure Stormwater				
Streets and Stormwater	0	21 103 423	21 103 423	100%
Infrastructure Water				
Water Purification	25 578 723	0	0	0%
Infrastructure Sanitation				
Sewerage Networks	0	0	0	0%
Sewerage Purification	0	12 878 870	12 878 870	100%
Other Specify: Recreational facilities				
Outdoor Sport Facilities	12 279 726	789 667	688 648	87%
Project Management Unit				

Project Management Unit	1 992 550	1 594 040	1 594 040	100%
Total	39 851 000	36 366 000	36 264 981	100%

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.14 CASHFLOW

5.14.1 Cashflow Outcomes

Table 245: Cash Flow Outcomes - 2020/21

Description	2020/21			
	R thousand	Original Budget	Final Budget	Actual Outcome
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Sale of goods and services	1 432 695 831	1 437 227 831	1 375 436 851	-61 790 980
Other revenue	206 490 854	163 670 693	64 322 614	-99348079
Grants	722 805 899	788 968 133	557 594 007	-231 374 126
Interest	60 702 164	66 716 510	28 807 143	-37 909 367
Payments				
Suppliers and employees	-2 038 711 183	-1 968 568 592	-1 891 516 712	77 051 880
Finance charges	-36 178 596	-34 178 596	-40 308 910	-6 130 314
NET CASH FROM/(USED) OPERATING ACTIVITIES	347 804 969	453 835 979	94 334 993	-352 44 112
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	0	0	1 115 553	1 115 553
Decrease (Increase) in non-current debtors	0	0	2 463	0
Decrease (increase) other non-current receivables	0	0	125 227	125 227
Decrease (increase) in non-current investments	0	0	0	0
Payments				
Capital assets	-387 975 213	-282 314 926	-184 132 403	98 182 523
Intangible assets			-21 662	
NET CASH FROM/(USED) INVESTING ACTIVITIES	-387 975 213	-282 314 926	-182 910 822	99 404 104
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	0	0		0
Borrowing long term/refinancing	0	0	-558 420	558 420
Payments				
Repayment of borrowing	0	0	-40 750 681	-40 750 681
NET CASH FROM/(USED) FINANCING ACTIVITIES	0	0	-41 309 101	-41 309 101
NET INCREASE/ (DECREASE) IN CASH HELD	-40 170 244	171 521 053	129 884 930	
Cash/cash equivalents at the year begin:	386 413 658	799 505 641	799 505 640	
Cash/cash equivalents at the year-end:	285 383 025	899 091 504	669 620 710	

5.15 GROSS OUTSTANDING DEBTORS PER SERVICE

Table 246: Gross Outstanding Debtors per service

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)			
R						

2019/20	51 153 519	198 666 432	65 526 336	781 907	13 063 117	329 191 311
2020/21	62 295 948	233 937 565	91 656 748	343 429	14 728 371	402 962 061
Difference	11 142 429	35 271 133	26 130 412	-438 478	1 665 254	73 770 750
% growth year on year	21.78%	17.75%	39.88%	-56.08%	12.75%	22.41%

5.16 TOTAL DEBTORS AGE ANALYSIS

Table 247: Total Debtors Age Analysis

Financial Year	0-30	31-60	61-90	91-120	121-365	Total
2019/20	98 047 008	15 335 399	7 660 468	4 172 259	8 144 625	133 359 759
2020/21	121 239 846	12 267 938	6 622 009	4 198 801	12 559 919	156 888 513
Difference	23 192 838	-3 067 461	-1 038 459	26 542	4 415 294	23 528 754

5.17 BORROWING

Table 248: Borrowing

Instrument	2019/20	2020/21
Long-Term Loans (annuity/reducing balance)	321 522 829	280 772 148
Financial Leases	1 025 266	556 949
Total	322 548 094	281 329 097

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

The Constitution S188 (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. MSA section 45 states that the results of performance measurement must be audited annually by the Auditor-General.

COMPONENT A: AUDITOR GENERAL REPORT YEAR 2019/20

6.1 AUDITOR GENERAL REPORTS YEAR 2019/20 (PREVIOUS YEAR)

Report of The Auditor-General to the Western Cape Provincial Parliament and council on the George Municipality.

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the George Municipality set out on pages 7 to 135, which comprise the statement of financial position as at 30 June 2020, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the George Municipality as at 30 June 2020, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 16 of 2019 (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.

4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

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

Restatement of corresponding figures

7. As disclosed in note 48 to the financial statements, the corresponding figures for 30 June 2019 were restated as a result errors in the financial statements of the municipality at, and for the year ended, 30 June 2020.

Material impairments

8. As disclosed in note 36 to the financial statements, the municipality provided for impairment of receivables from exchange transactions of R43,91 million (2018-19: R17,68 million).
9. As disclosed in note 36 to the financial statements, the municipality provided for impairment of receivables from non-exchange transactions of R81,35 million (2018-19: R79,02 million).

Underspend of capital expenditure

10. As disclosed in the statement of comparison of budget and actual amounts, the municipality has materially underspent the budget on capital expenditure by R136,03 million (47%) [2018 19: R90,7 million (27%)]. The underspending is mainly because of projects that could not be completed due to the covid-19 national lockdown, as explained in note 64 to the financial statements.

Other matters

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

Unaudited disclosure notes

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

Unaudited supplementary schedules

13. The supplementary information set out on pages 136 to 139 did not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

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

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

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

17. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor’s report.

Report on the audit of the annual performance report

Introduction and scope

18. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
19. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality’s approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
20. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objective presented in the municipality’s annual performance report for the year ended 30 June 2020:

Objective	Pages in the annual performance report
Strategic objective 3 – affordable quality services	99 - 106

21. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

22. The material findings in respect of the usefulness and reliability of the selected objective are as follows:

Strategic objective 3 – affordable quality services

Various indicators

23. The achievements reported in the annual performance report materially differed from the supporting evidence provided for the indicators listed below:

Indicator description	Reported achievement
TL 36: provide free basic water to indigent households	15 142
TL 38: provide free basic sanitation to indigent households	14 720

Other matter

24. I draw attention to this matter.

Achievement of planned targets

25. Refer to the annual performance report on pages 99 to 106 for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraph 23 of this report.

Report on the audit of compliance with legislation

Introduction and scope

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

27. I did not identify any material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

28. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected objective presented in the annual performance report that has been specifically reported in this auditor's report.
29. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
30. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
31. The other information I obtained prior to the date of this auditor's report is the draft annual report, and the annual report is expected to be made available to me after 25 March 2021.

Internal control deficiencies

32. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the George Municipality performance report included in this report.
33. The oversight responsibility implemented was inadequate to ensure that action plans were adequately implemented. A lack of appropriate monitoring and implementation could also be attributed to instability at leadership levels.

34. Management did not have proper records management to ensure that indigent subsidies were provided to valid indigent applicants.

Other reports

35. I draw attention to the following engagement conducted by the public protector which had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. This report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
36. The public protector investigated allegations of improper conduct and maladministration by the municipality relating to the appointment of the manager: sewer network. The report was finalised in October 2019 and the municipality concluded in January 2021 that the appointment of the manager: sewerage network be taken on judicial review as recommended by the by the public protector.

Auditor-General

Cape Town
25 March 2021



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general’s responsibility for the audit

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

Financial statements

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

Communication with those charged with governance

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

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2020/2021 (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT YEAR 2020/2021 (YEAR UNDER REVIEW)

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

[Report on the audit of the financial statements](#)

Opinion

1. I have audited the financial statements of the George Municipality set out on pages 7 to 139, which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the George Municipality as at 30 June 2021, and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 4 of 2020 (Dora).

Basis for opinion

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

Emphasis of matters

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

Restatement of corresponding figures

7. As disclosed in note 48 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of errors in the financial statements of the municipality at, and for the year ended, 30 June 2021.

Material impairments

8. As disclosed in note 36 to the financial statements, the municipality provided for impairment of receivables from exchange transactions of R57,7 million (2019-20: R43,9 million).
9. As disclosed in note 36 to the financial statements, the municipality provided for impairment of receivables from non-exchange transactions of R 37,3 million (2019-20: R81,4 million).

Underspending of capital expenditure

10. As disclosed in the statement of comparison of budget and actual amounts, the municipality has materially underspent the budget for capital expenditure by R91,1 million

(2019-20: R136,0 million). The underspending was mainly due to projects that experienced delays and could not be completed, as explained in note 64 to the financial statements.

Other matters

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

Unaudited disclosure notes

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

Unaudited supplementary schedules

13. The supplementary information set out on pages 141 to 144 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

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

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

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

Report on the audit of the annual performance report

Introduction and scope

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

objective presented in the municipality's annual performance report for the year ended 30 June 2021:

Objective	Pages in the annual performance report
Strategic objective A – affordable quality services	14 – 25

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

Other matters

23. I draw attention to the matters below.

Achievement of planned targets

24. Refer to the annual performance report on pages 14 to 32 for information on the achievement of planned targets for the year.

Adjustment of material misstatements

25. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of the affordable quality services objective. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

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

Other information

28. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected objective presented in the annual performance report that has been specifically reported in this auditor's report.
29. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
30. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objective presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
31. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

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

Auditor-General

25 January 2022



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

ANNEXURE – AUDITOR-GENERAL’S RESPONSIBILITY FOR THE AUDIT

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

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:

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

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

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

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 <p>Good governance and community participation</p>

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

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/ PART TIME	COMMITTEE ALLOCATED	*WARD AND/ OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
ADAMS, BRANDON (from 12/11/20)	PT	Community Services Committee (from 28/01/21) Name Changes Committee (from 28/01/21) Protection Services Committee (from 28/01/21)	WARD 17 - DA	No meetings held in 2020. 80% 0 meetings 80%	20% 0 meetings 20%
BARNARDT, MARLENE	FT	Human Settlements Committee (until 28/01/21) Electrotechnical Services Committee Urban Development Committee (until 28/01/21) Name Changes Committee (until 28/01/21) Planning, Development and Strategic Services Committee (from 28/01/21) Rural Development Committee (from 28/01/21) Budget Committee (from 28/01/21)	DA (CHIEF WHIP)	No meetings held in 2020. - 100% - - 80% 0 meetings 80%	- 0% - - 20% 0 meetings 20%
BROWN, ERIKA LUISE	PT		WARD 3 - DA	No meetings held in 2020.	

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Community and Social Development Services Committee (until 28/01/21) Community Services Committee Strategic Services Committee (until 28/01/21) Homage Committee (from 28/01/21) Name Changes Committee (from 28/01/21) MPAC (from 28/01/21)		- 100% - 0 meetings 0 meetings 80%	- 0% - 0 meetings 0 meetings 20%
BUYS, JOHN-PATRICK	PT	Training Committee Community Services Committee (until 28/01/21) Planning, Development and Strategic Services Committee (from 28/01/21)	PR - PBI	No meetings held in 2020. 60% - 50%	 40% - 50%
CLARKE, CHARLOTTE MARY-ANN	FT	Community Services Committee Protection Services Committee (until 28/01/21) International Relations Committee Budget Committee Corporate Services and HR Committee (from 28/01/21) Local Labour Forum (from 28/01/21) Employment Equity Committee Forum (from 28/01/21)	DEPUTY MAYOR – DA	No meetings held in 2020. - - No meetings 100% 100% 100% 100%	- - No meetings 0% 0% 0% 0%

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
CRONJE, DANIEL LODEVICUS	PT	Finance Committee Training Committee Budget Committee Planning, Development and Strategic Services Committee (from 28/01/21) GIPTN (from 28/01/21)	WARD 2 – DA	No meetings held in 2020. 100% 100% - 100% 100%	0% 0% - 0% 0%
DANIELS, MICHEAL (DEASED)	PT	Community and Social Development Committee (28/01/21) Community Services Committee Rural Development Committee	WYK 24 - ANC	No meetings held in 2020. 0% 0% 0 meetings	100% 100% 0 meetings
DLIKILILI, SIVUYILE	PT	Strategic Services Committee (until 28/01/21)	WARD 9 – ANC	No meetings held in 2020. -	-
DRAGHOENDER, MERCIA (until 29 September 2020)	PT	Human Resources Committee (until 29/09/20) Human Settlements Committee (until 29/09/20) Finance Committee (until 29/09/20) Urban Development Committee (until 29/09/20) MPAC (until 29/09/20) GIPTN (until 29/09/20)	PR – SAC	No meetings held in 2020. -	-
DU TOIT, JOHAN	FT	Finance Committee Protection Services	PR - ACDP	No meetings held in 2020. 100% -	0% -

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/ PART TIME	COMMITTEE ALLOCATED	*WARD AND/ OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Committee Appointment Monitoring Committee (until 28/01/21) GIPTN MPAC Budget Committee		0 meetings 100% 100% 100%	0 meetings 0% 0%
ESAU, JARQUES DENVAR	PT	Homage Committee Rural Development Committee Name Changes Committee (from 28/01/21)	WARD 25 - ANC	No meetings held in 2020. 0 meetings 0 meetings 0 meetings	0 meetings 0 meetings 0 meetings
FARRELL, DENNIS	PT	Corporate Services and HR Committee (from 28/01/21) Planning, Development and Strategic Services Committee (from 28/01/21) Urban Development Committee (from 28/01/21) Rural Development Committee (from 28/01/21) Local Labour Forum EECF (from 28/01/21)	PR - DA	No meetings held in 2020. 100% 100% 0 meetings 0 meetings 100%	0% 0% 0 meetings 0 meetings 0%
FIGLAND, RAYBIN-GIBB SYLVESTER	FT	Human Resources Committee (until 28/01/21) Finance Committee Civil Engineering Committee Name Changes Committee	PR – DA	No meetings held in 2020. - 80% 100% 0 meetings 100% 0 meetings - -	- 20% 0% 0 meetings 0% 0 meetings - -

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Training Committee Rural Development Committee Local Labour Forum (until 28/01/21) EECF (until 28/01/21) Human Settlements Committee (from 28/01/21) Planning, Development and Strategic Services Committee (from 28/01/21) Budget Committee (from 28/01/21)		100% 100% 50%	0% 0% 50%
FORTUIN, TERESA	PT	Human Settlements Committee (from 28/01/21) Social Housing Committee (from 28/01/21) Homage Committee (from 28/01/21)	PR – ICOA	No meetings held in 2020. 83% Dealt with by Housing Dept 0 meetings	17% - 0 meetings
FRY, JUSTIN	PT	Corporate Services Committee (until 28/01/21) Human Settlements Committee Homage Committee Name Changes Committee Rural Development Committee (until 28/01/21) EECF (until 28/01/21) Social Housing Committee (from	PR – DA	No meetings held in 2020. - 100% 0 meetings 0 meetings 0 meetings - Dealt with by Housing Dept 100% 57%	- 0% 0 meetings 0 meetings 0 meetings - - 0% 43%

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		28/01/21) Training Committee (from 28/01/21) MPAC (from 28/01/21)			
GERICKE, VIRGILL	PT	Strategic Services Committee (until 28/01/21)	PR – PBI	No meetings held in 2020. -	-
GULTIG, DONOVAN	PT	Corporate Services Committee (until 28/01/21) Community Services Committee (until 28/01/21) Protection Services Committee Training Committee (from 28/01/21) MPAC (from 28/07/21) Appeal Committee (from 28/07/21) Corporate Services and HR Committee (from 28/01/21)	WARD 18 – DA	No meetings held in 2020. - - 100% 100% 100% 0 meetings 100%	- - 0% 0% 0% 0 meetings 0%
HECTOR, RICHARD (from 12/11/20)	PT	Human Settlements Committee (from 28/01/21)	WARD 27 – GOOD	No meetings held in 2020. 83%	17%
HENGE, BUYISWA DEBORAH	PT	Community and Social Development Services Committee (until 28/01/21) Community Services (from 28/01/21)	WARD 10 - ANC	No meetings held in 2020. - 60%	- 40%
INGO, HENDRIK HERMANUS	PT	Human Resources	WARD 6 – DA	No meetings held in 2020. -	-

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Committee (until 28/01/21) Social Housing Committee		Dealt with by Housing Dept 100% 0 meetings	- 0 meetings 43%
		Human Settlements Committee Homage Committee MPAC GIPTN (until 28/01/21) Finance Management (from 28/01/21) Name Changes Committee (from 28/01/21)		- 80% 0 meetings	- 20% 0 meetings
JAMES, NTOMBI ROSY	PT	Homage Committee Rural Development Committee Protection Committee (from 28/01/21)	WARD 21 – ANC	No meetings held in 2020. 0 meetings 0 meetings 100%	0 meetings 0 meetings 0%
JANTJIES-GUSHMAN, GLENYS NOMAWETHU	PT	Human Settlements Committee International Relations Committee Social Housing Committee GIPTN	PR - ANC (CHIEF WHIP)	No meetings held in 2020. 83% 0 meetings Dealt with by Housing Dept 40%	17% 0 meetings - 60%
JOHNSON, BROWEN (from 12/02/21 PR replacement from the DA's party list for the seat previously held by Mr M Nyakati)	PT	None	PR – DA	No meetings held in 2020. -	-
KAMA , VUYOLWETHU ARNOLD	PT	Protection Services Committee (from 28/01/21) Community Services	PR – EFF	No meetings held in 2020. 60% 40% 0 meetings 0 meetings	40% 60% 0 meetings 0 meetings

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Committee (from 28/01/21) International Relations Committee (from 28/01/21) Appointment Monitoring Committee (from 28/01/21)			
KRITZINGER, IONA CHRISTINA	PT	Electrotechnical Services Committee (until 28/01/21) Protection Services Committee Appointment Monitoring Committee (until 28/01/21) Name Changes Committee (until 28/01/21) Training Committee Corporate Services and HR Committee (from 28/01/21) Civil Engineering Services Committee (from 28/01/21) Appeals Committee (from 28/01/21)	PR – DA	No meetings held in 2020. - 100% 0 meetings 0 meetings 100% 100% 100% 0 meetings	- 0% 0 meetings 0 meetings 0% 0% 0% 0 meetings
LANGA, LANGA	PT	Human Resources Committee (until 28/01/21) Electrotechnical Services Committee International Relations Committee Appointment Monitoring Committee (until 28/01/21) MPAC EECF (until 28/01/21)	WARD 13 – ANC	No meetings held in 2020. - 100% 0 meetings 0 meetings 66% - 50% 40%	- 0% 0 meetings 0 meetings 34% - 50% 60%

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Corporate Services and HR Committee (from 28/01/21) Finance Committee (from 28/01/21)			
LESELE, COKISWA IRIS	PT	Corporate Services Committee (until 28/01/21) Electrotechnical Services Committee Rural Development Committee	WARD 11 - ANC	No meetings held in 2020. - 50% 0 meetings	- 50% 0 meetings
LOFF, HELEN	PT	Planning and Development Committee (until 28/01/21) Civil Engineering Services Committee Protection Services Committee Appointment Monitoring Committee (until 28/01/21) Name Changes Committee EECF (until 28/01/21) Planning, Development and Strategic Services Committee (from 28/01/21)	PR – ANC	No meetings held in 2020. - 100% 0% 0 meetings 0 meetings - 50%	- 0% 100% 0 meetings 0 meetings - 50%
LOUW, PETER	PT	Corporate Services Committee (until 28/01/21) Community Services and Social Development Committee	WARD 5 – DA	No meetings held in 2020. - - 100% 0 meetings Dealt with by Housing Dept	- - 0% 0 meetings -

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		(until 28/01/21) Community Services Committee Urban Development Committee (until 28/01/21) Social Housing Committee Corporate Services and HR Committee (from 28/01/21) Homage Committee (from 28/01/21) Appeals Committee (from 28/01/21)		- 0 meetings 0 meetings	- 0 meetings 0 meetings
MBETE, NOSICELO	FT	Human Resources Committee (until 28/01/21) Civil Engineering Services Committee Social Housing Committee (until 28/01/21) Electrotechnical Services Committee (from 28/01/21)	PR – DA	No meetings held in 2020. - 100% Dealt with by Housing Dept 100%	- 0% - 0%
MDAKA, NONTEMBEKO FAITH	PT	Community Services Committee (until 28/01/21) Urban Development Committee	WARD 15 – ANC	No meetings held in 2020. - 0 meetings	0 meetings
MKHONDO, KHUMBULELE JACKSON	PT	Human Resources Committee (until 28/01/21) Planning and	PR – AIC (CHIEF WHIP)	No meetings held in 2020. - - - -	- - - -

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Development Committee (until 28/01/21) Rural Development Committee (until 28/01/21) EECF (until 28/01/21) Corporate Services and HR Committee (from 28/01/21)		50%	50%
NCAMAZANA, JULIA	PT	Planning and Development Committee Urban Development Committee Homage Committee Planning, Development and Strategic Services Committee (from 28/01/21)	PR – ANC	No meetings held in 2020. 50% 0 meetings 0 meetings 75%	50% 0 meetings 0 meetings 25%
NOBLE, CECIL HENRY	FT	Planning and Development Committee Electrotechnical Services Committee Protection Services Committee Name Changes Committee Training Committee Budget Committee (until 28/01/21) Planning, Development and Strategic Services Committee (from 28/01/21) Urban Development Committee (from	WARD 16 – DA	No meetings held in 2020. - - 100% - 100% - 100% 0 meetings 100%	- - 0% - 0% - 0% 0 meetings 0%

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		28/01/21) GIPTN (from 28/01/21)			
NOSANA, PHUMELA PAMELA	PT	Human Resources Committee (until 28/01/21) Local Labour Forum GIPTN Human Settlements Committee (from 28/01/21) Social Housing Committee (from 28/01/21)	PR – ANC	No meetings held in 2020. - 66% 60% 100% Dealt with by Housing Dept	34% 40% 0% -
NYAKATHI, MXOLISI MICHEAL (until 15/01/21 letter of cessation)	PT	Planning and Development Committee (until 15/01/21) Finance Committee (until 15/01/21) Appointment Monitoring Committee (until 15/01/21) Labour Forum (until 15/01/21) Budget Committee (until 28/01/21)	PR – DA	No meetings held in 2020. - - 0 meetings - -	0 meetings
PETRUS, BAZIL (from 12/11/20)	PT	Human Settlements (from 28/01/21) GIPTN (from 28/01/21)	PR – DA	No meetings held in 2020. 100% 100%	0% 0%
PLATA, BULELWA	PT	Strategic Services Committee (until 28/01/21)	WARD 12 – ANC	-.	
PRETORIUS, GERRIT	FT	International Relations Committee Rural Development Committee	DA (SPEAKER)	0 meetings 0 meetings	0 meetings 0 meetings
ROELFSE, MELVYN (from	PT		WARD 14 – DA	No meetings	

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/ PART TIME	COMMITTEE ALLOCATED	*WARD AND/ OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
12/11/20)		Corporate Services and HR Committee (from 28/01/21) Community Services (from 28/01/21) Name Changes Committee (from 28/01/21)		held in 2020. 100% 100% 0 meetings	0% 0% 0 meetings
ROOILAND, SHAHEED	PT	Protection Services Committee Local Labour Forum	WARD 7 – ANC	No meetings held in 2020. 40% 100%	60% 0%
SÄFERS, JEAN	PT	Civil Engineering Committee Protection Services Committee (until 28/01/21) Social Housing GIPTN Human Settlements (from 28/01/21)	WARD 1 – DA	No meetings held in 2020. 100% Dealt with by Housing Dept 100% 100%	0% - 0% 0%
SNYMAN, SEAN	FT	Community and Social Development Committee Electrotechnical Services Committee Urban Development Committee International Relations Committee Training Committee	WARD 19 – DA	No meetings held in 2020. 100% - 0 meetings 0 meetings 100%	0% - 0 meetings 0 meetings 0%
STANDER, GIDEON JOHANNES	FT	Planning and Development Committee (until	WARD 23 – DA	No meetings held in 2020. - - 0 meetings	- - 0 meetings

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		28/01/21) Electrotechnical Services Committee (until 28/01/21) Urban Development Committee		75% 100% 100%	25% 100% 100%
		Planning, Development and Strategic Services Committee (from 28/01/21) Finance Committee (from 28/01/21) Civil Engineering Services (from 28/01/21)			
STEMELA, ISAYA	FT	Civil Engineering Services Committee GIPTN Electrotechnical Services Committee (from 28/01/21) Corporate Services and HR Committee (from 28/01/21) Training Committee (from 28/01/21) Local Labour Forum (from 28/01/21) EECF (from 28/01/21)	PR – DA	No meetings held in 2020. 100% 100% 100% 100% 100% 100%	0% 0% 0% 0% 0% 0%
STROEBEL, ELIZABETH	PT	Corporate Services Committee (until 28/01/21) Community and Social Development Committee (until	PR – DA	No meetings held in 2020. - - 100% - 0 meetings	- - 0% - 0 meetings

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/ PART TIME	COMMITTEE ALLOCATED	*WARD AND/ OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		28/01/21) Human Resources Committee (until 28/01/21) Community Services Committee International Relations Committee Social Housing Committee (until 28/01/21)		Dealt with by Housing Dept.	-
TEYISI, TOBEKA	PT	Corporate Services Committee (until 28/01/21) Electrotechnical Services Committee Corporate Services and HR Committee (from 28/01/21)	PR – ANC	No meetings held in 2020. - 50% 100%	- 50% 100%
VAN DER HOVEN, PIETER JACOBUS	PT	Finance Committee Training Committee MPAC Budget Committee	PR – ANC	No meetings held in 2020. 100% 100% 100% 46%	0% 0% 0% 43%
VAN NIEKERK, GERT JOHANNES	PT	Corporate Services Committee (until 28/01/21) Civil Engineering Services Committee International Relations Committee (until 28/01/21) MPAC GIPTN	VFP (CHIEF WHIP)	No meetings held in 2020. - 80% 0 meetings 100% 100%	- 20% 0 meetings 0% 0%
VAN WYK, LEON DAVID	FT	Finance Committee	MAYOR – DA	No meetings held in 2020.	

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		(until 28/01/21) Protection Services Committee (until 28/01/21) Strategic Services Committee (until 28/01/21) Urban Development Committee (until 28/01/21) Homage Committee (until 28/01/21) International Relations Committee (from 28/021/21) Budget Committee (from 28/021/21)		- 0 meetings 0 meetings 0 meetings 100%	- 0 meetings 0 meetings 0 meetings 0%
VON BRANDIS, JACQUIQUE	FT	Corporate Services Committee (until 28/01/21) Human Resources Committee (until 28/01/21) Civil Engineering Services Committee International Relations Committee Homage Committee (until 28/01/21) Budget Committee GIPTN Finance Committee (from 28/01/21) Electrotechnical Services Committee (from 28/01/21) Urban Development Committee (from 28/01/21)	WARD 26 – DA	No meetings held in 2020. - 100% 0 meetings 0 meetings 100% 100% 100% 100% 100% 0 meetings	- - 0% 0 meetings 0 meetings 0% 0% 0% 0% 0% 0 meetings
WESSELS, DIRK JOHANNES	FT	Finance Committee	PR - DA	No meetings held in 2020. 100%	0% 0%

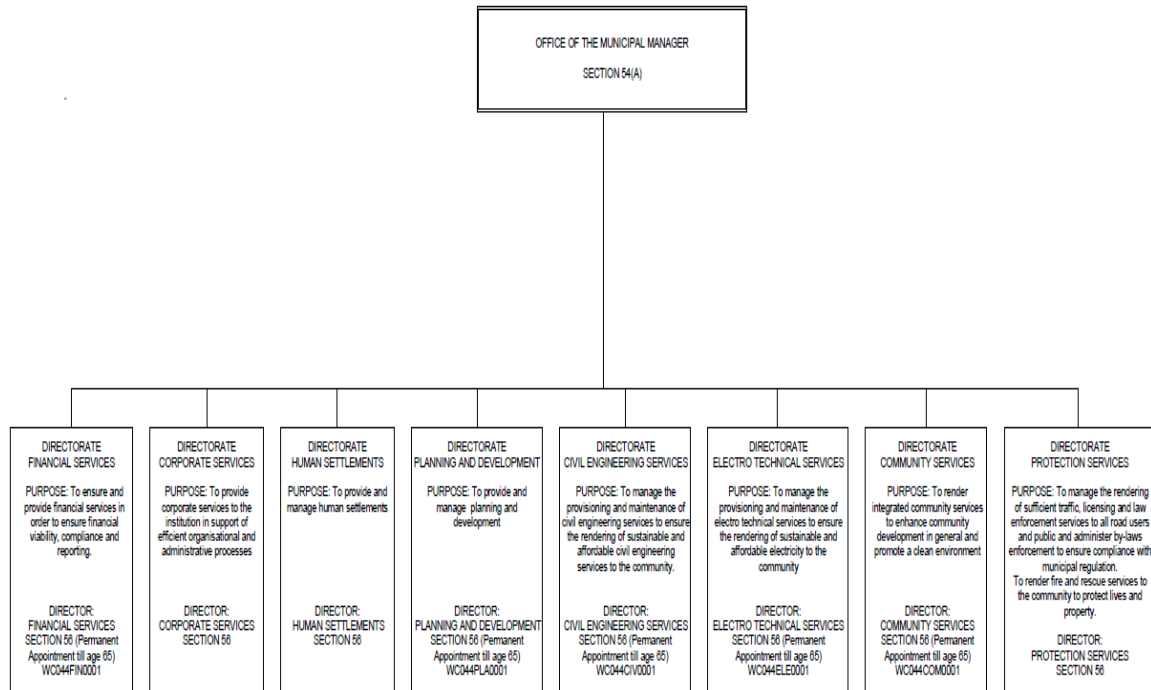
COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE					
COUNCIL MEMBER	FULL TIME/PART TIME	COMMITTEE ALLOCATED	*WARD AND/OR PART REPRESENTED	PERCENTAGE COUNCIL MEETING ATTENDANCE %	PERCENTAGE APOLOGIES OR NON-ATTENDANCE %
		Strategic Services Committee (until 28/01/21) International Relations Committee MPAC (from 28/01/21) Planning, Development and Strategic Services Committee (from 28/01/21) Civil Engineering Services Committee Services (from 28/01/21) Urban Development Committee (from 28/01/21) Budget Committee (from 28/01/21)		0 meetings 0 meetings 100% 100% 100% 0 meetings 100%	0 meetings 0 meetings 0% 0% 0% 0 meetings 0%
WILLIAMS, CHARLIE	PT	Finance Committee (until 28/01/21) Training Committee Budget Committee (until 28/01/21)	PR – ANC	No meetings in 2020 - 0% 15%	- 100% 45%
WINDWAAL, REGINA	PT	Community and Social Development Services Committee (until 28/01/21) Planning and Development Committee (until 28/01/21) Social Housing Committee Homage Committee Community Services (from 28/01/21) Protection Services (from 28/01/21)	WARD 20 - DA	No meetings held in 2020. - - Dealt with by Housing Dept. 0 meetings 100% 80%	0 meetings 100% 20%
Note: *Councillors appointed on a proportional basis do not have wards allocated to them					

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral/Executive Committee) and Purpose of Committees	
Municipal Committees	Purpose of Committee
Community Services Committee	Section 80 Committee: Section 80 committees are permanent committees that specialises in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to Council.
Electrotechnical Services Committee	
Finance Committee	
Human Resource Committee	
Planning and Development Committee	
Strategic Services Committee	
Civil Engineering Committee	
Protection Services Committee	
Community and Social Development Services Committee	
Corporate Services Committee	
Human Settlements Committee	

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

GEORGE MUNICIPALITY MACRO ORGANIZATIONAL STRUCTURE - 2021



APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal Function	Municipal Function: Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Only electricity
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	No
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	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Storm water 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	No
Constitution Schedule 5, Part B functions:	
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 from 2013
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

APPENDIX E – WARD REPORTING

Ward	Committee established Yes/No	Committee functioning effectively Yes/No
1	Yes	It was not possible for the ward committees to function effectively for the year under review, since the outbreak of the Covid-19 pandemic in March 2020 and the National Lock down.
2	Yes	
3	Yes	
4	Yes	
5	Yes	
6	Yes	
7	Yes	
8	Yes	
9	Yes	
10	Yes	
11	Yes	
12	Yes	
13	Yes	
14	Yes	
15	Yes	
16	Yes	
17	Yes	
18	Yes	
19	Yes	
20	Yes	
21	Yes	
22	Yes	
23	Yes	
24	Yes	
25	Yes	
26	Yes	
27	Yes	

APPENDIX F – WARD INFORMATION

APPENDIX F1 – LARGEST CAPITAL PROJECTS

VARIOUS WARDS				
Electricity Services Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Thembaletu 66kV substation	01 July 2021	30 June 2022	28 747 464
2	Electrification Metro Grounds	01 July 2021	30 June 2022	4 980 000
3	Electrification Erf 325 East	01 July 2021	30 June 2022	4 434 783
4	New 20MVA transformer Glenwood	01 July 2021	30 June 2022	2 754 200
5	Refurbish Existing 10 MVA transformers	01 July 2021	30 June 2022	2 350 000
				T.F.1

VARIOUS WARDS				
Community Services Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Building of Compost Plant	May 2021	June 2021	1 385 060
2	Replace refuse truck	September 2020	September 2020	1 097 691
3	Bin Lifters	May 2021	June 2021	848 700
4	Extension of Cemetery: George	December 2020	March 2021	583 189
5	Develop and Upgrade facilities at Gwaiing River Mouth	October 2020	June 2021	561 334
6	Floodlights at Pacaltsdorp Sport ground	October 2020	May 2021	607 004
7	Camps dining Hall	November 2020	June 2021	92 530
				T F.1

Ward Title: 2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 27				
Civil Engineering Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	OUTENIQUA 10ML ADDITION - WWTW	3/02/2020	25/03/2023	117 201 000
				T F.1

Ward Title: 16				
Civil Engineering Services Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	NEW DAWN PARK: STORM WATER UPGRADE	9/12/2020	30/07/2021	9 689 000
2	ANDERSONVILLE: STORM WATER UPGRADE	10/12/2020	30/06/2021	3 087 000
				T F.1

Ward Title: 13				
Civil Engineering Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	THEMBALETHU ZONE 1: STORM WATER UPGRADE	9/12/2020	30/07/2021	7 187 000
				T F.1

Ward Title: 15				
Civil Engineering Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	THEMBALETHU ZONE 9: STORM WATER UPGRADE	30/11/2020	30/07/2021	7 251 000
				T F.1

Ward Title: 2, 5, 18				
Civil Engineering Capital Projects: Seven Largest in Year 2020/21				
R' 000				
No.	Project Name and detail	Start Date	End Date	Total Value
1	EDEN PUMPSTATION: EMERGENCY RAHBILITATION & UPGRADE	15/10/2019	1/12/2020	2 276 000
				T F.1

Ward Title: 9, 10, 11,12, 13, 15, 21				
Civil Engineering Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	N2 THEMBALETHU WATER CROSSING	30/11/2020	30/06/2021	282 000
				T F.1

Ward Title: 9, 10, 11,12, 13, 15, 21				
Protection Services Capital Projects: Seven Largest in Year 2020/21				
(R)				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Klenkrans Fire Station	01/07/2020	30/06/2021	3 677 100
2.	Mobile JOC	01/07/2020	30/06/2021	732 000
				T F.1

APPENDIX F2 – WARD ELECTED MEMBERS

Ward 1: Councillor J Säfers

Name of representative	Capacity representing	Date of meetings
F. Maritz	Die Rus	15 October 2020
C. Laws	Community Safety: Blanco	30 March 2021
A. Kaffoen	Culture	08 June 2021
P Maritz	Sport	
J. Williams	Health	
S. Erasmus	Block: Golden Valley	
L. Mentoer	Block: Golden Valley	
F. Solomons	Welfare	

Ward 1 Committee Meetings

Ward 2: Councillor D Cronje

Name of representative	Capacity representing	Date of meetings
C. Ralston	Block 1	19 October 2020
W. Barkhuysen	Block 2	29 March 2021
D. Labuschagne	Block 2	07 June 2021
E. Cronje	Block 3	
M. Mulder	Block 2	
L. Klue	Block 1	
N.H. Nel	Block 1	
D J Louw	Block 4	

Ward 2 Committee Meetings

Ward 3: Councillor E Brown

Name of representative	Capacity representing	Date of meetings
G. de Necker	Golf Park 3 House Owners Association	02 September 2020 (via Zoom)
S. Thwaites	Golf Park 1 Homeowners Association	09 November 2020
D. Magill	Block: Kingswood Golf Estate	29 March 2021
C. Nunns	King George Park	07 June 2021
M. Mackenzie	Faith Based Organisations	
J. Barnard	Community Safety: Glen Barrie	
A. van Zyl	Woman	
J. Wessels	Culture	
S. Mouton	Block: Golf Park 2	

Ward 3 Committee Meetings

Ward 4: Councillor M Barnardt

Name of representative	Capacity representing	Date of meetings
C. Buys	Youth	
Q. Simons	Ward 4 Housing Committee	
P. Durandt	Wilderness Ratepayers Association	
E. Titus	Welfare	09 November 2020
S. Jumat	Block: Wilderness Heights Informal Area	14 April 2021
K. Young	Block: Wilderness Heights	07 June 2021
C. Kritzinger	Hoekwil Residents and Ratepayers Association	
E. Stoffels	Block: Touwsrante	
I. Wallis	Block: Wilderness East	
M. Lintvelt	Block: Wilderness	

Ward 4 Committee Meetings

Ward 5: Councillor P Louw

Name of representative	Capacity representing	Date of meetings
C. Linford	Culture (Block 4)	23 November 2020
J. Pretorius	Block 1	11 May 2021
E. Maasdorp	Block 1	09 June 2021
C. Donson	Block 3	
D. Sefoo	Block 3	
L. Lodewyk	Block 5	

Ward 5 Committee Meetings**Ward 6: Councillor H Ingo**

Name of representative	Capacity representing	Date of meetings
K. Louw	Community Safety (Block 4)	28 April 2021
A. King	Youth (Block 6)	
C. Williams	Block 1	
M. Petersen	Block 1	
A. Petersen	Block 2	
E. Xolilizwe	Block 5	
H. Scott	Block 6	
T. Windvoel	Block 5	

Ward 6 Committee Meetings**Ward 7: Councillor S Rooiland**

Name of representative	Capacity representing	Date of meetings
M. Dyasi	DPSA (Block 3)	27 May 2021
J. Laws	Community Safety (Block 6)	
C. Appolis	Block 1	
N. Jola	Block 2	
S. Madayi	Block 3	
M. Ningi	Block 4	
M. Maree	Block 5	
J. Josephs	Block 7	

Ward 7 Committee Meetings**Ward 8: Councillor B Petrus (from 12 November 2020)**

Name of representative	Capacity representing	Date of meetings
D. Jafta-Booyesen	Health (Block 5)	15 October 2020 15 April 2021 19 May 2021
J. Leonard	Faith Based Organisations (Block 5)	
A. Amas	Block 1	
M. Petersen	Block 1	
S. Laws-Klaasen	Block 2	
S. Vorster	Block 2	
M. Maneville	Block 3	
E. Kuboni	Block 4	
C. Spires	Block 5	
M. Adams	Block 5	

Ward 8 Committee Meetings

Ward 9: Councillor S Dlikilili

Name of representative	Capacity representing	Date of meetings
N. Mangqunyana	DPSA (Block 1)	13 April 2021
S. September	Block 1	
M. Ntsendwana	Welfare (Block 2)	
Z. Tyida	Faith Based Organisations (Block 2)	
M. Sapho	Block 2	
P. Mbi	Block 3	
N. Vewer	Block 3	
M. Gomoshe	Block 4	
C. Diamond	Block 4	
M. Vacu	Block 4	

Ward 9 Committee Meetings**Ward 10: Councillor B Henge Mooi**

Name of representative	Capacity representing	Date of meetings
S. Dayimani	CBO (Block 1)	09 November 2020 14 April 2021
S. Msutu	Block 1	
V. Dywili	Youth (Block 4)	
B. Jara	Sport, Culture & Recreation (Block 6)	
Z. Blau	Welfare (Block 2)	
M. Mngoma	Block 5	
T. Kutala	Block 7	
M. Mathiso	Block 8	
A. Xelegu	Block 6	

Ward 10 Committee Meetings**Ward 11: Councillor C Lesele**

Name of representative	Capacity representing	Date of meetings
S. Hermans	Block 3	15 April 2021 17 June 2021
C. Malobola	Block 3	
L. Ncamile	Block 3	
D. Thetho	Block 3	
N. Tyhawana	Block 3	
N. Mathanzima	Block 3	
N. Jantjies	Inkwali	
L. Mngwazi	Phelandaba	
O. Appie	Safety/Health (Block 3)	

Ward 11 Committee Meetings**Ward 12: Councillor B Plata**

Name of representative	Capacity representing	Date of meetings
W. Muteyi	DPSA (Block 1)	08 April 2021
L. Pieters	Welfare (Block 4)	
O. Gwangqa	Block 1	
M. Matseke	Block 5	
L. Xhaso	Block 5	

Ward 12 Committee Meetings**Ward 13: Councillor L Langa**

Name of representative	Capacity representing	Date of meetings
G. Makinana	Community Safety (Block 4)	18 November 2020 20 April 2021
S. Dyantyi	Block 4	
B. Zintwana	Block 2	

M. Bekwa	DPSA (Block 2)	08 June 2021
M. Dyantysi	Welfare	
T. Booï	Block 4	
X. Cola	CBO (Block 4)	
N. Somatamba	Block 3	
M. Maweni	Block 1	

Ward 13 Committee Meetings

Ward 14: Councillor M Roelfse (from 12 November 2020)

Name of representative	Capacity representing	Date of meetings
E. America	Sport, Culture & Recreation	12 October 2020 30 March 2021 08 June 2021
C. Albrecht	Welfare	
S. Rhode	Health	
A. Meyer	Block 3	
J. Pato	Block 6	
S. Yazo	Block 9	
G. Olivier	Block 10	

Ward 14 Committee Meetings**Ward 15: Councillor F Mdaka**

Name of representative	Capacity representing	Date of meetings
C. Ngethu	Block 2	21 October 2020
M. Kalipa	Block 2	
N. Toto	Block 7	
Z. Matwa	Block 7	
V Mtweecu	Welfare (Block 3)	
G Nombengu	DPSA (Block 4)	
Z Mhlambiso	Agriculture (Block 3)	

Ward 15 Committee Meetings**Ward 16: Councillor H Noble**

Name of representative	Capacity representing	Date of meetings
B. J. Stoffels	Sport, Culture & Recreation (Block 3)	15 October 2020 20 April 2021
O. Matholla	Faith Based Organisations (Block 7)	
C. Daman	Community Safety (Block 1)	
M. Patterson	Block 3	
D. Bezuidenhoudt	Block 2	
J. Cornelius	Block 6	

Ward 16 Committee Meetings**Ward 17: Councillor B Adams (from 12 November 2020)**

Name of representative	Capacity representing	Date of meetings
B. Schoeman	Welfare (Block 4)	20 October 2020 29 April 2021
P. Foster	Block 1	
R. Brinkhuys	Block 6	
R. Lewis	Community Safety (Block 1)	
F. Weyers	Block 2	
N. Joseph	Block 2	

Ward 17 Committee Meetings**Ward 18: Councillor D Gultig**

Name of representative	Capacity representing	Date of meetings
A. Joubert	Business (Tourism)	02 September 2020 (via Zoom) 22 October 2020 (via Zoom) 15 April 2021 (via MS Teams) 17 June 2021 (via MS Teams)
A. Storm	Welfare	
E. Rautenbach	Safety & Security	
C. Nieuhoff	Faith Based Organisations	
U. Kahts	Block 1	
M. Klaassen	Block 4	
P. Hannabus	Block 1	
J. van der Merwe	Block 4	

Ward 18 Committee Meetings

Ward 19: Councillor S Snyman

Name of representative	Capacity representing	Date of meetings
J. Jacobs	Welfare (Block 2)	15 April 2021 17 June 2021
G. Grootboom	Block 5	
B. Redelinghuys	Infrastructure (Civil & Electrical)	
D. Hattingh	Block 1	
R. Scott	Block 2	
L. Snyman	Block 3	
F. van der Merwe	Block 4	
S Habbet	Block 7	

Ward 19 Committee Meetings**Ward 20: Councillor R Windwaai**

Name of representative	Capacity representing	Date of meetings
J. Muller	Welfare (Block 3)	22 October 2020 09 March 2021
M. Boezak	Community Safety (Block 5)	
B. Jansen	Education (Block 4)	
G. Carolus	Block 2	
L. Smit	Block 5	
R. Fischer	Sport, Culture & Recreation	
P. Moolman	DPSA	

Ward 20 Committee Meetings**Ward 21: Councillor N James**

Name of representative	Capacity representing	Date of meetings
K. George	Welfare (Block 1)	21 April 2021
L. Mavela	DPSA (Block 2)	
N. Malgas	Block 1	
E. Mbanjana	Block 2	
F. Dyani	Block 2	
A. Yalolo	Block 4	
J. Gubula	Block 4	
M. Fatman	Block 4	

Ward 21 Committee Meetings**Ward 22: Councillor G Pretorius**

Name of representative	Capacity representing	Date of meetings
P. de Swardt	Welfare	
J. Jansen	Education	
P. Khumalo	Sport	
G. Brits	Community Safety: Herold	
P. Fourie	Business	
J. Du Preez	Block: Sinksabrug	
M. Mei	Block: Hoogekraal	

Ward 22 Committee Meetings**Ward 23: Councillor G Stander**

Name of representative	Capacity representing	Date of meetings
S. Gericke	Agriculture	20 October 2020 13 April 2021
J. Smith	Syferfontein Committee	
F. Joseph	DPSA	
K. E. Field	Ratepayers Association	
M. Visagie	Faith Based Organisations	

Name of representative	Capacity representing	Date of meetings
C. J. van Niekerk	Hansmoeskraal Community Forum	
H. A. du Plessis	Block: Heroldsbay	
B. Johnson	Block: Groeneweide	
B. A. Ernstzen	Dellville Park Neighborhood Watch	

Ward 23 Committee Meetings

Ward 24: Councillor M Daniels (until 07 May 2021)

Name of representative	Capacity representing	Date of meetings
G. Lourens	Block 1	20 October 2020 13 April 2021
P. Abrahams	Block 2	
S. Abrahams	Block 2	
J. Louw	Business (Block 3)	
A. Boom	Housing Committee (Block 3)	
M. du Preez	Sport, Culture & Recreation (Block 3)	
N. du Preez	Education (Block 3)	

Ward 24 Committee Meetings

Ward 25: Councillor J Esau

Name of representative	Capacity representing	Date of meetings
C. Mongo	DPSA (Block 3)	09 November 2020
A. Blaauw	Welfare (Block 3)	10 March 2021
C. Adolph	Lyonville (Block 3)	10 Junie 2021
H. Metik	Lyonville (Block 3)	
W. Decelly	Lyonville (Block 3)	
P. Boesak	Grootfontein (Block 1)	
L. Baartman	Gansekraal (Blok 1)	
N. Meiring	Rooirivier/Diepkloof (Blok 2)	
C. Booysen	Snyberg (Blok 2)	

Ward 25 Committee Meetings

Ward 26: Councillor J von Brandis

Name of representative	Capacity representing	Date of meetings
D. Fernandez	Block 4	02 July 2020 (via WhatsApp Group Call)
D. van der Rijst	Community Safety: Blanco Neighborhood Watch (Block 5)	03 November 2020 (via WhatsApp Group Call)
H. Nimb	Health	14 April 2021
T. Forsberg	Block 4	22 June 2021 (via Zoom)
B. Muller	Block 4	
L. van der Rijst	Block 5	
H. Julyan	Block 4	
M. Gultig	Business (Block 2)	

Ward 26 Committee Meetings

Ward 27: Councillor R Hector

Name of representative	Capacity representing	Date of meetings
G. Felix	Sport, Culture & Recreation	13 October 2020 29 March 2021 07 June 2021
E. Heynes	Health	
P. McCarthy	Faith Based Organisations	
H. Ceasar	Block: Seesight	
G. Sharp	Block: Harmony Park	
U. da Silva	Block: Uitbreiding 11	
M. Snyman	Block: Seaview	

Ward 27 Committee Meetings

APPENDIX F2 – WARD ELECTED MEMBERS

Top Four Service Delivery Priorities for Ward (Highest Priority First)		
No.	Project Name and detail	Progress D
1	Roll out of Phase 4B Bus Route	Complete
		T F.3

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2020/2021

Audit Committee Recommendations during 2020/2021

Critical vacancies

- That Council acknowledge the concerns regarding the high vacancy rates within Directorates.
- That the Directorates should identify the critical vacant posts and that these should be budgeted for and filled.

Municipal infrastructure maintenance

- That Council acknowledge the critical concerns regarding the maintenance of municipal infrastructure.
- That the maintenance plans should be updated to clearly indicate where the urgent maintenance is required.
- That Council should ensure that there is sufficient budget allocated to municipal infrastructure maintenance, during the budgeting process, to ensure compliance with relevant regulations and legislation.

Revenue management: fines

- Management to report to the Audit Committee regarding the process of issuing and collecting fines, the challenges faced, and the remedial action plans with responsibilities and relevant timeframes.

Credit control and recovery of debtors

- Management to report to the Audit Committee regarding the remedial actions taken to address the concerns relating to the ageing of and increasing debtors' balances.

Water losses

- Management to report to the Audit Committee regarding the reasons for water leakages and related challenges faced, and the remedial actions plans with responsibilities and relevant timeframes.

Auditor-General Action Plans

- Management to report to the Audit Committee regarding the monthly implementation status of the Auditor-General Audit Action Plans.

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Long Term Contracts (20 Largest Contracts Entered into during the year 2020/21)					
Successful Company	Description	Start Date of Contract	Expiry Date of Contract	Project Manager	Tender Amount
LG E Waste	Collection of recyclable waste and garden refuse from households and businesses by means of blue and green bags respectively	Once-Off	Once-Off	Wessel Robertson	R 16 077 250,00
EBK Distributors (Pty) Ltd	Supply of Soup and Related Products	Once-Off	Once-Off	Sophie Fanelo	R11,143,179,95
MDL Engineering (Pty) Ltd	Appointment of a Contractor for the Electrification of Erf 325, East (Phase C)	Once-Off	Once-Off	Steyn van der Merwe	R7,797,148,68
VE Reticulation (Pty) Ltd	Appointment of a contractor for the construction of a new 66 kv substation	Once-Off	Once-Off	Steyn van der Merwe	R5,799,349,00
Golden Rewards 403 cc	Service Provider for Building of New Fire Station	Once-Off	Once-Off	Neels Barnard	R4,420,535,54
Techso Tolplan Lyners Consortium	Tender for the appointment of a suitable transportation planning consultant to prepare the George Comprehensive Integrated Transport Plan	Once-Off	Once-Off	Lee-Anne Meiring	R3 757 556,00
MDL Engineering Company (Pty) Ltd	SS-Proefplaas Substation: Phase 2	Once-Off	Once-Off	Steyn van der Merwe	R3,139,653,21
First Technology	Appointment of a services provider for the renewal of various (software) licences for a period of three years, from date of appointment	01/ 02 2021	30 01 2024	Stephan janse van Vuuren	R1,476,829,91
MBA Construction (Pty) Ltd	Tender for the Replacement of Roof Coverings to the Conville Community Hall	Once-Off	Once-Off	Alwyn Joseph	R1,080,982,34

Long Term Contracts (20 Largest Contracts Entered into during the year 2020/21)					
Successful Company	Description	Start Date of Contract	Expiry Date of Contract	Project Manager	Tender Amount
CSJ Civils & Construction	Appointment of a contractor for alteration to the CCTV command centre, Erf 20883, George	Once-Off	Once-Off	Lynette van der Walt	R911,830,97
J&E Communications	Upgrading, Purchasing and Maintenance of radio network for three-year period	01/ 02 2021	30 01 2024	Neels Barnard	R686,687.77
Eagle Elevators	Appointment of a contractor for the supply and installation of a new disabled person lift	Once-Off	Once-Off	Alwyn Joseph	R677,580,00
Makhare Holding (Pty) Ltd	Extension of Building at Lawaakamp Old Age Home	Once-Off	Once-Off	Angelo Joseph	R386 515,00

Public Private Partnerships Entered into during the year 2020/21
None

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

3.31.6 Service Provider Performance

Section 76 (b) of the Municipal Systems Act implies that Key Performance Indicators should inform the indicators set for every municipal entity and service provider with whom the municipality has entered a service delivery agreement.

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

Name of service provider	PKF	Nico Smith Attorneys	ABSA	CDV Property Valuers Pty Ltd	Nextec	Henra	Ikapa Reticulation and Flow
Directorate	Municipal Manager	Financial Services	Financial Services	Financial Services	Civil Engineering	Civil Engineering	Financial Services
Type of services required	Internal Audit Co-Service	Litigation	Provision of Banking	Compilation and Maintenance of General valuation roll, Supplementary Valuations and Supplementary Valuation Rolls	Consulting and site Supervision	Road Construction: Tabata Street	Reading of Water and electricity meters and other meter related services
Supply Chain Contract No	MM017/209	FIN013/2017	FIN011/2013	FIN010/2016	T/ING/033/2016	T/ING/03182018	FIN001/2013
Available Budget (R'000)	Rates Tender	Rates Tender	R4 812 930.00	R1 026 411.84	R1 473 000.00	R12 700 000.00	R2 143 830.00
Actual Spending (R'000)	R5 353 607	R3 706 760	R2 066 007	R 473 748	R 416 641	R7 117 603	R62 411
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	5	4	4	3	4	4	3
Contract still within budget	5	4	4	4	4	4	3
Contract within time frame	5	4	4	3	4	4	2
Compliance with contract requirement	5	4	4	3	4	4	2
Claims	5	0	0	4	4	4	3
Incidents on site	5	0	0	4	4	4	3
Suitably	5	4	4	3	5	0	3

Name of service provider	PKF	Nico Smith Attorneys	ABSA	CDV Property Valuers Pty Ltd	Nextec	Henra	Ikapa Reticulation and Flow
Directorate	Municipal Manager	Financial Services	Financial Services	Financial Services	Civil Engineering	Civil Engineering	Financial Services
qualified/experienced personnel							
Job creation/training	5	0	0	4	5	0	3
Other comments	0	0	0	0	4	4	0
Overall rating	0	4	4	3.5	5	4	0
Action taken with regard to poor and unsatisfactory service providers	NONE	Improve process – e.g. phone clients also	NONE	Regular meetings and good communication help to overcome problems	NONE		Limited reading due to ongoing lockdown
Overall recommendation and comments	All projects are performed in line with the approved Internal Audit plan	Ongoing continuously to improve	NONE	NONE	NONE	Work being suspended	Monthly meetings with service provider to address issues. Item wat taken to Council to insource service. New Service Provider to be appointed (March 2020)

Name of service provider	Henra	V3	Charles Rowe Associates	Ilona Construction	KPG EXD-SMP JV	MPP Projects	I
Directorate	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	
Type of services required	Road Construction: Triumph Street	Construction and supervision: Shelters	Construction and supervision: Merriman Street	Manufacturing and installation of bus shelters and associated civil works	Manufacturing and installation of bus shelters and associated civil works	Maintenance of wastewater and Water purification sites	ar T
Supply Chain Contract No	T/ING/033/2016	T/ING/022/2016	T/ING/022/2016	T/ING/024/2016	T/ING/024/2016	T/ING/006/2019	T/
Available Budget (R'000)	R3 500 000.00	R5 731 735.39	R1 407 759.97		RATES	R188 554.25	
Actual Spending (R'000)	R 2 811 555	R918 610	R70488.69	R3 104 334	No spending	R10 717	
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	4	1	4		4	
Contract still within budget	4	4	1	4		4	

Name of service provider	Henra	V3	Charles Rowe Associates	Ilona Construction	KPG EXD-SMP JV	MPP Projects
Directorate	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering
Contract within time frame	4	4	1	4		4
Compliance with contract requirement	4	4	1	3		4
Claims	4	4	0	3		4
Incidents on site	4	4	0	3		4
Suitably qualified/experienced personnel	4	4	0	3		4
Job creation/training	4	4	0	3		4
Other comments	4	4	0	0		0
Overall rating	4	5	0			4
Action taken with regard to poor and unsatisfactory service providers	None	None	A number of meetings was held to try to resolve outstanding contractual matters	None	Project terminated	None
Overall recommendation and comments	None	None	Service Provider did not provide with regards to information required, satisfactory work and based on above I would not recommend the service provider for similar work	Contractor supplied all required documentation and seems to be able to perform as required	Contractor is not recommended for any other project	None

Name of service provider	Grassworld Cut/Clean Service	2 ACS Services	Chlorcape	Fockens Engineerings	S.A Kraai Projects	Forest Tree Nursery
Directorate	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering
Type of services required	Maintenance of wastewater and Water purification sites	Supply and Delivery of Chemicals	Supply and Delivery of Chemicals	Supply and Delivery of Chemicals	Maintenance of wastewater and Water purification sites	Maintenance of wastewater and Water purification sites
Supply Chain Contract No	T/ING/006/2019	T/ING/006/2018	T/ING/006/2018	T/ING/006/2018	T/ING/006/2019	T/ING/006/2019
Available Budget (R'000)	R188 554.25	R12 107 620.78	R12 107 620.78	R12 107 620.78	R188 554.25	R188 554.25
Actual Spending	83 497	3 087 821	13 607 038	5 926 682	NO SPENDING	NO SPENDING

Name of service provider	Grassworld Cut/Clean Service	2 ACS Services	Chlorcape	Fockens Engineerings	S.A Kraai Projects	Forest Tree Nursery	P
Directorate	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	
(R'000)							
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	5	5	5	5	4	
Contract still within budget	4	5	5	5	5	4	
Contract within time frame	4	5	5	5	5	4	
Compliance with contract requirement	4	5	5	5	5	4	
Claims	4	5	5	5	5	4	
Incidents on site	4	5	5	5	5	4	
Suitably qualified/experienced personnel	4	5	5	5	5	4	
Job creation/training	4	5	5	5	5	4	
Other comments	0	0	0	0	0	0	
Overall rating	4	5	5	5	5	4	
Action taken with regard to poor and unsatisfactory service providers	None	None	None	None	None	None	
Overall recommendation and comments	None	None	None	None	None	None	

Name of service provider	Avela Construction	Silver Solution 1815cc	LSG Lavalia Garden Services	TPZSN General Services	HRMA	Season Find	Rochelle Jacobs
Directorate	Civil Engineering	Community Services	Community Services	Community Services	Corporate Services	Corporate Services	Corporate Services
Type of services required	Maintenance of wastewater and Water purification sites	Maintenance with Tractor and Blower Mower	Maintenance with Tractor and Blower Mower	Maintenance of Parks and open spaces with Manual machines + Flowerbed and young trees for July 2019	Counselling Services	Counselling Services	Counselling Services
Supply Chain Contract No	T/ING/006/2019	COM003/2018	COM003/2018	COM002/2018	BA068/2018	BA068/2018	BA068/2018
Available Budget (R'000)	R188 554.25	R3 695.00	R3 695.00	R2 502 485.20	R251 274.05	R251 274.05	R251 274.05
Actual Spending (R'000)	85 964	1 264 277	982 176	1 30 111	NO SPENDING	NO SPENDING	66 700
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	4	4	4	5	5	5

Name of service provider	Avela Construction	Silver Solution 1815cc	LSG Lavalia Garden Services	TPZSN General Services	HRMA	Season Find	Rochelle Jacobs
Directorate	Civil Engineering	Community Services	Community Services	Community Services	Corporate Services	Corporate Services	Corporate Services
Contract still within budget	4	4	4	3	5	5	5
Contract within time frame	4	4	4	3	5	5	5
Compliance with contract requirement	4	4	4	4	5	5	5
Claims	4	0	0	4	5	5	5
Incidents on site	4	0	0	0	5	5	5
Suitably qualified/experienced personnel	4	4	4	0	5	5	5
Job creation/training	4	4	4	2	0	0	0
Other comments	0	0	0	0	0	0	0
Overall rating	4	4	4	3	5	5	5
Action taken with regard to poor and unsatisfactory service providers	None	None	None	None	None	None	None
Overall recommendation and comments	None	None	None	None	None	None	None

Name of service provider	Fidelity Cash Solutions (Pty) Ltd	Cab Holdings
Directorate	Financial Services	Financial Services
Type of services required	Transporting of Cash	Printing, Email and Posting of Debtor Municipal service statement
Supply Chain Contract No	FIN027/2018	FIN026/2018
Available Budget (R'000)	R163 322.10	R100 554.37
Actual Spending (R'000)	4 23273	2 272 438
Grading of service rendered		
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent		
Contract work to specification	4	2
Contract still within budget	4	3
Contract within time frame	4	2
Compliance with contract requirement	4	3
Claims	0	0
Incidents on site	0	0
Suitably qualified/experienced personnel	4	2
Job creation/training	0	0
Other comments	0	0
Overall rating	4	
Action taken with regard to poor and unsatisfactory service providers	None	Communication went to the Service Provider, requesting for immediate correction, which was done. 2 nd correct batch has been printed, emailed and post to the client
Overall recommendation and comments	None	None

Name of service provider	PKF	Nico Smith Attorneys	ABSA	CDV Property Valuers Pty Ltd	Nextec	Henra	Ikapa Reticulation and Flow	ICO Swart Consultancy
Overall recommendation and comments	All projects are performed in line with the approved Internal Audit plan	Ongoing continuously to improve	NONE	NONE	NONE	Work being suspended	Monthly meetings with service provider to address issues. Item was taken to Council to insource service. New Service Provider to be appointed (March 2020)	NONE

Name of service provider	Henra	V3	Charles Rowe Associates	Ilona Construction	KPG EXD-SMP JV	MPP Projects	IX Engineering
Overall recommendation and comments	None	None	Service Provider did not provide with regards to information required, satisfactory work and based on above I would not recommend the service provider for similar work	Contractor supplied all required documentation and seems to be able to perform as required	Contractor is not recommended for any other project	None	None

Name of service provider	Grassworld Cut/Clean Service	2 ACS Services	Chlorcape	Fockens Engineerings	S.A Kraai Projects	Forest Tree Nursery	PJ Enter prises
Directorate	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering	Civil Engineering
Type of services required	Maintenance of wastewater and Water purification sites	Supply and Delivery of Chemicals	Supply and Delivery of Chemicals	Supply and Delivery of Chemicals	Maintenance of wastewater and Water purification sites	Maintenance of wastewater and Water purification sites	Maintenance of wastewater and Water purification sites
Supply Chain Contract No	T/ING/006/2019	T/ING/006/2018	T/ING/006/2018	T/ING/006/2018	T/ING/006/2019	T/ING/006/2019	T/ING/006/2019
Available Budget (R'000)	R188 554.25	R12 107 620.78	R12 107 620.78	R12 107 620.78	R188 554.25	R188 554.25	R188 554.25
Actual Spending (R'000)							
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	5	5	5	5	4	4
Contract still within budget	4	5	5	5	5	4	4
Contract within time frame	4	5	5	5	5	4	4
Compliance with contract requirement	4	5	5	5	5	4	4
Claims	4	5	5	5	5	4	4
Incidents on site	4	5	5	5	5	4	4
Suitably qualified/experienced personnel	4	5	5	5	5	4	4
Job creation/training	4	5	5	5	5	4	4
Other comments	0	0	0	0	0	0	0
Overall rating	4	5	5	5	5	4	4
Action taken with regard to poor and unsatisfactory service providers	None	None	None	None	None	None	None
Overall recommendation and comments	None	None	None	None	None	None	None

Name of service provider	Avela Construction	Silver Solution 1815cc	LSG Lavalia Garden Services	TPZSN General Services	HRMA	Season Find	Rochelle Jacobs
Directorate	Civil Engineering	Community Services	Community Services	Community Services	Corporate Services	Corporate Services	Corporate Services
Type of services required	Maintenance of wastewater and Water purification sites	Maintenance with Tractor and Blower Mower	Maintenance with Tractor and Blower Mower	Maintenance of Parks and open spaces with Manual machines + Flowerbed and young trees for July 2019	Counselling Services	Counselling Services	Counselling Services
Supply Chain Contract No	T/ING/006/2019	COM003/2018	COM003/2018	COM002/2018	BA068/2018	BA068/2018	BA068/2018
Available Budget (R'000)	R188 554.25	R3 695.00	R3 695.00	R2 502 485.20	R251 274.05	R251 274.05	R251 274.05
Actual Spending (R'000)							
Grading of service rendered							
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent							
Contract work to specification	4	4	4	4	5	5	5
Name of service provider	Avela Construction	Silver Solution 1815cc	LSG Lavalia Garden Services	TPZSN General Services	HRMA	Season Find	Rochelle Jacobs
Contract still within budget	4	4	4	3	5	5	5
Contract within time frame	4	4	4	3	5	5	5
Compliance with contract requirement	4	4	4	4	5	5	5
Claims	4	0	0	4	5	5	5
Incidents on site	4	0	0	0	5	5	5
Suitably qualified/experienced personnel	4	4	4	0	5	5	5
Job creation/training	4	4	4	2	0	0	0
Other comments	0	0	0	0	0	0	0
Overall rating	4	4	4	3	5	5	5
Action taken with regard to poor and unsatisfactory service providers	None	None	None	None	None	None	None
Overall recommendation and comments	None	None	None	None	None	None	None

Name of service provider	Fidelity Cash Solutions (Pty) Ltd	Cab Holdings
Directorate	Financial Services	Financial Services
Type of services required	Transporting of Cash	Printing, Email and Posting of Debtor Municipal service statement
Supply Chain Contract No	FIN027/2018	FIN026/2018
Available Budget (R'000)	R163 322.10	R100 554.37
Actual Spending (R'000)		
Grading of service rendered		
Name of service provider	Fidelity Cash Solutions (Pty) Ltd	Cab Holdings
1 Poor / 2 Unsatisfactory / 3 Satisfactory / 4 Good / 5 Excellent		
Contract work to specification	4	2
Contract still within budget	4	3
Contract within time frame	4	2
Compliance with contract requirement	4	3
Claims	0	0
Incidents on site	0	0
Suitably qualified/experienced personnel	4	2
Job creation/training	0	0
Other comments	0	0
Overall rating	4	
Action taken with regard to poor and unsatisfactory service providers	None	Communication went to the Service Provider, requesting for immediate correction, which was done. 2 nd correct batch has been printed, emailed and post to the client
Overall recommendation and comments	None	None

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Disclosures of Financial Interests		
Period 1 July to 30 June of Year 0 (Current Year)		
Position	Name	Description of Financial interests* (Nil / Or details)
(Executive) Mayor		
Member of MayCo / Exco		
Councillor		
Municipal Manager		
Chief Financial Officer		
Deputy MM and (Executive) Directors		
Other S57 Officials		

* Financial interests to be disclosed even if they incurred for only part of the year. See MBRR SA34A

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Description	2019/20			2020/21			
	Actual (Audited Outcome)	Original Budget	Final Adjustment Budget	Actual	Variance between Actual and Final Adjustments Budget	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget
REVENUE COLLECTION BY VOTE							
Executive and council	463 022	184 500	184 500	1 778	(183)	1%	1%
Finance and administration	428 552 674	393 147 081	403 378 508	377 871 341	(25 507)	94%	96%
Internal audit	0	0	0	0	0	0%	0%
Community and social services	18 763 075	17 788 789	14 202 809	17 832 341	3 630	126%	100%
Sport and recreation	466 246	14 417 726	1 972 117	1 247 950	(724)	63%	9%
Public safety	75 395 420	78 293 091	78 552 111	5 380 998	(73 171)	7%	7%
Housing	30 512 477	159 264 400	153 035 112	8 953 189	(144 082)	6%	6%
Health	18 181	84 000	84 000	4 205	(80)	5%	5%
Planning and development	8 095 505	11 302 063	11 058 714	9 442 857	(1 616)	85%	84%
Road transport	425 778 444	412 292 627	434 588 964	342 011 509	(92 577)	79%	83%
Environmental protection	1 741	1 700	1 700	6 437	5	379%	379%
Energy sources	704 212 794	820 190 198	809 484 533	746 750 859	(62 734)	92%	91%
Water management	177 161 013	209 313 651	179 989 149	183 329 210	3 340	102%	88%
Waste water management	163 532 095	168 836 490	216 864 562	200 955 834	(15 909)	93%	119%
Waste management	133 556 915	137 051 712	152 439 038	152 930 613	492	100%	112%
Other	317 476	526 720	747 350	476 851	(270)	64%	91%
Total Revenue - Functional	2 166 827 076	2 422 694 748	2 456 583 167	2 047 195 969	(409 387)	83%	-17%

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Description		2020/21					
R thousand	2019/20 Actual (Audited Outcome)	Original Budget	Final Adjustments Budget	Actual	Variance between Actual and Final Adjustments Budget	Actual Outcome as % of Final Adjustments Budget	Actual Outcome as % of Original Budget
Financial Performance							
Revenue By Source							
Property rates	302 109 389	311 989 000	321 989 000	322 755 132	766 132	100%	103%
Service charges - electricity revenue	675 645 877	771 756 229	758 628 942	698 141 738	-60 487 204	92%	90%
Service charges - water revenue	136 925 410	141 357 000	132 037 518	134 553 797	2 516 279	102%	95%
Service charges - sanitation revenue	110 679 978	113 118 000	122 453 192	122 717 179	263 987	100%	108%
Service charges - refuse revenue	92 264 168	94 475 602	102 119 179	101 623 339	-495 840	100%	108%
Service charges - other	0	0	0	0	0	0%	0%
Rental of facilities and equipment	22 851 236	6 480 110	5 931 610	2 856 210	-3 075 400	48%	44%
Interest earned - external investments	33 525 719	52 955 764	58 970 110	17 299 765	-41 670 345	29%	33%
Interest earned - outstanding debtors	3 000 389	7 746 400	7 746 400	4 326 453	-3 419 947	56%	56%
Dividends received	11 644 724	0	0	8 948 957	8 948 957	0%	0%
Fines, penalties and forfeits	76 282 875	80 306 792	80 306 792	6 786 515	-73 520 277	8%	8%
Licences and permits	1 671 599	3 694 725	3 794 725	2 559 039	-1 235 686	67%	69%
Agency services	10 598 561	9 290 500	9 290 500	10 022 491	731 991	108%	108%
Transfers and subsidies - operational	549 028 453	634 699 962	674 139 997	485 934 935	-188 205 062	72%	77%
Other revenue	61 204 630	106 718 727	64 347 066	61 797 326	-2 549 740	96%	58%
Gains on disposal of PPE	1 746	0	0	0	0	0%	0%
Total Revenue (excluding capital transfers and contributions)	2 087 434 755	2 334 588 811	2 341 755 031	1 980 322 875	-361 432 157	85%	85%

APPENDIX L – CAPITAL PROGRAMME BY PROJECT BY WARD – 2020/21

Capital Programme by Project by Ward: Year 2020/21		
Capital Project	Ward(s) affected	Works completed (Yes/No)
Water		
N2 Themba lethu Water Crossing	9, 10, 11,12, 13, 15, 21	Yes
Sanitation/Sewerage		
Outeniqua 10ml Addition - WWTW	2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 27	No
Eden Pump station: Emergency Rehabilitation & Upgrade	2, 5, 18	Yes
REFUSE REMOVAL		
Bulk refuse Containers	All	Yes
Bin Lifters	All	Yes
Refuse Bins - Wards	All	No
Wheelie Bins	4, 14	Yes
Replace refuse truck	All	Yes
Transfer station - Generator	24, 25	Yes
Building Compost Plant	All	No
Recycling Equipment	All	Yes
STORMWATER		
New Dawn Park: Storm Water Upgrade	16	No
Themba lethu Zone 1: Storm Water Upgrade	13	No
Themba lethu Zone 9: Storm Water Upgrade	15	No
Andersonville: Storm Water Upgrade	16	No
SPORTS, ARTS & CULTURE		
Upgrade Pacaltsdorp Library	15, 16, 27	Yes
Upgrade Themba lethu Library	9,10,11,12,13,15,21	No
Tartan Track - Rosemoor	5,	No
Scrum machine - Uniondale	24,25	Yes
Floodlights – Pacaltsdorp Sports ground	15,16,27	Yes
Lyonville Recreational Facilities	24,25	Yes
CCTV Cameras – Sport facilities	All	Yes
Upgrade Tennis and Netball Court	5,16,14,13	Yes
Upgrade Parkdene Sport facilities	7,8	Yes
Fence – Lawa aikamp Sportsground	7,13. 20	Yes
ENVIRONMENT		
Calibrator	All	No
Vehicle Emission Testing Device	All	No
Weather Station	All	Yes
Upgrade beach areas	All	No
Develop & Upgrade Facilities: Gwaiing River Mouth	All	No
Roads		
Wellington street	5	Yes
Triumph street	5	Yes

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ANNEXURE A: ANNUAL FINANCIAL STATEMENTS

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.