

George Municipality

Mid-year Budget and Performance Assessment Report
*Prepared in terms of the Local Government Municipal Finance Management Act,
2003: Municipal Budget and Reporting Regulations*

December 2020



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Glossary

Adjustments Budget – Prescribed in section 28 of the MFMA. The formal means by which a municipality may revise its annual budget during the year.
Allocations – Money received from Provincial or National Government or other municipalities.
Budget – The financial plan of the Municipality.
Budget Related Policy – Policy of a municipality affecting or affected by the budget, such as the tariffs policy, rates policy and credit control and debt collection policy.
Capital Expenditure - Spending on assets such as land, buildings and machinery. Any capital expenditure must be reflected as an asset on the Municipality's balance sheet.
Cash flow statement – A statement showing when actual cash will be received and spent by the Municipality. Cash payments do not always coincide with budgeted expenditure timings. For example, when an invoice is received by the Municipality it scores as expenditure in the month it is received, even though it may not be paid in the same period.
DORA – Division of Revenue Act. Annual piece of legislation that shows the amount of allocations from national to local government.
Equitable Share – A general grant paid to municipalities. It is predominantly targeted to help with free basic services.
Fruitless and wasteful expenditure – Expenditure that was made in vain and would have been avoided had reasonable care been exercised.
GFS – Government Finance Statistics. An internationally recognised classification system that facilitates like for like comparison between municipalities.
GRAP – Generally Recognised Accounting Practice. The new standard for municipal accounting.
IDP – Integrated Development Plan. The main strategic planning document of the Municipality
KPI's – Key Performance Indicators. Measures of service output and/or outcome.
MFMA – The Municipal Finance Management Act – no 53 of 2003. The principle piece of legislation relating to municipal financial management.
MTREF – Medium Term Revenue and Expenditure Framework. A medium-term financial plan, usually 3 years, based on a fixed first year and indicative further two years budget allocations. Also includes details of the previous and current years' financial position.
Operating Expenditure – Spending on the day to day expenses of the Municipality such as salaries and wages.
Rates – Local Government taxation based on an assessed value of a property. To determine the rates payable, the assessed rateable value is multiplied by the rate in the rand.
SDBIP – Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.

Strategic Objectives – The main priorities of the Municipality as set out in the IDP. Budgeted spending must contribute towards the achievement of the strategic objectives.

Unauthorised expenditure – Generally, spending without, or in excess of, an approved budget.

Virement – A transfer of budget.

Virement Policy - The policy that sets out the rules for budget transfers. Virements are normally allowed within a vote. Transfers between votes must be agreed by Council through an Adjustments Budget.

Vote – One of the main segments into which a budget is divided, usually at directorate / department level.

PART 1: MID-YEAR PERFORMANCE

1.1 – Introduction

The Municipal Budget and Reporting Regulations (MBRR) are designed to achieve a range of objectives, including improving the local government sphere's ability to deliver basic services by facilitating improved financial sustainability and better medium-term planning and policy choices on service delivery.

This report has been prepared in terms of the following legislative framework:

- The Municipal Finance Management Act – No. 56 of 2003, Section 72, and
- The Municipal Budget and Reporting Regulations, 35.

The MBRR highlights the format of the mid-year budget and performance assessment.

“33. A mid-year budget and performance assessment of a municipality referred to in section 72 of the Act must be in the format specified in Schedule C and include all the required tables, charts and explanatory information, taking into account any guidelines issued by the Minister in terms of section 168(1) of the Act.”

The objective of these Regulations is to secure sound and sustainable management of the budgeting and reporting practices of municipalities by establishing uniform norms and standards and other requirements for ensuring transparency, accountability and appropriate lines of responsibility in the budgeting and reporting process and other relevant matters as required by the Act.

1.2 – Legislative framework

In terms of section 72 (1) of the MFMA, the accounting officer of a municipality must by 25 January of each year assess the performance of the municipality during the first half of the financial year.

Take note that the Section 52, Quarterly Budget Monitoring Report for the second quarter will be incorporated in this report. The requirements of section 52(d) will be met in this Mid-year Budget and Assessment Report.

1.3 – Executive summary

This report is a summary of the main budget issues arising from the budget monitoring process. It compares the progress of the budget in terms of actual income and expenditure to the projections contained in the Service Delivery and Budget Implementation Plan (SDBIP).

The following categories provide a consolidated overview of the implementation of the budget of the municipality.

Monthly Budget Monitoring Report – December 2020

1.3.1 – Operating revenue

Operating Revenue by sources

Revenue by Source	Original Budget	Adjustments Budget	Planned Income to Date (SDBIP)	Actual Income to Date	Variance	% Variance	Reasons for variance over/(under) 10%
Property Rates	311 989 000	311 989 000	167 235 910	170 876 460	3 640 550	2%	
Service Charges - Electricity	771 756 229	768 628 942	362 103 156	343 108 257	(18 994 899)	-5%	Decline in consumption indication of alternative electricity sources and users cutting back on consumption. Projected values will be reviewed during the mid-year assessment.
Service Charges - Water	141 357 000	136 737 518	68 368 752	62 602 462	(5 766 290)	-8%	
Service Charges - Sewerage	113 118 000	107 453 192	53 726 586	61 291 125	7 564 539	14%	
Service Charges – Refuse Removal	94 475 602	89 119 179	44 559 588	50 432 158	5 872 570	13%	
Fines, Penalties and Forfeits	80 306 792	80 306 792	3 269 814	2 465 405	(804 409)	-25%	There was no service provider to collect fines revenue from July 2020. A contractor has been appointed on a 3-year contract, starting 1 February 2021. Interim measures were put in place to collect outstanding fines.
Licences or Permits	3 694 725	3 694 725	1 847 358	1 112 573	(734 785)	-40%	Loss of revenue results from less driver licence applications since lockdown and the impact

George Municipality – 2020/21 Mid-year Budget and Performance Assessment

Revenue by Source	Original Budget	Adjustments Budget	Planned Income to Date (SDBIP)	Actual Income to Date	Variance	% Variance	Reasons for variance over/(under) 10%
Income for Agency Services	9 290 500	9 290 500	4 645 248	1 492 476	(3 152 772)	-68%	of COVID19 in the traffic department makes revenue collection difficult.
Rent of Facilities and Equipment	6 480 110	6 480 110	3 240 060	1 858 046	(1 382 014)	-43%	The recognition of agency fees still needs to be done for October, November and December 2020.
Grants and Subsidies Received - Capital	73 914 037	88 614 125	33 245 298	19 752 461	(13 492 837)	-41%	Community halls are not being rented out due to the COVID19 lockdown regulations. Projections will be revised.
Grants and Subsidies Received - Operating	634 699 962	652 882 653	210 358 824	194 521 165	(15 837 659)	-8%	Recognition of grant income is processed when conditions are met.
Interest Earned – External Investment	52 955 764	52 955 764	24 515 912	9 816 668	(14 699 244)	-60%	Recognition of grant income is processed when conditions are met.
Interest Earned – Outstanding Debtors	7 746 400	7 746 400	3 873 198	1 356 602	(2 516 596)	-65%	Interest received on the external investment will be allocated during January 2021.
							Credit control measures are gradually being re-introduced. No interest was levied between July, August and September 2020 as part of the COVID19 incentive. Projections must be revised.

George Municipality – 2020/21 Mid-year Budget and Performance Assessment

Revenue by Source	Original Budget	Adjustments Budget	Planned Income to Date (SDBIP)	Actual Income to Date	Variance	% Variance	Reasons for variance over/(under) 10%
Other Revenue	19 326 414	19 326 414	9 383 958	5 914 085	(3 469 873)	-37%	
GIPTN Fare Revenue	81 290 913	81 290 913	16 131 008	17 410 506	1 279 498	8%	COVID-19 has resulted in a decrease of 50% in planned fare revenue. The GIPTN fare revenue estimates will be adjusted downward during the mid-year adjustment budget to account for the under collection. In addition, the roll-out of Phase 4 A initially planned for February 2021 has been temporarily delayed. The Provincial Department of Transport and Public Works have provided in-year funding of R30.5m to account for this under collection in order to cover the operating shortfall.
Capital Contributions	20 293 300	20 293 300	10 146 654	7 024 942	(3 121 712)	-31%	
Gain on Disposal of PPE	-	-	-	-	-	0%	
Total Revenue	2 422 694 748	2 436 809 527	1 016 651 324	951 035 391	(65 615 933)	-6%	
% of Annual Budget Billed			39%				

Monthly Budget Monitoring Report – December 2020

1.3.2 – Operating Expenditure

Operating expenditure by type

Expenditure by Type	Original Budget	Adjustments Budget	Planned Expenditure to Date (SDBIP)	Actual Expenditure to Date	Variance	% Variance	Reasons for variance over/under 10%
Employee Related Costs	634 505 777	635 583 124	319 168 540	280 238 668	(38 929 872)	-12%	Variance is due to vacancies.
Remuneration of Councillors	25 139 943	25 139 943	12 569 976	10 687 706	(1 882 270)	-15%	Variance is due to vacancies.
Contracted Services	615 285 788	632 553 767	181 444 861	167 990 081	(13 454 780)	-7%	
Bulk Purchases	529 112 280	529 112 280	270 001 140	236 592 339	(33 408 801)	-12%	There is a decline in the units procured from Eskom indicating that consumers are making use of alternative energy sources or has cut back on their usage.
Operating Leases	19 606 868	26 049 940	7 749 991	6 703 521	(1 046 469)	-14%	
Operational Cost	146 504 977	136 427 417	64 015 892	47 669 595	(16 346 298)	-26%	
Depreciation & Amortisation	168 268 784	168 268 784	68 688 706	84 134 436	15 445 730	22%	Monthly standard journals are processed to record the expenditure
Loss on Disposal of PPE	714 610	714 610	357 300	217 269	(140 031)	-39%	
Bad Debts	74 955 520	74 955 520	513 000	1 835 114	1 322 114	258%	Debt relating to indigent households has been written off to date.
Transfers and Subsidies Paid	60 860 389	51 231 401	11 701 796	11 921 317	219 521	2%	
Inventory Consumed	68 555 550	67 289 514	34 035 012	28 626 018	(5 408 994)	-16%	Repairs and Maintenance projects are behind the

George Municipality – 2020/21 Mid-year Budget and Performance Assessment

Expenditure by Type	Original Budget	Adjustments Budget	Planned Expenditure to Date (SDBIP)	Actual Expenditure to Date	Variance	% Variance	Reasons for variance over/under 10%
Interest Expense	36 178 596	36 178 596	18 550 732	16 928 676	(1 622 056)	0%	planned expenditure. Projections will be revised to bring it in line.
Total Expenditure	2 379 689 082	2 383 504 896	988 796 946	893 544 740	(95 252 206)	-10%	
% of Annual Budget Spent	37%						

1.3.3 – Capital Expenditure

Capital expenditure per Directorate

Directorate	Original Budget	Adjustment Budget	Planned (SDBIP)	Actual	Variance	Variance (%)	Reasons for variance over/under 10%
Municipal Manager	3 800 000	5 170 000	137 000	1 339 226	1 202 226	878%	The tools of trade for the 2021/2022 Councilors have been purchased.
Corporate Services	4 850 000	5 350 100	214 000	307 452	93 452	44%	End user equipment purchased ahead of planned expenditure.
Civil Engineering Services	234 679 629	303 763 367	30 388 901	35 305 158	4 916 257	16%	
Electro-technical Services	72 930 530	82 584 720	35 289 270	10 007 750	(25 281 520)	-72%	Thembaletu/Balolots Bay 66/11kv substation – R12 million external loan funding must be reduced with the next adjustment budget.
Human Settlements	4 022 000	4 868 000	500 000	1 274 969	774 969	155%	End user equipment purchased ahead of planned expenditure.
Planning & Development	2 992 000	3 245 000	223 000	317 244	94 244	42%	People carrier vehicle (7-seater) at Tourism was purchased ahead of planned expenditure.
Community Services	29 884 023	29 768 580	15 369 424	2 495 073	(12 874 351)	-84%	Rosemore Sportsground – Tartan track phase 2: No successful contractor could be appointed. The tender needs to be re-advertised.
Protection Services	33 603 031	37 513 583	10 805 079	13 479 875	2 674 796	25%	Fibre optic projects are ahead of schedule.
Financial Services	1 214 000	1 214 000	127 500	179 665	52 165	41%	End user equipment purchased ahead of planned expenditure.
Total	387 975 213	473 477 350	93 054 174	64 706 413	(28 347 761)	-30%	
% of Annual Budget Spent			13.7%				

1.3.4 – Capital funding by source

The capital budget increased from R 334 million (2019/20) to R 387 million in 2020/21 (original approved budget). During August and November 2020, adjustments budgets were passed that increased the budget by R 51 million to R 473 million.

DESCRIPTION	ORIGINAL BUDGET 2020/21	ADJUSTMENTS	AMENDED BUDGET 2020/21
Capital Replacement Reserve (CRR)	75 910 344	52 707 086	128 617 430
External Financing Fund (EFF)	219 854 550	18 054 900	237 909 450
Grants	67 623 805	39 326 665	106 950 470
Other	24 586 513	-24 586 513	0
TOTAL	387 975 213	85 502 137	473 477 350

Internally generated funds (CRR)

One of the main problems impacting on the capital budget is the expected contributions to the CRR for the current year. To date, the capital contribution votes are under collecting and project below the budgeted figures.

The following table indicate the status of the CRR funding at the 31 December 2020:

BUDGETED CRR FUNDING FOR 2020/21						
DESCRIPTION OF CAPITAL REPLACEMENT RESERVED (CRR)	BALANCE 30/06/2020 AFS	CAPITAL CONTRIBUTIONS 10 DECEMBER	VAT INCOME ON GRANTS BUDGET	TOTAL AMOUNT AVAILABLE FOR CAPITAL EXPENDITURE TO DATE	PROPOSED CRR ADJUSTMENT CAPITAL BUDGET FOR 2020/21	TOTAL AMOUNT AVAILABLE FOR CAPITAL EXPENDITURE FOR NEXT YEAR
General	20 535 931	207 814	1 840 277	22 584 023	62 433 461	-39 849 438
Electricity	8 845 547	1 384 787	1 652 217	11 882 552	18 540 751	-6 658 199
Water	4 060 848	799 274	1 636 850	6 496 972	14 435 550	-7 938 578
Sewerage	6 213 824	940 533	0	7 154 356	10 353 670	-3 199 314
Sale of Property	26 886 099	3 108 812	0	29 994 911	1 184 000	28 810 911
Cleansing	4 270 089	47 643	0	4 317 732	2 700 000	1 617 732
Parking Facilities	732 147	0	0	732 147	0	732 147
Contribution from Working Capital		24 000 000	0	24 000 000	0	24 000 000
TOTAL CRR	71 544 486	30 488 863	5 129 344	107 162 693	109 647 432	-2 484 739

As indicated in the above table council needs to make a contribution to CRR funding from the Working Capital or/and reduce the CRR funded projects on the 2020/21 capital programme. This contribution from surplus funds will be included in the adjustments budget.

Borrowings (EFF):

Council has given permission to bridge finance the capital acquisitions until the loan has been taken up.

1.3.5 – Cash flow statement

This statement reflects the actual cash that was received and utilised by the municipality.

WC044 George - Table C7 Monthly Budget Statement - Cash Flow - M06 December

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		300,797	630,116	630,116	25,325	170,876	147,267	23,609	16%	-
Service charges		1,015,450	917,566	917,566	91,684	517,551	219,317	298,234	136%	-
Other revenue		42,191	116,818	116,818	335,135	360,584	20,323	340,261	1674%	-
Government - operating		675,703	470,940	470,940	4,941	194,530	39,275	155,255	395%	-
Government - capital		-	74,065	74,065	-	19,752	5,835	13,917	239%	-
Interest		45,170	56,880	56,880	473	6,591	981	5,610	572%	-
Dividends		-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees		(1,531,014)	(1,820,478)	(1,820,478)	(330,235)	(1,123,006)	(650,826)	472,180	-73%	(2,052,156)
Finance charges		(43,516)	(36,179)	(36,179)	(16,929)	(16,929)	-	16,929	0%	(36,179)
Transfers and Grants		(146,141)	(60,860)	(60,860)	(6,603)	(11,921)	(14,470)	(2,548)	18%	(51,231)
NET CASH FROM/(USED) OPERATING ACTIVITIES		358,640	348,867	348,867	103,791	118,029	(232,298)	(350,327)	151%	(2,139,566)
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		1,240	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors		-	-	-	(114)	32,968	-	32,968	0%	-
Decrease (increase) other non-current receivables		283	-	-	7	33	-	33	0%	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-
Payments										
Capital assets		(151,895)	(387,975)	(473,477)	(21,372)	(64,706)	(198,985)	(134,278)	67%	(473,477)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(150,372)	(387,975)	(473,477)	(21,479)	(31,705)	(198,985)	(167,279)	84%	(473,477)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		69,865	160,000	160,000	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	(9,400)	(9,400)	207	1,136	3,133	(1,998)	-64%	9,400
Payments										
Repayment of borrowing		(41,232)	(39,327)	(39,327)	(19,979)	(19,979)	-	19,979	0%	520,086
NET CASH FROM/(USED) FINANCING ACTIVITIES		28,633	111,273	111,273	(19,771)	(18,843)	3,133	21,976	701%	529,486
NET INCREASE/ (DECREASE) IN CASH HELD		236,902	72,165	(13,338)	62,541	67,481	(428,149)			(2,083,557)
Cash/cash equivalents at beginning:		562,604	270,553	799,506		799,506	799,506			799,506
Cash/cash equivalents at month/year end:		799,506	342,718	786,168		866,987	371,357			(1,284,051)

Cash payments and receipts will not coincide with revenue and expenditure on the Statement of Financial Performance due to it being partly based on billed income and expenditure.

The following statement reflects the outstanding commitments against cash and cash equivalents at 31 December 2020.

Cash and cash equivalents commitments - 31 December 2020				
	Opening balance (01.07.2019)	Investment	Movement	Closing balance
Repayments of Loans - short term portion	19 659 817	0	21 255	19 681 072
Capital Replacement Reserve	108 027 158	0	-13 887 423	94 139 735
Provision for Rehabilitation of Landfill Site	12 442 483	0	0	12 442 483
Compensation Provision - GIPTN Buy-ins and Buy Outs	72 725 151	0	-1 202 570	71 522 581
Unspent External Loans	57 000 000	0	0	57 000 000
Unspent Conditional Grants	201 241 190	0	115 982 596	317 223 787
Housing Development Fund	60 321 580	0	0	60 321 580
Trade debtors - deposits	30 553 962	0	1 042 689	31 596 651
Working capital	90 510 880	0	112 547 850	203 058 730
Closing Balance	652 482 220	0	214 504 397	866 986 617
Investments (Call deposit)	147 000 000	0	-147 000 000	0
Cash and investments available	799 482 220	0	67 504 397	866 986 617

Financial problems or risks facing the municipality:

No financial problems or risks are facing the municipality currently. The municipality shows a positive cash flow.

1.3.6 2019/20 Annual Report

The Annual Financial Statements for 2019/2020 financial year were completed by 31 Augustus 2020.

1.3.7 Comments from Directors

Community Services

BUDGET

CAPITAL BUDGET

SPORT

- Funding not allocated in accordance to project plans and estimated cost projections.
- The spreading of the required project costs across multiple financial years compromises the optimal and efficient roll out of projects.
- Master plan – Funds are available for the compilation of a masterplan for Sport Capital Projects, but the Covid regulations poses a challenge for public participation and role player engagements.

CLEANSING

- We are currently only replacing the redundant trucks, but no provision is made for the procurement of new additional trucks that is in line with the growth of George, especially with new housing developments. The current fleet that we have is not nearly enough to keep up with the demands and as a result service delivery is hampered.
- No funding for Tipper trucks, JCB's to address illegal dumping.
- There is currently a big demand for wheelie bins in all the residential areas of George. An amount of R500 000.00 is not nearly enough to roll out bins to all residents.

PARKS AND RECREATION

- The need for vehicles were not addressed, and subsequently leads increase of expenditure for the hiring of vehicles, due to vehicles being redundant. The following vehicles are needed to sufficiently carry out daily tasks:
 - X2 3-4-ton small flatbeds (R 1 200 000.00)
 - X1 375mm Chipper (R 2 480 000.00)
 - Stumpgrinder (R 750 000.00)
 - X2 Specialised Crew cab work elevated mobile platform conversions (R 1 500 000.00 each)
 - JCB (R 1 500 000.00)
- Uniondale cemetery requires land purchase due to geotechnical reports barring available properties from being acceptable according to regulations (R5 000 000.00 + to acquire an erf of size to ensure 15 year plus utilisation.
- Fencing at cemeteries had a projected cost of R 2 780 000.00 over the next the 3 years to complete fencing at unsecured cemeteries.

LIBRARIES

- Funds not adequately allocated – Blanco Library. Request was made for the upgrading of the Touwsrante Library.

OPERATIONAL BUDGET

SPORT

Zero based budgeting will provide a more accurate and balanced expenditure framework

CLEANSING

- Not enough funding on the 2020 / 2021 Budget to address illegal dumping in the different residential areas.
- No funding for the appointment of workers (both drivers and general workers) in the Department. The department have to appoint temporary workers on an annual basis to do proper service delivery.
- Growth of George vs no appointment of work = overtime expenditure increases.
- The current budget is not aligned with the needs of the department and is not in line with the growth of George.
- Incremental budgeting also is a problem as the true needs of the Department is not addressed.

PARKS AND RECREATION

Botanical and van Riebeeck Garden Funds – Council made a legal commitment to fund R580 000.00 per year, and funds currently allocated is R380 000.00. Revise agreement with external institutional or comply with obligations.

Cutting of vacant budgeted positions leads to overspending on overtime, acting, Adhoc/essential scheme allowance

The incremental budgeting process to not take into account expectations created by council and administration, demands of the public and growth of the Town.

Gwaiing resort – No budget (Cost centre) has been allocated and existing funds from the Parks is being used since the Gwaiing resort has been transferred to the Parks and Recreation department, which in turn put strain on other projects.

LIBRARIES

George Library has been a member of LIASA and have to pay an amount of R 3 260.00 membership fee per year, in order for personnel to receive necessary training and professional interaction that this body offer.

ANNUAL REPORT 2019/2020

SPORT

Challenge	Comment
Continuous Vandalism at Sport Facilities	-24 hr security at facilities -Improvement on safeguarding of assets – Burglar-proofing, security lighting, CCTV'S cameras
Budget Constraints	Alternative funding sources are being explored to assist with upgrading of Sport in- Frastructure – Public/Private partnerships.

CLEANSING

Challenge	Comments
Redundant Trucks	the redundant trucks are replaced annually. One new refuse truck will be procured in the 2020 / 2021 Financial year.
Illegal dumping	this remains a challenge in the Municipality. The Municipality is in the process of the procurement of a skip truck and skips to be placed in the illegal dumping hotspot areas.

PARKS AND RECREATION

Challenge	Comments – Progress
Motivating for an Alien Clearing budget	R1 000 000.00 has been allocated for alien clearing
Playpark Vandalism	Vandalised parks are repaired with available funding
Vacant EHP position	Position filled 01 October 2020

CEMETERIES

Challenge	Progress Comment
Availability of suitable land	Land has been identified but after EIA and geotechnical technical tests has been done, it was found that identified land is not suitable for cemetery use.

LIBRARIES

Challenge	Progress comment
Covid-19 Pandemic	Necessary measures have been put in place according to Covid-19 Regulations. <ul style="list-style-type: none"> - Perspex screen put up at all counters - Disinfectant Sprays - Disinfectant Boxes where books are put in and sprayed, when received from patrons - Operating hours reduced
Library security	Daily routine checks are done by the Local Law Enforcement Department

COMMUNITY DEVELOPMENT

Challenge	Progress Comment
Staff Shortage	EPWP Appointments
Shortage of Transport	One vehicle bought and hiring in

Corporate Services

PRIORITY POSTS

POST DESCRIPTION	SCALE	PRIORITY
Deputy Director Administration	17	1
Superintendent Halls	11	2
Senior Clerk Committee Services	6	3
Receptionist / Clerk	6	4
Digital Support Clerk	5	5

CAPITAL PROJECTS

- 1) Bakkie at Human Resources
- 2) Furniture at Human Resources
- 3) Repair Roof of Conville Hall
- 4) Replace Roof of Civic Centre
- 5) Fire PA System
- 6) Alarm Systems at Community Halls
- 7) Tools at the Maintenance Section

Planning and Development

We do not anticipate any major deviations from our capital budget. Our projections and cash flow in this regard, including items that can be discarded in this financial year has been communicated with Peter.

In respect of operating income, our Section 71 report for October 2020 demonstrates an over achievement and is depicted below:

<i>INCOME</i>	ORIGINAL BUDGET	ADJUSTMENTS BUDGET	PLANNED INCOME TO DATE (\$DBIP)	ACTUAL INCOME TO DATE	VARIANCE	% VARIANCE
PLANNING	(10 453 263)	(10 453 263)	(3 484 418)	(1 895 134)	1 788 282	-51%
PROPERTIES	(8 880 700)	(8 880 700)	(960 232)	(3 454 755)	(2 494 523)	260%
IDP/PMS	-	-	-	-	-	0%
LOCAL ECONOMIC DEVELOPMENT	(848 800)	(848 800)	(268 936)	(87 883)	181 253	-87%
TOURISM BUREAU	(525 000)	(525 000)	(136 500)	(9)	136 491	-100%
	(20 707 763)	(20 707 763)	(4 850 084)	(5 237 582)	(387 498)	8%
% of Annual Budget Billed				25,29%		

Compared to revenue in 2019:

<i>INCOME</i>	ORIGINAL BUDGET	ADJUSTMENTS BUDGET	PLANNED INCOME TO DATE (\$DBIP)	ACTUAL INCOME TO DATE	VARIANCE	% VARIANCE
PLANNING	(11 680 840)	(11 680 840)	(3 647 289)	(3 417 755)	229 534	-6%
PROPERTIES	(13 131 780)	(13 131 780)	(4 697 782)	(4 732 873)	(35 090)	1%
IDP/PMS	-	-	-	-	-	0%
LOCAL ECONOMIC DEVELOPMENT	(655 000)	(655 000)	(167 817)	(102 879)	64 938	-39%
TOURISM BUREAU	(57 000)	(57 000)	(11 707)	(1 609)	10 098	-86%
	(25 524 620)	(25 524 620)	(8 524 595)	(8 255 116)	269 480	-3%
% of Annual Budget Billed				32,34%		

The operating revenue for Tourism and LED is too high. Both departments' activities are severely restrained due to COVID regulations as no revenue is anticipated from events this year, hence it is recommended that the revenue for Tourism be reduced by R500 000 as well as the revenue for LED.

The projected income for Planning in Oct 2020 is mostly attributed to lower Fines, penalties and forfeits as well as operational revenue, retrieved. The majority of these funds are generated from our Building Control office. The construction

industry was severely impacted by the lockdown regulations. Our Building control Office has also switched to an online submission portal and in the initial stages over the months of July and August we noted close to 60% decline in the number plans approved and close to 50% less submission, compared to the previous year. This has recovered and building plan approvals for November, in fact exceeded approvals in the previous year by 28%, however the accumulative decline in building plan approvals since July 2020 still amounts to approximately 16%. The overall decline in building plan submissions since July equates close to 30% less than the previous year, however July and August marked extraordinary circumstances as the transitioning into the new online portal did present some complications. The average decline in revenue from building plan submissions since September is approximately 16% below the target.

While efforts to increase internal capacity is underway and strategies are being devised to harness other revenue streams more optimally, the realistic approach would be reducing the estimated revenue for Planning by 16%

At the current recovery rate of the department we could potentially recover over the course of this financial year however our ability to recruit candidates in the current recruitment process will be critical to this outcome.

Annual Report: I have attached the Audit Action Plan, used as a monitoring tool with regards to the 2019/2020 audit findings.

- In respect of COMAF 2, the directorate still draws strongly on the assistance from consultants as this leverage's significant skills and capacity. We continue to consolidate our efforts with other spheres of government and partners in the private sector to ensure we optimise our financial resources to yield the maximum results.
- IN respect of COMAF 13, Planning and Development ensures no expenses toward overtime, however we have implemented a log sheet whereby staff reports on their daily tasks and monthly reports are submitted to the MM's office, which is also uploaded to the SDBIP.

IDP office: Our Directorate's contribution towards the S72 will be the submission of the mid-year performance report as well as the following:

1. Planned Key Performance Indicators not Achieve during the 2018/19 Annual Report.
2. Assessment by Internal Audit on the predetermined objectives (PMS).

Attached is the Audit Action Plan which is used as a monitoring tool for COMAFS received in the 2018/19 FY.

Protection Services

MEMORANDUM



Menon Mc Donald
Manager: Fleet Management
Services
mmcdonald@george.gov.za
Tel: +27 1844 501 6365

DIRECTORATE: PROTECTION SERVICES

To:	: THE ACTING DIRECTOR – FINANCIAL SERVICES MR L WALLACE
From:	: THE DIRECTOR – PROTECTION SERVICES MR S B ERASMUS
Copy:	: M Mc DONALD
Date:	: 15 December 2020
Regarding:	: SECTION 72 REPORT: MID YEAR BUDGET AND PERFORMANCE ASSESSMENT FOR THE 2020/21 BUDGET YEAR

Your memorandum dated 24 November has reference.

1. Capital Budget

Please see attached Annexure A with the comments from the various departments.

Every department will spend the Capital Budget completely however Fleet Management Services requires an additional R350 000 to complete two major projects.

2. Operating Budget

Please see attached Annexure B.

There are no further savings that can be determined as the operational budget has been cut to a subsistence level.

S B ERASMUS
DIRECTOR: PROTECTION SERVICES

Civil Engineering Services



MEMORANDUM

Reginald Weeso
Civil Engineering Services
rweeso@george.gov.za
Tel: +27 (0)44 801 8280
Fax: +27 (0)44 520 5925

Aan/To:	: ACTING CFO: L WALLACE
Van/From:	: DIRECTOR: CIVIL ENGINEERING SERVICES
Akkrif/Copy:	:
Tel:	: 8062
Datum/Date:	: 14 DECEMBER 2020
Inakeur/Regarding:	: SECTION 72 REPORT MID YEAR BUDGET AND PERFORMANCE ASSESSMENT FOR THE 2020/21 BUDGET YEAR

Your memorandum dated 24 November regarding the above refers and comment as follow:

CAPITAL BUDGET

At least two formal one-on-one sessions were held with the Finance directorate and the Executive Mayoral Committee members on 16 November 2020 and 1 December 2020 to provide inputs and finalise the draft adjustments budget for the current financial year. It was concluded that an adjustments budget would be unavoidable due to a number of projects being negatively impacted for various reasons that are beyond the control of this directorate. The major projects that were affected by external factors are listed below:

- The Outeniqua WWTW Mechanical Electrical tender was terminated in June 2020. The Contractor lodged a dispute and an Adjudication process followed. This has had a significant impact on the projected spending for the first two quarters of 2020/21. An adjustment is required to the 2020/21 budget to realign the projected spending;
- The COGTA has refused to approved the 20MI Extension of the WTW on the MIG program. This project was scheduled to commence in July 2020, but the Contractor cannot be appointed until the project is MIG approved as the MIG forms part of the funding mix for this project. The projected spending will have to amended for the 2020/21 financial year and requires a decision by Council whether to proceed with own funding in the interim;
- The largest portion of the MIG was apportioned to the above WTW. As this project has not been able to proceed the 2020/21 MIG allocation must be reallocated to other projects where the MIG funds can be appropriately spent – 4 MIG stormwater projects;
- The lack of treatment capacity at the Outeniqua WWTW requires that other projects be prioritised and this requires adjustments to reallocate funding to projects where potential alternate capacity can be created;
- The Municipality has been issued with directives due to pollution of watercourses as a result of frequently major pumpstation failures. Funding has to be reallocated to address the most critical issues at the Meul and Schaapkop pumpstations to prevent frequent and detrimental pollution incidents;

- The funding for various other grant funded projects was dependent on the outcome of the 2019/20 rollover application submitted to NT. It was anticipated that a response from NT would be received early in the new financial year, however this was only issued on 22 October 2020 with most of the requests rejected. The project funding must be adjusted to align with the "loss" of the rollover funding that is now available;
- The impact of the above constitutes a downward adjustment of approximately R100m from R286m to R186m for this directorate.

OPERATIONAL BUDGET

- The critical shortage of technical personnel is rendering the PMU incapable of addressing all the project needs and project implementation is lagging behind schedule. Realistic adjustments will have to be made until capacity constraints can be adequately addressed.
- The impact of the 50% reduction in the funded vacant posts had a significant impact on the recruitment of adequately qualified technical positions. Clarity on the latter was provided at the one-on-one session of 1 December 2020 and the processing of personally requisitions commenced soon thereafter.
- Staff shortages impact negatively on the overtime budget and the reduction of the year to year budget on overtime makes it unavoidable to adjust said budget allocations.
- Income from the water sales remains constraint due to the ongoing and unavoidable water restrictions.

ANNUAL REPORT

- Hereto attached, please find the Audit Action Plan that is updated on a quarterly basis and shows that this directorate is well on schedule to address the issues raised in COMAF's 5, 6 and 7 by the AG in the previous financial year.

I trust the above is in order.

Your faithfully,



RR WESSÓ
DIRECTOR, CIVIL ENGINEERING SERVICES

Human Settlements

SECTION 72 REPORT: MID YEAR ASSESMENT: HUMAN SETTLEMENTS

1. Capital Budget

- One on one session with Mayor: An amount of R700 000 has been earmarked as possible savings on the current 2020/21 capital budget.
- ABS: Informal Areas – 94% of the budgeted amount of R748 000 has been spent therefore an additional amount of R250 000 is requested for the Access of basic services in informal areas.

2. Operating Budget

- **Chemical Toilets**; Actual figures on our financial system (Samras Db4) indicates a budgetary shortfall of approximately R600 000 till 30 June 2021.
- **Hiring of water truck** - No budgetary provision has been made for filling of water tanks in the informal areas. Funding from other u-keys (virements) are currently done to sustain this service at a cost of R75 000 per month. The Human Settlements Directorate is currently implementing plans to reduce the monthly expenditure to at least R45 000 per month. An amount of R270 000 is needed for the hiring of a water truck to perform this function.
- **Water & Sewer complaints (Indigent Funds)** – Due to the aged infrastructure as well as the rapid increase of backyarders an additional amount of R650 000 is needed to effectively perform this function.
- **Water and Sewer complaints - Informal Areas** - Due to the aged infrastructure as well as the rapid influx of people an additional amount of R300 000 (Council funds) is needed to effectively perform this function.
- **Provision of Emergency structures/gunplast/pavers** – The current budget for the provision of emergency structures/gunplast & pavers has been cut with R2 million. An additional amount of R2 million is needed to effectively perform this function.
- **Toilets closer to the houses (SOA approval)** An SOA approval amounting to R4.3 million has been obtained from the Minister of Human Settlements for the building of outside toilets closer to the houses. These funds must be placed on the February 2021 Adjustments Budget in order for the SCM process to commence.

2019/20 Annual Report: Challenges

DESCRIPTION	ACTION REQUIRED	PROGRESS
Ongoing service delivery protests	Liaison with committees to address service	An NGO South Africa Women in Construction

DESCRIPTION	ACTION REQUIRED	PROGRESS
	delivery issues	has been appointed by DoHS to assist with community facilitation with regard to the provision of services in areas that are illegally occupied
Financial challenges to address the provision of basic services as a result of land invasions	Applications for funding from Provincial and National Government to address the problem	The municipality is currently in process of investigating alternative methods to provide sanitation in the areas that are illegally occupied because of the exorbitant costs for the hiring of chemical toilets
Lack of bulk infrastructure for new housing development	Civil engineering department to budget accordingly	Money has been provided by DoHS to build a temporary Package plant until the tender for the Package plant is finalised
Ongoing land invasions on land identified for housing development	Constant monitoring of land to prevent further land invasions	The land invasion unit work with Public Order Police Services and the councillors where there are potential threats of illegal land occupations

Top Layer KPI's (adjustments)

Thembaletu UISP = 50 units (will be done by George Municipality)

Extension 42&58 = 46 units (Will be done by Provincial Department of Human Settlements)

Golden Valley = 130 units (Will be done by Provincial Department of Human Settlements)

DoHS was requested to appoint contractors on 3 projects that was on our business plan through a limited bidding process in order to fast track the building of the top structures.

Legal Services**AANSUIWERINGS BEGROTING – 2020/2021****U-Keys vir Regskostes**

Soos u bewus is, is daar verskeie beweringe van finansiële en ander wangedrag wat tans ondersoek word en voor die Raad dien.

Ondersoeke moet noodwendig ingevolge die Regulasies plaasvind ten opsigte van al hierdie beweringe en sal die oorblywende bedrae op Regsdienste se begroting nie voldoende wees om die koste van ondersoeke wat moet plaasvind, te dra nie.

Hiermee word versoek dat daar nog vir ekstra fondse op Regsdienste se 3 U-Keys voorsiening gemaak word na nuwe kosteberaming wat gedoen is.

U-Key	Oor is op begroting	Ekstra
20190705045315	R134 163.81	R1 miljoen
20190705045316	R989 972.50	R1 miljoen
20160623015906	R113 501.38	R2 miljoen

Hysbak by die Hof

Die voorlopige beraming vir die hysbak beloop meer as R850 000.00

Op die Ukey: 20190705045201 is huidige die balans van R595 300.65.

As gevolg van COVID kon ons nie die fondse spandeer nie en moes dit oorgedra word na die nuwe boekjaar van 2020/2021. Nuwe tenders is aangevra want die vorige tendersaars het nie voldoen aan die vereistes nie. Die nuwe tendersaars se pryse is baie meer as wat ons verwag het.

Hiermee word versoek dat daar 'n verdere R400 000 onder U-Key: 20190705045201 in die kapitaalaanpassingsbegroting voorsiening gemaak word.

IGNITE / Enoumia

Soos verneem was Eunomia vroeër deel van die Ignite begroting onder die IDP kantoor, maar nou moet daar apart daarvoor begroot word. Die huidige tarief beloop R5 083.00 per maand. Daarom stel ek voor dat daar R67 000. 00 per jaar daarvoor begroot word, wat 'n moontlike verhoging sal kan insluit.

OORPLASING VAN ME ANDISWA DAKADA NA REGSDIENSTE

Gesprekke rondom die oorplasing van Me dakada na Regsdienste het plaasgevind met Menslike Hulpbronne. Die volgende memorandum in hierdie verband is van Menslike Hulpbronne ontvang:

The abovementioned matter has reference.

Transferring of staff between positions and/or directorates is not standard practice as it circumvents the fair process of recruitment and selection. However, the matter of Ms Dakada has been an issue for many years and Human Resources therefore supply comment as requested by then Acting Municipal Manager Mr Wesso. We also supply a summary of relevant information.

1. As per Director Protection Services Mr Erasmus, the move to Office of the Municipal Manager, at Legal Services is supported
2. A position exists on the structure of Legal Services to formally take Ms Dakada in. This is WC044MMLEG0711 "Senior Clerk: Court Section" recently audited on T6 (JD attached with handwritten notes as per Provincial Audit Committee). Ms Dakada is currently remunerated on T6.
3. Funding for the post at Legal Services is currently underway with the Adjustment Budget. Funding of the post at Protection Services (section 0754/post number 1060, WC1060) remains there.

Human Resources supports the transfer and await the new section and post number to activate the transfer.

Ons moet vir Me Dakada op posvlak T6 begroot.

Die uwe



**JOHAN VAN SCHALKWYK
ADJUNK DIREKTEUR:
REGSDIENSTE & NAKOMING**

Electro-Technical Services**Adjustments Requested**

- **Thembaletu, Ballots Bay 66/11kV Substation (CRR)**

The compilation of the tender document for the new 66/11kV Substation was delayed. The tender only closed in December 2019 and should be evaluated in January 2020 and adjudicated in February 2020. The successful contractor was appointed, and kick-off meeting has been held. Contractor is currently awaiting for all H&S documentation to be approved and documentation from Department of Labour. Construction work should commence on site within 2020/21 financial year.

The full budget will thus not be spent. It is therefore recommended that the EFF funds be reduced as follows:

Vote	Vote Description	Current Budget	Requested Adjustments	Adjusted Budget
502001991	Thembaletu, Ballots Bay 66/kV substation (CRR)	R27,198,188	+R25,000,000	R2,198,188

- **Glenwood Second Load Cell**

The designs for the second load cell at Glenwood must still be completed. The work will thus not commence in the current 2019/20 financial year.

The full budget will thus not be spent. It is therefore recommended that the funds be reduced as follows: The designs are still in process. Design process has been delayed due to the untimely death of the Electrotechnical Services Principal Engineer (Deputy to the Director Electrotechnical Services). Order has been created for the delivery of the 66kV circuit breaker.

Vote	Vote Description	Current Budget	Requested Adjustments	Adjusted Budget
502000341	Glenwood Second Load Cell	R500,000	-R250,000	R250,000

- **Proefplaas Heroldsbaai 66kV Feeder**

The designs and tender document for the new Herold bay 66kV Feeder at Proefplaas will only commence in January 2020. The work will thus not commence in the current 2019/20 financial year and only the inception cost of the project will be incurred. Tender has been advertised, evaluated and adjudicated in December 2020. Contractor to be appointed in January 2021 with construction works commencing in second half of 2020/21 financial year.

The full budget will thus not be spent. It is therefore recommended that the funds reduced as follows:

Vote	Vote Description	Current Budget	Requested Adjustments	Adjusted Budget
502002031	Proefplaas Heroldsbaai 66kV Feeder	R1,600,000	-R1,000,000	R600,000

- **Civic Centre PV Panels**

The compilation of the tender document for the new Solar PV Installation was delayed. The tender will only be advertised in January 2020 and adjudicated in April 2020.

Tender has been advertised, evaluated and adjudicated. Contractor has been appointed and construction designs are in process.

The full budget will thus not be spent. It is therefore recommended that the EFF funds be reduced as follows:

Vote	Vote Description	Current Budget	Requested Adjustments	Adjusted Budget
502002091	Civic Centre PV Pannels	R2,000,000	-R1,500,000	R500,000

- **Computer Software**

Please reduce the following vote". No further progress has been made with the acquisition of this software.2

Vote	Vote Description	Current Budget	Requested Adjustments	Adjusted Budget
502001901	Computer Software (kW Automatic Reading System)	R500,000	=-R450,000	R50,000

This will reduce the Electrotechnical Services Budget with the following totals:

CRR Funds : R 1,700,000

EFF Funds : R26,500,000

Addressing 2019/20 Challenges

Challenges Listed in the 2018/19 Annual Report	Progress	Progress 2020/21
Vandalism on streetlights and Streetlight Cables	It remains a challenge. We are continuously attempting to strengthen the support we get from Protection Services, SAPS and scrap dealers. The next meeting with SAPS is scheduled for 16 January 2020.	Co-operation has been received from SAPS. However, SAPS are strain with regards to limited staff and with Covid 19 further challenges were experienced. Criminal cases have been made against suspects within 2020. Still need to go to court.
Staff-vacancies & training	The filling of vacancies does progress albeit too slow. Each year at least 90% of budgeted vacancies are filled, but often by junior, own staff, which means cascading of vacancies. We are in the process of establishing a pool of workers that can assist with network switching and training of municipal staff at the same time.	The Electrotechnical Services Department is in a critical state with regards to the staff vacancies and training. The Covid-19 epidemic has made training for technical staff very difficult. The vacancies within the Department has not been addressed. Further resignations of staff as well critical staff passing away has resulted in the Department not able to cope with legislated service delivery or fulfil certain functions. Due to the vast shortage of skills within the

Challenges Listed in the 2018/19 Annual Report	Progress	Progress 2020/21
		<p>department the gaps left by these vacancies cannot be addressed. No positions were advertised in the 2020 calendar year and the department do not have a Government Certificate of Competency since end of August 2020. The Director position has been vacant since June 2017 and has not been addressed over the last two years. The most critical position responsible for maintenance of the electrical network, i.e. the Senior Manager Distribution, has been vacant since January 2016 with no progress made on the appointment. It is estimated that less than 10% of the budget for vacant positions will be spend within the 2020/21 financial year. Much needed assistance is required with the appointment of staff.</p>
Shortage of Vehicles	<p>Three more LDV's, a cherry picker and a crane truck are being purchased in the current financial year. It will assist. However, as electrician vacancies are filled, more similar assets are required to be effective.</p>	<p>A number of vehicles are out of surface resulting in approximately 11 vehicles required to be rented. The funds for the crane truck and cherry picker was rolled over from the 2019/20 financial year to the 2020/21 financial year. The tender for the crane truck and cherry picker has not yet been advertised by December 2020. It is estimated that the order for the new crane truck and cherry picker will be placed within the 2020/21 financial year but only delivered in the 2021/22 financial year.</p>
Maintenance	<p>As maintenance progressed too slowly, a decision was</p>	<p>The two contracts have been appointed for the</p>

Challenges Listed in the 2018/19 Annual Report	Progress	Progress 2020/21
	<p>made to reinforce own attempts by contract. At least 2 very important maintenance contracts are in the recruitment process – 1 for power transformers and another for the inspection and repairs to HV lines.</p>	<p>maintenance of the power transformers and the inspection of the HV lines. The Senior Manager Distribution position responsible for the maintenance programs and management of the distribution department has been vacant since 2016. No suitable candidates for the position could be identified in the past.</p>

Part 2 – Supporting documentation

2.1 – Financial Position

WC044 George - Table C6 Monthly Budget Statement - Financial Position - M06 December

Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		652,506	342,718	342,718	866,987	342,718
Call investment deposits		147,000	-	-	-	-
Consumer debtors		134,082	400,325	400,325	157,943	400,325
Other debtors		57,147	37,501	37,501	43,152	37,501
Current portion of long-term receivables		166	1,039	1,039	150	1,039
Inventory		121,891	118,614	118,614	123,041	118,614
Total current assets		1,112,791	900,197	900,197	1,191,273	900,197
Non current assets						
Long-term receivables		255	37,045	37,045	180	37,045
Investments		-	-	-	-	-
Investment property		144,399	151,944	151,944	144,399	151,944
Investments in Associate		-	-	-	-	-
Property, plant and equipment		2,977,289	3,317,953	3,317,953	2,970,226	3,317,953
Agricultural		-	-	-	-	-
Biological assets		-	-	-	-	-
Intangible assets		1,698	3,287	3,287	1,698	3,287
Other non-current assets		-	4,236	4,236	-	4,236
Total non current assets		3,123,641	3,514,465	3,514,465	3,116,504	3,514,465
TOTAL ASSETS		4,236,432	4,414,661	4,414,661	4,307,776	4,414,661
LIABILITIES						
Current liabilities						
Bank overdraft		-	-	-	-	-
Borrowing		41,219	39,327	39,327	41,219	39,327
Consumer deposits		29,652	46,946	46,946	29,979	46,946
Trade and other payables		417,061	566,453	566,453	329,551	566,453
Provisions		93,918	176,080	176,080	93,858	176,080
Total current liabilities		581,850	828,806	828,806	494,607	828,806
Non current liabilities						
Borrowing		281,329	445,540	445,540	281,329	445,540
Provisions		251,789	142,677	142,677	251,789	142,677
Total non current liabilities		533,118	588,218	588,218	533,118	588,218
TOTAL LIABILITIES		1,114,968	1,417,023	1,417,023	1,027,725	1,417,023
NET ASSETS	2	3,121,464	2,997,638	2,997,638	3,280,051	2,997,638
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		3,063,697	2,868,699	2,868,699	3,222,284	2,868,699
Reserves		57,767	128,939	128,939	57,767	128,939
TOTAL COMMUNITY WEALTH/EQUITY	2	3,121,464	2,997,638	2,997,638	3,280,051	2,997,638

2.2 – Debtors age analysis

The table below reflects the total outstanding debt owed to the George Municipality as at 31 December 2020.

Description	Budget Year 2020/21										Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy	
	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total					
R thousands														
Debtors Age Analysis By Income Source														
Trade and Other Receivables from Exchange Transactions - Water	17,965	4,558	4,018	3,548	3,432	2,831	15,223	77,269	128,845	102,303	1,075	85,211		
Trade and Other Receivables from Exchange Transactions - Electricity	35,787	2,856	1,452	1,075	767	531	2,287	3,688	48,445	8,349	24	7,483		
Receivables from Non-exchange Transactions - Property Rates	25,198	2,971	2,472	3,834	2,009	1,756	5,834	12,162	56,234	25,594	116	16,662		
Receivables from Exchange Transactions - Waste Water Management	12,795	2,043	1,772	1,609	1,484	1,247	4,885	12,453	38,286	21,677	413	18,338		
Receivables from Exchange Transactions - Waste Management	11,235	1,795	1,562	1,398	1,285	1,094	4,395	9,398	32,162	17,569	388	15,086		
Receivables from Exchange Transactions - Property Rental Debtors	20	4	4	4	4	3	21	93	152	124	62	613		
Interest on Arrear Debtor Accounts	295	134	147	158	116	95	482	9,137	10,563	9,988	—	—		
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	—	—	—	—	—	—	—	—	—	—	—	—		
Other	(13,524)	334	46	247	261	459	1,665	11,299	787	13,931	1	9,970		
Total By Income Source	89,771	14,695	11,472	11,872	9,357	8,016	34,791	135,500	315,474	199,536	2,077	153,363		
2019/20 - totals only	85,479	7,740	5,911	6,192	3,871	4,244	20,848	94,950	217,641	126,601	312,923	—		
Debtors Age Analysis By Customer Group														
Government	5,410	225	137	699	21	13	132	48	6,686	913	—	—		
Commercial	27,909	1,982	1,472	1,285	1,013	795	3,184	6,356	43,995	12,632	—	—		
Households	56,535	12,443	9,820	9,827	8,282	7,166	31,260	127,613	262,946	184,147	2,077	—		
Other	(84)	43	43	62	40	42	216	1,484	1,846	1,844	—	—		
Total By Customer Group	89,771	14,695	11,472	11,872	9,357	8,016	34,791	135,500	315,474	199,536	2,077	—		

The Debtors age analysis includes only those consumer amounts which have become due and not the future amounts which will only fall due in coming months for consumers who have chosen to pay their rates and service charges on an instalment basis.

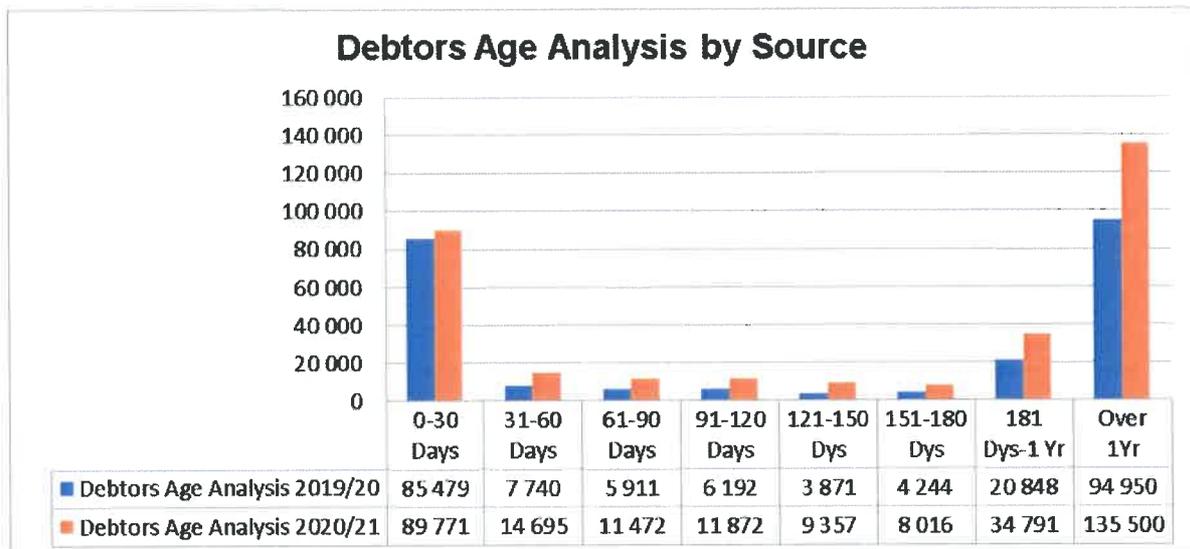
The Debtors age analysis includes only those consumer amounts which have become due and not the future amounts which will only fall due in coming months for consumers who have chosen to pay their rates and service charges on an instalment basis.

At the end of December 2020, an amount of R315.4 million (gross debtors – the provision for bad debt has not been considered) was outstanding for debtors, with R199.5 million outstanding for longer than 90 days.

The biggest concern is that Indigent households outstanding water debt increases monthly. Council has employed a Team of Plumbers to address water leakages in Indigent households to curb the growing debt.

Most of the debt older than 90days are tied up in legal process.

The following graph compares the debtor’s age analysis end of December 2020 to the same period last year:



2.3 – Creditors age analysis

WC044 George - Supporting Table SC4 Monthly Budget Statement - aged creditors - M06 December										
Description	NT Code	Budget Year 2020/21							Total	
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year		Over 1 Year
Creditors Age Analysis By Customer Type										
Bulk Electricity	0100	42,650	-	-	-	-	-	-	-	42,650
Bulk Water	0200	-	-	-	-	-	-	-	-	-
PAYE deductions	0300	8,026	-	-	-	-	-	-	-	8,026
VAT (output less input)	0400	2,377	-	-	-	-	-	-	-	2,377
Pensions / Retirement deductions	0500	-	-	-	-	-	-	-	-	-
Loan repayments	0600	-	-	-	-	-	-	-	0	0
Trade Creditors	0700	10,185	220	465	-	-	-	-	-	10,869
Auditor General	0800	-	-	-	-	-	-	-	-	-
Other	0900	-	7,892	7,655	7,704	7,764	7,367	41,835	927,758	1,007,974
Total By Customer Type	1000	63,239	8,111	8,120	7,704	7,764	7,367	41,835	927,758	1,071,897

2.4 – Transfers and grants receipts

WC044 George - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - M06 December										
Description	Ref	2019/20		Budget Year 2020/21						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
RECEIPTS:										
Operating Transfers and Grants										
National Government:		363,510	307,782	307,721	38,575	191,390	190,796	594	0.3%	307,721
Local Government Equitable Share		149,978	163,760	186,528	36,132	109,824	109,824	-		186,528
Finance Management	3	1,550	1,550	1,550	-	1,550	1,550	-		1,550
EPWP Incentive		5,111	4,109	4,109	1,849	2,877	2,877	-		4,109
Energy Efficiency and Demand Management		-	100	100	-	-	-	-		100
Infrastructure Skills Development Grant		7,040	6,200	6,200	-	3,000	3,000	-		6,200
Municipal Infrastructure Grant - PMU		1,604	1,993	1,993	594	1,594	1,000	594	59.4%	1,993
Public Transport Network Operating Grant		197,721	130,070	107,241	-	72,545	72,545	-		107,241
Municipal Disaster Relief Grant		506	-	-	-	-	-	-		-
Provincial Government:		210,273	326,268	326,268	600	164,259	164,259	-		326,268
Housing		4,761	154,450	154,450	-	-	-	-		154,450
Proclaimed Roads		10,087	3,120	3,120	-	-	-	-		3,120
Local Government Masterplanning Grant	4	600	600	600	600	600	600	-		600
Library Grant	4	9,743	10,283	10,283	-	6,963	6,963	-		10,283
Community Development Workers Operating Grant	4	-	94	94	-	-	-	-		94
Integrated Public Transport Grant	4	172,747	156,696	156,696	-	156,696	156,696	-		156,696
Financial Management Capacity Building Grant	4	380	400	400	-	-	-	-		400
Financial Management Support Grant	4	755	-	-	-	-	-	-		-
Thusong Services Centres Grant	4	200	150	150	-	-	-	-		150
Municipal Accreditation and Capacity Building Grant	4	-	475	475	-	-	-	-		475
Contribution towards acceleration of housing delivery	4	10,000	-	-	-	-	-	-		-
Local Government Support Grant	4	1,000	-	-	-	-	-	-		-
		-	-	-	-	-	-	-		-
District Municipality:		-	-	-	-	-	-	-		1,202
All Grants		-	-	-	-	-	-	-		1,202
Other grant providers:		1,039	650	650	-	-	-	-		650
LG SETA		1,039	650	650	-	-	-	-		650
Total Operating Transfers and Grants	5	574,822	634,700	634,639	39,175	355,649	355,055	594	0.2%	635,841
Capital Transfers and Grants										
National Government:		103,909	73,333	70,774	10,239	25,244	18,574	6,670	35.9%	70,774
Municipal Infrastructure Grant (MIG)		38,500	37,858	37,858	3,239	9,074	9,074	-		37,858
Regional Bulk Infrastructure		-	-	-	-	-	-	-		-
Integrated National Electrification Programme		10,044	7,000	6,000	6,000	6,000	6,000	-		6,000
Energy Efficiency and Demand Management		7,000	4,900	4,900	1,000	3,500	3,500	-		4,900
Infrastructure Skills Development		460	-	-	-	-	-	-		-
Public Transport Infrastructure Grant		47,905	23,575	22,016	-	6,670	-	6,670	#DIV/0!	22,016
		-	-	-	-	-	-	-		-
Provincial Government:		1,367	732	732	-	-	-	-		732
Housing		1,117	-	-	-	-	-	-		-
Library Grant		250	-	-	-	-	-	-		-
Fire Service Capacity Building Grant		-	732	732	-	-	-	-		732
District Municipality:		-	-	-	-	-	-	-		-
All Grants		-	-	-	-	-	-	-		-
Other grant providers:		-	-	-	-	-	-	-		-
		-	-	-	-	-	-	-		-
Total Capital Transfers and Grants	5	105,276	74,065	71,506	10,239	25,244	18,574	6,670	35.9%	71,506
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	680,098	708,765	706,145	49,414	380,893	373,629	7,264	1.9%	707,347

2.5 – Transfers and grants expenditure

WC044 George - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - M06 December										
Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
EXPENDITURE										
Operating expenditure of Transfers and Grants										
National Government:		254,518	307,782	307,721	2,800	40,375	41,699	(1,323)	-3.2%	307,721
Local Government Equitable Share		149,978	163,760	186,528	-	-	-	-	-	186,528
Finance Management		727	1,550	1,550	83	1,287	1,300	(13)	-1.0%	1,550
Municipal Systems Improvement		-	-	-	-	-	-	-	-	-
EPWP Incentive		4,225	4,109	4,109	304	1,002	1,500	(498)	-33.2%	4,109
Energy Efficiency and Demand Management		-	100	100	-	-	-	-	-	100
Infrastructure Skills Development Grant		6,054	6,200	6,200	511	3,403	3,500	(97)	-2.8%	6,200
Municipal Infrastructure Grant - PMU		1,604	1,993	1,993	-	399	399	-	-	1,993
Public Transport Network Operating Grant		91,425	130,070	107,241	1,901	34,285	35,000	(715)	-2.0%	107,241
Municipal Disaster Relief Grant		506	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
Provincial Government:		200,862	326,268	326,268	4,693	89,442	91,240	(1,798)	-2.0%	326,268
Housing		16,895	154,450	154,450	1,611	8,089	10,000	(1,911)	-19.1%	154,450
Proclaimed Roads		10,207	3,120	3,120	-	3,120	3,000	120	4.0%	3,120
Local Government Masterplanning Grant		-	600	600	-	-	-	-	-	600
Library Grant		9,743	10,283	10,283	926	5,986	5,000	986	19.7%	10,283
Community Development Workers Operating Grant		23	94	94	-	-	-	-	-	94
Integrated Public Transport Grant		161,968	156,696	156,696	2,116	72,010	73,000	(990)	-1.4%	156,696
Financial Management Capacity Building Grant		-	400	400	-	-	-	-	-	400
Financial Management Support Grant		382	-	-	-	-	-	-	-	-
Thusing Services Centres Grant		195	150	150	-	-	-	-	-	150
Municipal Accreditation and Capacity Building Grant		448	475	475	40	238	240	(2)	-0.8%	475
Local Government Support Grant		1,000	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	1,202	-	-	-	-	-	1,202
All Grants		-	-	1,202	-	-	-	-	-	1,202
Other grant providers:		1,039	650	650	-	-	-	-	-	650
LG SETA		1,039	650	650	-	-	-	-	-	650
Total operating expenditure of Transfers and Grants:		456,419	634,700	635,841	7,493	129,817	132,939	(3,122)	-2.3%	635,841
Capital expenditure of Transfers and Grants										
National Government:		53,169	73,333	70,274	5,517	25,269	24,700	569	2.3%	70,274
Municipal Infrastructure Grant (MIG)		7,493	37,858	37,858	90	1,199	1,200	(1)	-0.1%	37,858
Regional Bulk Infrastructure		6,358	-	-	-	-	-	-	-	-
Integrated National Electrification Programme		7,834	7,000	6,000	1,521	5,338	5,000	338	6.8%	6,000
Energy Efficiency and Demand Management		4,280	4,900	4,400	676	677	500	177	35.5%	4,400
Infrastructure Skills Development		627	-	-	-	-	-	-	-	-
Public Transport Infrastructure Grant		26,577	23,575	22,016	3,231	18,054	18,000	54	0.3%	22,016
Other capital transfers [insert description]		-	-	-	-	-	-	-	-	-
Provincial Government:		3,555	732	732	-	-	-	-	-	732
Housing		3,312	-	-	-	-	-	-	-	-
Contribution towards acceleration of housing delivery		-	-	-	-	-	-	-	-	-
Library Grant		243	-	-	-	-	-	-	-	-
George Integrated Public Transport Network		-	-	-	-	-	-	-	-	-
Community Development Workers Capital		-	-	-	-	-	-	-	-	-
Fire Service Capacity Building Grant		-	732	732	-	-	-	-	-	732
District Municipality:		-	-	-	-	-	-	-	-	-
All Grants		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		56,724	74,065	71,006	5,517	25,269	24,700	569	2.3%	71,006
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		513,143	708,765	706,847	13,010	155,086	157,639	(2,552)	-1.6%	706,847

2.6 – Expenditure against Approved Roll-overs

WC044 George - Supporting Table SC7(2) Monthly Budget Statement - Expenditure against approved rollovers - M06 December

Description	Ref	Budget Year 2020/21				
		Approved Rollover 2019/20	Monthly actual	YearTD actual	YTD variance	YTD variance %
R thousands						
EXPENDITURE						
Operating expenditure of Approved Roll-overs						
National Government:		812	-	-	(812)	-100.0%
EPWP Incentive		812	-	-	(812)	-100.0%
Provincial Government:		4,867	-	-	(4,867)	-100.0%
Local Government Internship Grant		17	-	-	(17)	-100.0%
Western Cape Financial Support Grant		166	-	-	(166)	-100.0%
Local Government Masterplanning Grant		-	-	-	-	
Library Grant		-	-	-	-	
Title Deeds Restoration Grant		3,821	-	-	(3,821)	-100.0%
Integrated Public Transport Grant		-	-	-	-	
Financial Management Capacity Building Grant		-	-	-	-	
Community Development Workers Operating Grant		163	-	-	(163)	-100.0%
Integrated Public Transport Grant		600	-	-	(600)	-100.0%
Municipal Accreditation and Capacity Building Grant		-	-	-	-	
Cycle Infrastructure Project Grant		100	-	-	(100)	-100.0%
District Municipality:		-	-	-	-	
All Grants		-	-	-	-	
Other grant providers:		-	-	-	-	
LG SETA		-	-	-	-	
Total operating expenditure of Approved Roll-overs		5,679	-	-	(5,679)	-100.0%
Capital expenditure of Approved Roll-overs						
National Government:		25,428	-	-	(25,428)	-100.0%
Integrated National Electrification Programme		794	-	-	(794)	-100.0%
Public Transport Infrastructure Grant		24,634	-	-	(24,634)	-100.0%
Provincial Government:		-	-	-	-	
District Municipality:		-	-	-	-	
All Grants		-	-	-	-	
Other grant providers:		-	-	-	-	
Total capital expenditure of Approved Roll-overs		25,428	-	-	(25,428)	-100.0%
TOTAL EXPENDITURE OF APPROVED ROLL-OVERS		31,107	-	-	(31,107)	-100.0%

Notes:

- Request for roll-over of unspent National and Provincial Conditional grants at 30 June 2020 was submitted on 31 August 2020.
- Letters of feedback was received from both National and Provincial Treasury.
- The adjustments budget was approved by Council during November 2020.

2.7 – Overtime per department

PROTECTION SERVICES										
Department Name	Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual Current Year	Quarter 2	Available	
Fire Services	Overtime-Non Structured	640 000	373 754	187 432	52 684	119 508	14 131	186 323	266 246	
Fire Services	Overtime-Structured	587 630	205 752	89 310	51 695	25 809	38 938	116 442	381 878	
Fire Services	Overtime-Night Shift	1 679 000	700 558	304 455	138 630	120 086	137 387	396 103	978 442	
Hawker Control	Overtime-Non Structured	551 000	71 515	4 392	17 588	29 301	20 235	67 123	479 485	
Security Services	Overtime-Non Structured	1 377 000	573 371	139 148	169 628	160 398	104 197	434 223	803 629	
Security Services	Overtime-Night Shift	100 000	40 315	16 075	8 579	8 220	7 442	24 241	59 685	
Traffic Services	Overtime-Non Structured	2 515 300	1 653 488	597 994	544 825	258 493	252 176	1 055 494	861 812	
Traffic Services	Overtime-Night Shift	184 000	91 971	38 418	21 646	14 981	16 925	53 552	92 029	
Vehicle Registration	Overtime-Non Structured	349 000	172 047	88 133	43 072	31 274	9 567	83 913	176 953	
Drivers Licence	Overtime-Non Structured	301 700	133 466	50 397	61 009	17 596	4 465	83 070	168 234	
Vehicle Testing	Overtime-Non Structured	19 000	7 032	2 782	3 349	901	-	4 250	11 968	
Fleet Management	Overtime-Non Structured	153 000	89 526	50 268	16 738	12 928	9 593	39 259	63 474	
GIPTN - Auxiliary Cost	Overtime-Non Structured	-	-	2 408	-2 408	-	-	-2 408	-	
GIPTN - Auxiliary Cost	Overtime-Non Structured	115 980	21 625	12 821	1 629	752	6 423	8 804	94 355	
GIPTN - Auxiliary Cost	Overtime-Night Shift	5 300	-	-	-	-	-	-	5 300	
	GRAND TOTAL	8 577 910	4 134 422	1 584 033	1 128 665	800 246	621 478	2 550 389	4 443 488	
	% SPENT		48%							

COMMUNITY SERVICES	Department Name	Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December	Quarter 2	Available
	Social Services									
	Main Library	Overtime-Non Structured	2 000	-	-	-	-	-	-	2 000
	Sport Maintenance	Overtime-Non Structured	74 000	10 411	6 554	-	3 857	-	3 857	63 589
	Swimmingpool	Overtime-Non Structured	23 000	3 202	577	-	1 708	917	2 624	19 798
	Environmental Admin	Overtime-Non Structured	54 000	54 421	19 608	11 087	10 620	13 106	34 813	-421
	Social Services	Overtime-Non Structured	69 000	38 318	14 448	7 044	4 277	12 550	23 870	30 682
	Sub-total: Social Services		222 000	106 351	41 187	18 131	20 461	26 572	65 164	115 649
	Community Services									
	Cemeteries	Overtime-Non Structured	173 000	38 999	18 197	3 524	4 501	12 777	20 802	134 001
	Parks & Gardens	Overtime-Non Structured	344 000	58 234	24 026	16 232	11 400	6 576	34 208	285 766
	Beach Areas	Overtime-Non Structured	230 000	41 222	22 145	5 003	5 155	8 920	19 077	188 778
	Street Cleansing	Overtime-Non Structured	383 000	218 954	64 906	54 923	40 695	58 430	154 048	164 046
	Public Toilets	Overtime-Non Structured	191 000	132 942	56 139	29 361	25 917	21 524	76 802	58 058
	Dumping Site	Overtime-Non Structured	191 000	53 737	6 157	15 972	15 635	15 972	47 579	137 263
	Refuse Removal	Overtime-Non Structured	3 713 000	2 172 995	812 088	452 853	469 022	439 032	1 360 907	1 540 005
	Sub-total: Community Services		5 225 000	2 717 082	1 003 658	577 868	572 326	563 230	1 713 424	2 507 918
	Total for Directorate		5 447 000	2 823 433	1 044 845	595 998	592 787	589 802	1 778 588	2 623 567
		% SPENT		52%						

CORPORATE SERVICES		Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual Current Year	Quarter 2	Available
Administration	Overtime-Non Structured	18 000	-	-	-	-	-	-	-	18 000
Client Services	Overtime-Non Structured	21 000	-	-	-	-	-	-	-	21 000
Civic Centre	Overtime-Non Structured	159 000	-	-	-	-	-	-	-	159 000
Blanco Hall	Overtime-Non Structured	16 000	-	-	-	-	-	-	-	16 000
Convulle Hall	Overtime-Non Structured	29 000	-	-	-	-	-	-	-	29 000
Thembaletthu Hall	Overtime-Non Structured	6 000	-	-	-	-	-	-	-	6 000
Touwsrstanten Hall	Overtime-Non Structured	16 000	-	-	-	-	-	-	-	16 000
Maintenance	Overtime-Non Structured	115 000	38 653	13 814	7 348	8 777	8 714	24 840	76 347	73 000
Fencing & Sidings	Overtime-Non Structured	73 000	-	-	-	-	-	-	-	73 000
	TOTAL	453 000	38 653	13 814	7 348	8 777	8 714	24 840	414 347	
	% SPENT		9%							
CIVIL ENGINEERING SERVICES		Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual	Quarter 2	Available
Sewerage Networks	Overtime-Non Structured	4 072 000	2 207 428	997 005	420 599	402 815	387 008	1 210 422	1 864 573	
Water Contamination Control	Overtime-Non Structured	1 221 000	621 205	263 237	129 622	122 956	105 389	357 968	599 795	
Water Contamination Control	Overtime-Structured	207 000	106 574	37 550	18 897	21 614	28 513	69 024	100 426	
Water Contamination Control	Overtime-Night Shift	269 509	128 349	46 201	24 134	32 172	25 843	82 149	141 160	
Laboratory Services	Overtime-Non Structured	52 000	-	-	-	-	-	-	52 000	
Laboratory Services	Overtime-Structured	590	-	-	-	-	-	-	590	
Civil Administration	Overtime-Non Structured	43 000	44 612	22 663	12 617	4 943	4 388	21 949	-1 612	
Streets & Storm Water	Overtime-Non Structured	1 141 000	551 295	217 375	140 993	145 284	47 644	333 921	589 705	
Water Purification	Overtime-Non Structured	1 097 000	705 641	266 254	110 464	176 119	152 805	439 388	391 359	
Water Purification	Overtime-Structured	444 000	114 426	49 610	18 959	22 667	23 191	64 817	329 574	
Water Purification	Overtime-Night Shift	400 000	135 919	53 772	23 724	29 549	28 873	82 146	264 081	
Water Distribution	Overtime-Non Structured	3 449 000	2 082 387	786 228	461 330	353 220	481 609	1 296 159	1 366 613	
	TOTAL	12 396 099	6 697 836	2 739 896	1 361 338	1 311 339	1 285 263	3 957 941	5 698 263	
	% SPENT		54%							

ELECTROTECHNICAL SERVICES										
Department Name	Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual Current Year	Quarter 2	Available	
Electricity: Admin	Overtime-Non Structured	153 000	105 659	96 242	6 568	-	2 850	9 418	47 341	
Electricity: Distribution	Overtime-Non Structured	5 958 000	2 539 725	1 012 523	587 780	424 883	514 539	1 527 203	3 418 275	
Mechanical Workshop	Overtime-Non Structured	191 000	91 549	30 708	20 583	17 322	22 936	60 841	99 451	
Electricity: Admin	Overtime-Night Shift	10 000	2 201	2 201	-	-	-	-	7 799	
	TOTAL	6 312 000	2 739 134	1 141 673	614 931	442 205	540 325	1 597 461	3 572 866	
	% SPENT		43%							
HUMAN SETTLEMENTS										
Department Name	Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual Current Year	Quarter 2	Available	
Housing Administration	Overtime-Non Structured	479 000	117 207	36 991	45 767	31 920	2 530	80 216	361 793	
Housing Administration	Overtime-Non Structured	200 000	-	-	-	-	-	-	200 000	
Support Services	Overtime-Non Structured	1 000	-	-	-	-	-	-	1 000	
	TOTAL	680 000	117 207	36 991	45 767	31 920	2 530	80 216	562 793	
	% SPENT		17%							
FINANCIAL SERVICES										
Department Name	Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual Current Year	Quarter 2	Available	
Housing	Overtime-Non Structured	710	-	-	-	-	-	-	710	
Credit Control	Overtime-Non Structured	3 000	-	-	-	-	-	-	3 000	
Stores	Overtime-Non Structured	19 000	17 005	7 611	3 878	2 554	2 962	9 393	1 995	
Income Section	Overtime-Non Structured	5 000	-	-	-	-	-	-	5 000	
CFO Office	Overtime-Non Structured	1 000	-	-	-	-	-	-	1 000	
Supply Chain Management	Overtime-Non Structured	710	-	-	-	-	-	-	710	
Creditors Section	Overtime-Non Structured	23 000	-	-	-	-	-	-	23 000	
Remuneration Section	Overtime-Non Structured	19 000	-	-	-	-	-	-	19 000	
	TOTAL	71 420	17 005	7 611	3 878	2 554	2 962	9 393	54 415	
	% SPENT		24%							

PLANNING AND DEVELOPMENT										
Department Name	Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual Current Year	Quarter 2	Available	
Local Economic Development	Overtime-Non Structured	4 000	-	-	-	-	-	-	4 000	
IDP / PMS	Overtime-Non Structured	14 000	-	-	-	-	-	-	14 000	
Planning	Overtime-Non Structured	6 000	-	-	-	-	-	-	6 000	
	TOTAL	24 000	-	-	-	-	-	-	24 000	
	% SPENT		0%							
MUNICIPAL MANAGER										
Department Name	Item Name	Adjusted Budget	Year-to-date Actual	Quarter 1	October Actual	November Actual	December Actual Current Year	Quarter 2	Available	
DMA Administration	Overtime-Non Structured	23 000	7 676	1 558	-	3 085	3 033	6 118	15 324	
Office of the Executive Mayor	Overtime-Non Structured	61 000	-	-	-	-	-	-	61 000	
Office of the Municipal Manager	Overtime-Non Structured	-	5 874	3 264	2 611	-	-	2 611	-5 874	
ICT	Overtime-Non Structured	14 000	-	-	-	-	-	-	14 000	
	TOTAL	98 000	13 550	4 821	2 611	3 085	3 033	8 729	84 450	
	% SPENT		14%							
	GRAND TOTAL	34 059 429	16 581 241	6 573 684	3 760 535	3 192 914	3 054 107	10 007 556	17 478 188	
	% SPENT		49%							

Notes:

- An amount of **R16 581 241** has been paid out to date.
- Factors that influence overtime:
 - Planned and unplanned maintenance work that cannot be done during working hours; and
 - Meetings that are held after hours.

2.8 Section 66 Report: Employee Related Costs

WC044 George - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M06 December

Summary of Employee and Councillor remuneration	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands		A	B	C						D
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		14,559	16,221	16,221	1,207	6,976	8,111	(1,135)	-14%	16,221
Pension and UIF Contributions		759	855	855	51	309	427	(118)	-28%	855
Medical Aid Contributions		257	333	333	16	104	166	(62)	-37%	333
Motor Vehicle Allowance		4,838	5,252	5,252	395	2,287	2,626	(339)	-13%	5,252
Cellphone Allowance		2,103	2,479	2,479	177	1,011	1,239	(228)	-18%	2,479
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
Sub Total - Councillors		22,516	25,140	25,140	1,847	10,688	12,570	(1,882)	-15%	25,140
% increase	4		11.7%	11.7%						11.7%
Senior Managers of the Municipality										
Basic Salaries and Wages	3	9,155	11,666	11,666	2,575	6,571	5,833	737	13%	11,666
Pension and UIF Contributions		443	858	858	18	202	429	(227)	-53%	858
Medical Aid Contributions		182	137	137	17	102	69	33	48%	137
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		879	2,024	1,964	-	-	982	(982)	-100%	1,964
Motor Vehicle Allowance		301	360	420	20	145	210	(65)	-31%	420
Cellphone Allowance		82	38	38	5	39	19	20	105%	38
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		253	451	606	33	93	303	(210)	-69%	606
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	2	-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		11,294	15,534	15,689	2,667	7,152	7,845	(693)	-9%	15,689
% increase	4		37.5%	38.9%						38.9%
Other Municipal Staff										
Basic Salaries and Wages		316,682	385,461	385,433	27,506	165,164	192,367	(27,203)	-14%	385,433
Pension and UIF Contributions		53,966	62,105	62,105	4,720	28,555	31,052	(2,497)	-8%	62,105
Medical Aid Contributions		22,363	35,224	35,224	2,436	14,724	17,612	(2,889)	-16%	35,224
Overtime		53,149	45,164	45,330	3,951	21,316	22,657	(1,342)	-6%	45,330
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		15,107	16,532	17,137	1,228	7,565	8,569	(1,004)	-12%	17,137
Cellphone Allowance		1,261	1,288	1,386	132	833	693	140	20%	1,386
Housing Allowances		2,220	4,404	4,406	195	1,148	2,203	(1,055)	-48%	4,406
Other benefits and allowances		39,197	41,511	42,621	1,416	31,348	21,276	10,072	47%	42,621
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		1,668	2,721	2,847	185	1,729	1,433	295	21%	2,847
Post-retirement benefit obligations	2	15,430	24,561	24,561	162	719	67	652	974%	24,561
Sub Total - Other Municipal Staff		521,042	618,971	621,050	41,931	273,100	297,929	(24,829)	-8%	621,050
% increase	4		18.8%	19.2%						19.2%
Total Parent Municipality		554,852	659,646	661,879	46,446	290,940	318,344	(27,404)	-9%	661,879
Unpaid salary, allowances & benefits in arrears:										
TOTAL SALARY, ALLOWANCES & BENEFITS		554,852	659,646	661,879	46,446	290,940	318,344	(27,404)	-9%	661,879
% increase	4		18.9%	19.3%						19.3%
TOTAL MANAGERS AND STAFF		532,336	634,506	636,739	44,599	280,252	305,774	(25,522)	-8%	636,739

2.9 Deviations

YEAR	MONTH	DIRECTORATE	SERVICES / GOODS	AWARDED TO	AMOUNT	VOTE / JOBCOSTING	VOTE DESCRIPTION	REASON	OTHER SUPPLIERS
2020	DEC	HUMAN SETTLEMENT	Building material	Build it George	182 176,00	20160623016962	Contractors building	Emergency	Must Build Builders
2020	DEC	PROTECTION SERVICES	Fitment of pump: Additional cost	Marce Fire Fighting	28 604,57	80634229906	Fire Department Vehicles	Sole Supplier	
					11 029,37			Impossible to follow the official procurement process. Reddy Fuels supplier of diesel to George Municipality	
2020	DEC	PROTECTION SERVICES	Delivery charges for Diesel	Reddy Fuels	6 872,40	20160623022608	Inventory		
2020	DEC	COMMUNITY SERVICES	Repair electrical fault compactor	Electrical Pro	3 494,86	20190705045348	Maintenance of buildings and facilities	Emergency	

YEAR	MONTH	DIRECTORATE	SERVICES / GOODS	AWARDED TO	AMOUNT	VOTE / JOBCOSTING	VOTE DESCRIPTION	REASON	OTHER SUPPLIERS
2020	DEC	ELECTRO-TECHNICAL	Emergency work trees that fall on power line	A. Turf	3 958,15	20170705033365	Contractors: Electrical	Impossible to follow the official procurement process. Client contact private electrician but on inspection the cable fault was deemed to be outside the client's plot.	
2020	DEC	ELECTRO-TECHNICAL	Repair cable fault	Terayne Electrical	12 900,00	1046101	Electrical Power line	Emergency	
2020	DEC	CIVIL ENGINEERING SERVICES	Water meters	Universal Trading	223 790,00	20200310102882	Material and Supplies	Impossible to follow the official procurement process. Current service provider unable to	

YEAR	MONTH	DIRECTORATE	SERVICES / GOODS	AWARDED TO	AMOUNT	VOTE / JOBCOSTING	VOTE DESCRIPTION	REASON	OTHER SUPPLIERS
2020	DEC	CIVIL ENGINEERING SERVICES	Emergency repairs at pump station and to pumps	Coastal Armature Winders and Supplies	34 659,06	20170705033402	Maintenance of buildings and facilities	Impossible to follow the official procurement process. Emergency work or strip and quote.	
					37 341,60				
					91 962,36				
					45 993,78				
					38 538,05				
					31 384,58				
					31 233,45				
					18 135,55				
					85 476,38				
					40 691,65				
TOTAL					928 241,81				

2.10 Section 11 Report – Withdrawals from Municipal Bank Accounts

The following is the quarterly report submitted to Provincial Treasury.

PROVINCIAL TREASURY		
Withdrawals from Municipal Bank Accounts		
In accordance with Section 11, Sub-section 1 (b) to (j)		
NAME OF MUNICIPALITY:	George Municipality	
MUNICIPAL DEMARCATION CODE:	WC044	
QUARTER ENDED:	31-Dec-20	
MFMA section 11. (1) Only the accounting officer or the chief financial officer of a municipality, or any other senior financial official of the municipality acting on the written authority of the accounting officer may withdraw money or authorise the withdrawal of money from any of the municipality bank accounts, and may do so only -	Amount	Reason for withdrawal
(b) to defray expenditure authorised in terms of section 26(4);		
(c) to defray unforeseeable and unavoidable expenditure authorised in terms of section 29(1);		
(d) in the case of a bank account opened in terms of section 12, to make payments from the account in accordance with subsection (4) of that section;	R -	Donations made approved by Mayor, Municipal Manager and CFO
(e) to pay over to a person or organ of state money received by the municipality on behalf of that person or organ of state, including -	R 15,438,713.19	Transfers made to the Department of Transport and Public works for motor registration costs
(i) money collected by the municipality on behalf of that person or organ of state by agreement; or		
(ii) any insurance or other payments received by the municipality for that person or organ of state;		
(f) to refund money incorrectly paid into a bank account;		
(g) to refund guarantees, sureties and security deposits;	R 2,633,025.92	Refunds made ie. Deposits as well as refund of monies incorrectly paid into the bank
(h) for cash management and investment purposes in accordance with section 13;	R 0.00	Investments made
(i) to defray increased expenditure in terms of section 31; or		
(j) for such other purposes as may be prescribed.		
(4) The accounting officer must within 30 days after the end of each quarter -	Name and Surname: Leon E Wallace	
(a) table in the municipal council a consolidated report of all withdrawals made in terms of subsection (1)(b) to (j) during that quarter; and	Rank/Position: Deputy Director: Financial Management	
(b) submit a copy of the report to the relevant provincial treasury and the Auditor-General.	Signature: 	
Tel number	Fax number	Email Address
044 801 9036	044 801 9175	lew Wallace@george.gov.za
<p>The completed form must reach Mr Wesley Baatjes at the Provincial Treasury, Private Bag x 9165, 7 Wake Street, Cape Town, 8000, Tel: 021 483 5007, Fax 021 483 8623, Email: wbaatje@pgwc.gov.za on or before the 15th of the month following the end of each quarter.</p>		

2.11 Summary of external loans

SAMRAS Loan ID	Lending institution	Original Capital Amount	Balance 01/12/2020	Repayments December 2020	Interest Capitalised December 2020	Balance 31/12/2020	Percentage
1062	DBSA	35,800,000	15,662,669	1,257,232	742,986	14,405,437	9.41%
1065	DBSA	46,000,000	23,202,565	1,474,838	1,100,653	21,727,727	9.41%
1066	DBSA	45,700,000	25,576,648	1,333,939	1,183,617	24,242,709	9.18%
1069	DBSA	54,182,000	35,444,771	1,418,045	1,983,353	34,026,726	11.10%
1070	DBSA	39,743,000	28,506,503	916,069	1,704,330	27,590,434	11.86%
1071	DBSA	20,000,000	7,398,647	819,247	251,757	6,579,400	6.75%
1074	DBSA	81,300,000	60,497,405	1,751,530	3,705,425	58,745,875	12.15%
1075	DBSA	15,450,000	6,327,219	611,851	215,299	5,715,368	6.75%
1078	FNB	65,000,000	36,168,829	2,463,988	2,007,459	33,704,841	11.01%
1138	STANDARD BANK	21,970,000	5,160,292	2,516,942	257,687	2,643,350	9.96%
1139	ABSA Bank	991,053	353,762	112,063	18,109	241,699	10.21%
1140	ABSA Bank	387,000	217,695	39,265	10,574	178,430	9.77%
1141	ABSA Bank	387,000	217,695	39,265	10,574	178,430	9.77%
1142	ABSA Bank	224,580	147,477	21,727	7,224	125,750	9.77%
1143	Nedbank	19,900,000	13,052,074	1,922,569	634,939	11,129,505	7.78%
1144	ABSA Bank	81,034	44,319	8,034	2,171	36,285	9.77%
1145	ABSA Bank	81,034	44,319	8,034	2,171	36,285	9.77%
1146	STANDARD BANK	16,380,000	13,514,675	1,430,183	628,147	12,084,492	9.38%
1147	DBSA	53,485,389	51,010,531	1,833,927	2,462,201	49,176,604	9.82%
	TOTAL		322,548,095	19,978,745	16,928,676	302,569,350	

Total external loans outstanding at 31 December 2020 amounted to R 302.5 million.

During December 2020, redemption payments of R19.9 million and interest payments of R16.9 million were made.

2.12 Investment Portfolio

Section 9 (1) of the Budget and Reporting regulations states that the accounting officer of a municipality must report on the investment portfolio of the municipality at the end of the month.

The cash flow of the municipality is monitored regularly and from time to time cash flow surpluses are invested at financial institutions in order to maximise the interest yield.

Investments by maturity Name of institution & investment ID	Period of Investment	Type of Investment	Expiry date of investment	Accrued interest for the month	Yield for the month ¹ (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
	Yrs/Months							
R thousands								
<u>Municipality</u>								
Nedbank	6 months	Call Deposit	26/09/2020	-	0	-	-	-
Nedbank	6 months	Call Deposit	26/09/2020	-	0	-	-	-
Nedbank	6 months	Call Deposit	26/09/2020	-	0	-	-	-
First National Bank	3 months	Call Deposit	11/12/2020	-	0	300 000	-300 000	-
First National Bank	2 months	Call Deposit	11/11/2020	-		200 000	-200 000	-
TOTAL INVESTMENTS AND INTEREST				-		500 000	-500 000	0

2.13 – George Municipality: Charitable and Relief Fund**ABSA Cheque Account – 9149 5542 08**

DATE	BENEFICIARY	PURPOSE	CONTRIBUTIONS	DONATIONS	BALANCE
November 2020		OPENING BALANCE			5 746.84
01 12 2020	Interest Received	Interest Received	2,36		
		CLOSING BALANCE			5 749,20

2.14 – Cost Containment: Quarter 2 of 2020/2021

Measures	Budget	Q1	Q2	Savings
	R'000	R'000	R'000	R'000
Use of consultants	R22 867 060,00	R2 926 364,64	R5 221 761,68	R14 718 933,68
Vehicles used for political office-bearers	R0,00	R0,00	R0,00	R0,00
Travel and subsistence	R2 122 672,00	R25 122,22	R28 737,95	R2 068 811,83
Domestic accommodation	R1 483 240,00	R6 692,75	R73 482,45	R1 403 064,80
Sponsorships, events and catering	R7 801 749,00	R378 879,76	R916 890,08	R6 505 979,16
Communication	R2 214 990,00	R147 690,81	R162 499,43	R1 904 799,76
Other related expenditure items	R0,00	R0,00	R0,00	R0,00
Total	R36 489 711,00	R3 484 750,18	R6 403 371,59	R26 601 589,23

Mid-Year Performance Assessment Schedules (C1 to C7)

Table C1

WC044 George - Table C1 Monthly Budget Statement Summary - Mid-Year Assessment

Description	2019/20	Budget Year 2020/21							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	302 109	311 989	311 989	25 325	170 876	155 984	14 882	10%	311 989
Service charges	1 015 515	1 120 707	1 101 939	91 684	517 551	550 969	(33 418)	-6%	1 101 939
Investment revenue	33 526	52 956	52 956	912	7 503	26 478	(18 975)	-72%	52 956
Transfers and subsidies	549 028	634 700	652 883	4 941	194 530	281 672	(87 142)	-31%	652 883
Other own revenue	199 972	228 429	228 429	6 104	40 831	114 215	(73 384)	-64%	228 429
Total Revenue (excluding capital transfers and contributions)	2 100 151	2 348 781	2 348 195	128 967	931 292	1 129 328	(198 037)	-18%	2 348 195
Employee costs	532 336	634 506	636 739	44 599	280 252	305 774	(25 522)	-8%	636 739
Remuneration of Councillors	22 516	25 140	25 140	1 847	10 688	12 570	(1 882)	-15%	25 140
Depreciation & asset impairment	158 186	168 269	168 269	14 022	84 134	84 134	0	0%	168 269
Finance charges	43 772	36 179	36 179	16 929	16 929	18 551	(1 622)	-9%	36 179
Materials and bulk purchases	547 954	597 668	596 033	41 499	265 233	297 998	(32 765)	-11%	596 033
Transfers and subsidies	146 141	60 860	51 231	-	11 921	25 526	(13 604)	-53%	51 231
Other expenditure	654 317	857 068	869 914	28 107	224 387	399 659	(175 272)	-44%	869 914
Total Expenditure	2 105 223	2 379 689	2 383 505	147 003	893 544	1 144 211	(250 667)	-22%	2 383 505
Surplus/(Deficit)	(5 071)	(30 908)	(35 309)	(18 036)	37 748	(14 883)	52 631	-354%	(35 309)
Transfers and subsidies - capital (monetary alloc	62 552	73 914	88 614	-	19 752	25 092	(5 339)	-21%	88 614
Contributions & Contributed assets	4 124	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	61 605	43 006	53 305	(18 036)	57 500	10 209	47 291	463%	53 305
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	61 605	43 006	53 305	(18 036)	57 500	10 209	47 291	463%	53 305
Capital expenditure & funds sources									
Capital expenditure	155 698	387 975	473 477	21 372	64 706	198 985	(134 278)	-67%	473 477
Capital transfers recognised	60 574	67 624	82 364	5 219	24 372	30 053	(5 681)	-19%	82 364
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	4 109	244 441	262 496	10 304	19 422	122 908	(103 486)	-84%	262 496
Internally generated funds	91 335	75 910	128 617	5 850	20 912	46 023	(25 111)	-55%	128 617
Total sources of capital funds	156 018	387 975	473 477	21 372	64 706	198 985	(134 278)	-67%	473 477
Financial position									
Total current assets	1 112 791	900 197	900 197	-	1 191 273	-	-	-	900 197
Total non current assets	3 123 641	3 514 465	3 514 465	-	3 116 504	-	-	-	3 514 465
Total current liabilities	581 850	828 806	828 806	-	494 607	-	-	-	828 806
Total non current liabilities	533 118	588 218	588 218	-	533 118	-	-	-	588 218
Community wealth/Equity	3 121 464	2 997 638	2 997 638	-	3 280 051	-	-	-	2 997 638
Cash flows									
Net cash from (used) operating	358 640	348 867	348 867	103 791	118 029	(232 298)	(350 327)	151%	(2 139 566)
Net cash from (used) investing	(150 372)	(387 975)	(473 477)	(21 479)	(31 705)	(198 985)	(167 279)	84%	(473 477)
Net cash from (used) financing	28 633	111 273	111 273	(19 771)	(18 843)	3 133	21 976	701%	529 486
Cash/cash equivalents at the month/year end	799 506	342 716	786 168	-	866 987	371 357	(495 630)	-133%	(1 284 051)
Debtors & creditors analysis	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis									
Total By Income Source	89 771	14 695	11 472	11 872	9 357	8 016	34 791	135 500	315 474
Creditors Age Analysis									
Total Creditors	63 239	8 111	8 120	7 704	7 764	7 367	41 835	927 758	1 071 897

Table C2

WC044 George - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - Mid-Year Assessment

Description	Ref	2019/20		Budget Year 2020/21						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue - Functional										
<i>Governance and administration</i>		429 016	393 332	393 279	27 126	195 116	196 498	(1 382)	-1%	393 279
Executive and council		463	185	185	9	9	92	(83)	-91%	185
Finance and administration		428 553	393 147	393 095	27 117	195 107	196 406	(1 298)	-1%	393 095
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		125 155	269 848	269 376	940	9 987	132 540	(122 553)	-92%	269 376
Community and social services		18 763	17 789	18 601	450	6 771	9 300	(2 529)	-27%	18 601
Sport and recreation		466	14 418	5 313	48	251	2 656	(2 405)	-91%	5 313
Public safety		75 395	78 293	78 293	315	1 934	39 147	(37 213)	-95%	78 293
Housing		30 512	159 264	167 085	126	1 029	81 395	(80 365)	-99%	167 085
Health		18	84	84	-	1	42	(41)	-97%	84
<i>Economic and environmental services</i>		433 876	423 596	428 136	8 345	144 915	153 024	(8 109)	-5%	428 136
Planning and development		8 096	11 302	11 302	690	3 814	5 651	(1 837)	-33%	11 302
Road transport		425 778	412 293	416 832	7 655	141 100	147 372	(6 272)	-4%	416 832
Environmental protection		2	2	2	0	1	1	0	50%	2
<i>Trading services</i>		1 178 463	1 335 392	1 345 392	92 510	600 946	672 095	(71 149)	-11%	1 345 392
Energy sources		704 213	820 190	819 485	62 211	362 421	409 742	(47 321)	-12%	819 485
Water management		177 161	209 314	208 833	11 119	81 260	104 417	(23 156)	-22%	208 833
Waste water management		163 532	168 836	178 820	10 502	85 442	89 410	(3 969)	-4%	178 820
Waste management		133 557	137 052	138 254	8 678	71 823	68 526	3 297	5%	138 254
<i>Other</i>	4	317	527	627	37	71	263	(192)	-73%	627
Total Revenue - Functional	2	2 166 827	2 422 695	2 436 810	128 958	951 035	1 154 420	(203 385)	-18%	2 436 810
Expenditure - Functional										
<i>Governance and administration</i>		320 737	389 289	389 720	24 567	155 046	183 461	(28 415)	-15%	389 720
Executive and council		48 059	80 234	80 167	1 887	21 301	29 249	(7 949)	-27%	80 167
Finance and administration		261 259	293 484	293 983	21 908	129 848	146 427	(16 579)	-11%	293 983
Internal audit		11 419	15 570	15 570	772	3 897	7 785	(3 888)	-50%	15 570
<i>Community and public safety</i>		276 314	412 771	425 190	20 956	99 475	189 813	(90 338)	-48%	425 190
Community and social services		52 346	62 726	63 336	4 701	23 326	31 496	(8 170)	-26%	63 336
Sport and recreation		31 695	36 393	36 543	3 731	15 465	18 240	(2 775)	-15%	36 543
Public safety		137 590	114 317	113 662	6 970	32 241	34 295	(2 053)	-6%	113 662
Housing		51 808	195 079	207 394	5 081	26 587	103 655	(77 068)	-74%	207 394
Health		2 873	4 255	4 255	472	1 857	2 128	(271)	-13%	4 255
<i>Economic and environmental services</i>		481 388	459 760	449 574	9 535	144 392	212 687	(68 295)	-32%	449 574
Planning and development		25 051	35 464	35 099	2 026	12 597	17 456	(4 859)	-28%	35 099
Road transport		454 923	421 669	411 840	7 358	130 987	193 922	(62 935)	-32%	411 840
Environmental protection		1 413	2 626	2 634	151	808	1 309	(501)	-38%	2 634
<i>Trading services</i>		1 013 392	1 102 314	1 103 316	90 832	488 058	550 455	(62 397)	-11%	1 103 316
Energy sources		611 509	675 043	675 043	51 905	299 419	337 464	(38 045)	-11%	675 043
Water management		136 271	134 396	134 396	12 499	58 040	66 973	(8 933)	-13%	134 396
Waste water management		182 697	197 867	197 727	19 315	93 195	98 629	(5 434)	-6%	197 727
Waste management		82 915	95 009	96 150	7 113	37 404	47 389	(9 985)	-21%	96 150
<i>Other</i>		13 392	15 556	15 706	1 113	6 573	7 795	(1 222)	-16%	15 706
Total Expenditure - Functional	3	2 105 223	2 379 689	2 383 505	147 003	893 545	1 144 211	(250 666)	-22%	2 383 505
Surplus/ (Deficit) for the year		61 605	43 006	53 305	(18 045)	57 490	10 209	47 282	463%	53 305

Table C3

WC044 George - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - Mid-Year Assessment

Vote Description	Ref	Budget Year 2020/21								
		2019/20 Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue by Vote										
Vote 1 - Office of the Municipal Manager	1	2 169	2 686	2 686	9	206	1 343	(1 137)	-84,7%	2 686
Vote 2 - Corporate Services		236	772	936	2	121	468	(346)	-74,1%	936
Vote 3 - Corporate Services (Continued)		3 202	2 630	2 647	-	165	1 315	(1 150)	-87,5%	2 647
Vote 4 - Community Services		18 182	17 239	18 051	511	6 867	9 025	(2 158)	-23,9%	18 051
Vote 5 - Community Services (Continued)		133 991	151 412	143 510	8 711	71 992	71 154	838	1,2%	143 510
Vote 6 - Human Settlements		24 652	157 946	165 767	40	503	80 735	(80 233)	-99,4%	165 767
Vote 7 - Civil Engineering Services		352 377	385 015	394 120	21 800	171 466	197 060	(25 594)	-13,0%	394 120
Vote 8 - Electro-Technical Services		706 742	822 951	822 246	62 381	363 546	411 073	(47 527)	-11,6%	822 246
Vote 9 - Financial Services		409 460	368 976	369 141	26 693	182 548	184 488	(1 940)	-1,1%	369 141
Vote 10 - Financial Services (Continued)		5 009	4 892	4 892	123	2 276	2 446	(169)	-6,9%	4 892
Vote 11 - Planning and Development		14 652	20 708	20 808	727	8 320	10 354	(2 034)	-19,6%	20 808
Vote 12 - Protection Services		493 560	487 285	491 825	7 970	143 033	184 868	(41 835)	-22,6%	491 825
Vote 13 - Protection Services (Continued)		-	182	182	-	-	91	(91)	-100,0%	182
Vote 14 - 0		-	-	-	-	-	-	-	-	-
Vote 15 - 0		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	2 164 232	2 422 695	2 436 810	128 967	951 044	1 154 420	(203 376)	-17,6%	2 436 810
Expenditure by Vote										
Vote 1 - Office of the Municipal Manager	1	84 059	120 440	120 440	5 477	38 607	49 380	(10 774)	-21,8%	120 440
Vote 2 - Corporate Services		33 736	36 879	36 930	3 642	17 540	18 451	(912)	-4,9%	36 930
Vote 3 - Corporate Services (Continued)		32 732	36 554	36 756	2 250	13 674	18 264	(4 590)	-25,1%	36 756
Vote 4 - Community Services		59 739	72 399	73 257	5 315	27 353	36 382	(9 028)	-24,8%	73 257
Vote 5 - Community Services (Continued)		100 856	113 854	115 010	9 338	45 693	56 822	(11 128)	-19,6%	115 010
Vote 6 - Human Settlements		47 736	185 852	193 673	4 163	22 627	96 773	(74 146)	-76,6%	193 673
Vote 7 - Civil Engineering Services		348 963	362 102	361 704	33 433	164 148	178 425	(14 277)	-8,0%	361 704
Vote 8 - Electro-Technical Services		631 251	700 014	700 014	53 394	308 775	349 854	(41 078)	-11,7%	700 014
Vote 9 - Financial Services		70 167	78 835	82 929	6 991	31 658	41 275	(9 617)	-23,3%	82 929
Vote 10 - Financial Services (Continued)		40 631	54 358	54 758	2 619	26 620	27 333	(713)	-2,6%	54 758
Vote 11 - Planning and Development		41 577	48 927	49 027	2 880	18 234	24 357	(6 123)	-25,1%	49 027
Vote 12 - Protection Services		614 223	568 728	558 260	17 437	178 230	246 529	(68 298)	-27,7%	558 260
Vote 13 - Protection Services (Continued)		605	746	746	64	384	367	17	4,6%	746
Vote 14 - 0		-	-	-	-	-	-	-	-	-
Vote 15 - 0		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	2 106 274	2 379 689	2 383 505	147 003	893 544	1 144 211	(250 667)	-21,9%	2 383 505
Surplus/ (Deficit) for the year	2	57 958	43 006	53 305	(18 036)	57 500	10 209	47 291	463,3%	53 305

Table C4

WC044 George - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Mid-Year Assessment

Description	Ref	Budget Year 2020/21								
		2019/20 Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue By Source										
Property rates		302 109	311 989	311 989	25 325	170 876	155 994	14 882	10%	311 989
Service charges - electricity revenue		675 646	771 756	768 629	62 081	343 186	384 314	(41 129)	-11%	768 629
Service charges - water revenue		136 925	141 357	136 738	10 806	62 642	68 369	(5 726)	-8%	136 738
Service charges - sanitation revenue		110 680	113 118	107 453	10 260	61 291	53 727	7 565	14%	107 453
Service charges - refuse revenue		92 264	94 476	89 119	8 538	50 432	44 560	5 873	13%	89 119
Service charges - other		-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		22 851	6 480	6 480	81	1 858	3 240	(1 382)	-43%	6 480
Interest earned - external investments		33 526	52 956	52 956	912	7 503	26 478	(18 975)	-72%	52 956
Interest earned - outstanding debtors		3 000	7 746	7 746	499	1 357	3 873	(2 517)	-65%	7 746
Dividends received		11 645	-	-	-	2 313	-	2 313	#DIV/0!	-
Fines, penalties and forfeits		76 283	80 307	80 307	484	2 465	40 153	(37 688)	-94%	80 307
Licences and permits		1 672	3 695	3 695	139	995	1 847	(852)	-46%	3 695
Agency services		10 599	9 291	9 291	1	1 492	4 645	(3 153)	-68%	9 291
Transfers and subsidies		549 028	634 700	652 883	4 941	194 530	281 672	(87 142)	-31%	652 883
Other revenue		73 923	120 911	120 911	4 900	30 350	60 455	(30 106)	-50%	120 911
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		2 100 151	2 348 781	2 348 195	128 967	931 292	1 129 328	(198 037)	-18%	2 348 195
Expenditure By Type										
Employee related costs		532 336	634 506	636 739	44 599	280 252	305 774	(25 522)	-8%	636 739
Remuneration of councillors		22 516	25 140	25 140	1 847	10 688	12 570	(1 882)	-15%	25 140
Debt impairment		125 271	74 956	74 956	230	1 835	14 938	(13 103)	-88%	74 956
Depreciation & asset impairment		158 186	168 269	168 269	14 022	84 134	84 134	0	0%	168 269
Finance charges		43 772	36 179	36 179	16 929	16 929	18 551	(1 622)	-9%	36 179
Bulk purchases		485 199	529 112	529 112	36 770	236 592	264 556	(27 964)	-11%	529 112
Other materials		62 755	68 556	66 921	4 729	28 641	33 441	(4 801)	-14%	66 921
Contracted services		418 312	615 286	631 981	21 823	167 382	313 230	(145 848)	-47%	631 981
Transfers and subsidies		146 141	60 860	51 231	-	11 921	25 526	(13 604)	-53%	51 231
Other expenditure		109 040	166 112	162 262	6 055	55 170	71 133	(15 963)	-22%	162 262
Loss on disposal of PPE		1 693	715	715	-	-	357	(357)	-100%	715
Total Expenditure		2 105 223	2 379 689	2 383 505	147 003	893 544	1 144 211	(250 667)	-22%	2 383 505
Surplus/(Deficit)		(5 071)	(30 908)	(35 309)	(18 036)	37 748	(14 883)	52 631	(0)	(35 309)
Transfers and subsidies - capital (municipal authorities)		-	-	-	-	-	-	-	-	-
(National / Provincial and District)		62 552	73 914	88 614	-	19 752	25 092	(5 339)	(0)	88 614
Transfers and subsidies - capital (municipal authorities)		-	-	-	-	-	-	-	-	-
(National / Provincial Departmental Agencies,		-	-	-	-	-	-	-	-	-
Households, Non-profit Institutions, Private Enterprises,		-	-	-	-	-	-	-	-	-
Public Companies, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		4 124	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		61 605	43 006	53 305	(18 036)	57 500	10 209			53 305
Taxation		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		61 605	43 006	53 305	(18 036)	57 500	10 209			53 305
Attributable to minorities		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		61 605	43 006	53 305	(18 036)	57 500	10 209			53 305
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year		61 605	43 006	53 305	(18 036)	57 500	10 209			53 305

Table C5

WC044 George - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - Mid-Year Assessment

Vote Description	Ref	Budget Year 2020/21								
		2019/20 Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Multi-Year expenditure appropriation	2									
Vote 1 - Office of the Municipal Manager		135	200	188	1	33	94	(61)	-65%	188
Vote 2 - Corporate Services		14	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services (Continued)		-	-	-	-	-	-	-	-	-
Vote 4 - Community Services		47	371	474	-	-	-	-	-	474
Vote 5 - Community Services (Continued)		1 872	2 235	3 002	-	-	1 151	(1 151)	-100%	3 002
Vote 6 - Human Settlements		-	1 050	1 411	322	591	705	(114)	-16%	1 411
Vote 7 - Civil Engineering Services		27 706	26 543	52 866	4 801	15 350	23 528	(8 177)	-35%	52 866
Vote 8 - Electro-Technical Services		7 622	28 701	28 601	1 026	1 145	19 821	(12 675)	-92%	28 601
Vote 9 - Financial Services		-	-	-	-	-	-	-	-	-
Vote 10 - Financial Services (Continued)		-	500	640	-	188	320	(132)	-41%	640
Vote 11 - Planning and Development		-	925	925	-	229	230	(1)	0%	925
Vote 12 - Protection Services		86	17 256	16 033	1 365	9 641	290	9 351	3223%	16 033
Vote 13 - Protection Services (Continued)		-	-	-	-	-	-	-	-	-
Vote 14 - 0		-	-	-	-	-	-	-	-	-
Vote 15 - 0		-	-	-	-	-	-	-	-	-
Total Capital Multi-year expenditure	4,7	37 482	77 780	104 140	7 515	27 179	40 139	(12 960)	-32%	104 140
Single Year expenditure appropriation	2									
Vote 1 - Office of the Municipal Manager		562	1 486	2 596	25	1 248	745	502	67%	2 596
Vote 2 - Corporate Services		1 486	3 850	3 870	2	75	1 780	(1 705)	-96%	3 870
Vote 3 - Corporate Services (Continued)		197	892	1 004	3	10	457	(448)	-98%	1 004
Vote 4 - Community Services		1 242	6 088	6 820	112	397	2 232	(1 836)	-82%	6 820
Vote 5 - Community Services (Continued)		5 367	21 191	19 474	368	2 098	6 009	(3 910)	-65%	19 474
Vote 6 - Human Settlements		3 905	2 972	3 457	36	684	1 636	(953)	-58%	3 457
Vote 7 - Civil Engineering Services		71 959	208 137	250 897	9 081	19 955	113 103	(93 148)	-82%	250 897
Vote 8 - Electro-Technical Services		20 843	44 230	53 983	3 532	8 862	22 341	(13 478)	-60%	53 983
Vote 9 - Financial Services		888	1 214	1 214	13	180	125	55	44%	1 214
Vote 10 - Financial Services (Continued)		237	1 722	2 222	-	94	873	(780)	-89%	2 222
Vote 11 - Planning and Development		2 551	2 067	2 320	55	88	919	(831)	-90%	2 320
Vote 12 - Protection Services		9 180	15 744	21 334	612	3 791	8 563	(4 771)	-56%	21 334
Vote 13 - Protection Services (Continued)		-	604	147	18	47	62	(15)	-24%	147
Vote 14 - 0		-	-	-	-	-	-	-	-	-
Vote 15 - 0		-	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	4	118 216	310 195	369 337	13 857	37 528	158 846	(121 318)	-76%	369 337
Total Capital Expenditure	3	156 698	387 975	473 477	21 372	64 706	198 985	(134 278)	-67%	473 477
Capital Expenditure - Functional Classification										
Governance and administration		(20 367)	7 911	13 545	910	3 042	3 934	(892)	-23%	13 545
Executive and council		76	978	1 088	-	932	544	388	71%	1 088
Finance and administration		(20 472)	6 812	12 336	910	2 078	3 352	(1 275)	-36%	12 336
Internal audit		29	122	122	-	32	38	(6)	-15%	122
Community and public safety		14 649	45 651	44 884	1 176	5 071	17 581	(12 510)	-71%	44 884
Community and social services		2 638	10 457	11 573	47	1 009	4 883	(3 874)	-79%	11 573
Sport and recreation		871	19 811	14 065	193	588	4 637	(4 049)	-87%	14 065
Public safety		7 246	13 132	16 409	177	2 420	6 796	(4 375)	-64%	16 409
Housing		3 821	2 106	2 692	755	1 049	1 193	(144)	-12%	2 692
Health		74	145	145	5	5	72	(68)	-94%	145
Economic and environmental services		58 448	48 858	74 032	10 843	35 733	23 533	12 200	52%	74 032
Planning and development		550	1 484	1 484	26	59	667	(608)	-91%	1 484
Road transport		57 897	46 704	71 878	10 816	35 354	22 531	12 823	57%	71 878
Environmental protection		-	670	670	-	319	335	(16)	-5%	670
Trading services		102 817	284 148	339 355	8 415	20 603	153 504	(132 902)	-87%	339 355
Energy sources		43 164	72 931	82 585	4 559	10 008	36 161	(26 154)	-72%	82 585
Water management		30 257	108 976	126 563	126	1 216	58 164	(56 948)	-98%	126 563
Waste water management		22 802	96 824	119 843	3 453	7 968	56 420	(48 452)	-86%	119 843
Waste management		6 594	5 418	10 364	277	1 411	2 759	(1 348)	-49%	10 364
Other		472	1 408	1 661	29	258	432	(174)	-40%	1 661
Total Capital Expenditure - Functional Classification	3	156 018	387 975	473 477	21 372	64 706	198 985	(134 278)	-67%	473 477
Funded by:										
National Government		52 954	66 892	81 632	5 219	24 372	29 687	(5 315)	-18%	81 632
Provincial Government		3 496	732	732	-	-	366	(366)	-100%	732
District Municipality		-	-	-	-	-	-	-	-	-
Other transfers and grants		4 124	-	-	-	-	-	-	-	-
Transfers recognised - capital		60 574	67 624	82 364	5 219	24 372	30 053	(5 681)	-19%	82 364
Public contributions & donations		-	-	-	-	-	-	-	-	-
Borrowing	5	4 109	244 441	262 496	10 304	19 422	122 908	(103 486)	-84%	262 496
Internally generated funds	6	91 335	75 910	128 617	5 850	20 912	46 023	(25 111)	-55%	128 617
Total Capital Funding		156 018	387 975	473 477	21 372	64 706	198 985	(134 278)	-67%	473 477

Table C6**WC044 George - Table C6 Monthly Budget Statement - Financial Position - Mid-Year Assessment**

Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		652 506	342 718	342 718	866 987	342 718
Call investment deposits		147 000	-	-	-	-
Consumer debtors		134 082	400 325	400 325	157 943	400 325
Other debtors		57 147	37 501	37 501	43 152	37 501
Current portion of long-term receivables		166	1 039	1 039	150	1 039
Inventory		121 891	118 614	118 614	123 041	118 614
Total current assets		1 112 791	900 197	900 197	1 191 273	900 197
Non current assets						
Long-term receivables		255	37 045	37 045	180	37 045
Investments		-	-	-	-	-
Investment property		144 399	151 944	151 944	144 399	151 944
Investments in Associate		-	-	-	-	-
Property, plant and equipment		2 977 289	3 317 953	3 317 953	2 970 226	3 317 953
Agricultural		-	-	-	-	-
Biological assets		-	-	-	-	-
Intangible assets		1 698	3 287	3 287	1 698	3 287
Other non-current assets		-	4 236	4 236	-	4 236
Total non current assets		3 123 641	3 514 465	3 514 465	3 116 504	3 514 465
TOTAL ASSETS		4 236 432	4 414 661	4 414 661	4 307 776	4 414 661
LIABILITIES						
Current liabilities						
Bank overdraft		-	-	-	-	-
Borrowing		41 219	39 327	39 327	41 219	39 327
Consumer deposits		29 652	46 946	46 946	29 979	46 946
Trade and other payables		417 061	566 453	566 453	329 551	566 453
Provisions		93 918	176 080	176 080	93 858	176 080
Total current liabilities		581 850	828 806	828 806	494 607	828 806
Non current liabilities						
Borrowing		281 329	445 540	445 540	281 329	445 540
Provisions		251 789	142 677	142 677	251 789	142 677
Total non current liabilities		533 118	588 218	588 218	533 118	588 218
TOTAL LIABILITIES		1 114 968	1 417 023	1 417 023	1 027 725	1 417 023
NET ASSETS	2	3 121 464	2 997 638	2 997 638	3 280 051	2 997 638
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		3 063 697	2 868 699	2 868 699	3 222 284	2 868 699
Reserves		57 767	128 939	128 939	57 767	128 939
TOTAL COMMUNITY WEALTH/EQUITY	2	3 121 464	2 997 638	2 997 638	3 280 051	2 997 638

Table C7**WC044 George - Table C7 Monthly Budget Statement - Cash Flow - Mid-Year Assessment**

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		300 797	630 116	630 116	25 325	170 876	147 267	23 609	16%	630 116
Service charges		1 015 450	917 566	917 566	91 684	517 551	219 317	298 234	136%	917 566
Other revenue		42 191	116 818	116 818	335 135	360 584	20 323	340 261	1674%	116 818
Government - operating		675 703	470 940	470 940	4 941	194 530	39 275	155 255	395%	470 940
Government - capital		-	74 065	74 065	-	19 752	5 835	13 917	239%	74 065
Interest		45 170	56 880	56 880	473	6 591	981	5 610	572%	56 880
Dividends		-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees		(1 531 014)	(1 820 478)	(1 820 478)	(330 235)	(1 123 006)	(650 826)	472 180	-73%	(1 820 478)
Finance charges		(43 516)	(36 179)	(36 179)	(16 929)	(16 929)	-	16 929	0%	(36 179)
Transfers and Grants		(146 141)	(60 860)	(60 860)	(6 603)	(11 921)	(14 470)	(2 548)	18%	(60 860)
NET CASH FROM/(USED) OPERATING ACTIVITIES		358 640	348 867	348 867	103 791	118 029	(232 298)	(350 327)	151%	348 867
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		1 240	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors		-	-	-	(114)	32 968	-	32 968	0%	-
Decrease (increase) other non-current receivables		263	-	-	7	33	-	33	0%	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-
Payments										
Capital assets		(151 895)	(387 975)	(473 477)	(21 372)	(64 706)	(198 985)	(134 278)	67%	(473 477)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(150 372)	(387 975)	(473 477)	(21 479)	(31 705)	(198 985)	(167 279)	84%	(473 477)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		69 865	160 000	160 000	-	-	-	-	-	160 000
Increase (decrease) in consumer deposits		-	(9 400)	(9 400)	207	1 136	3 133	(1 998)	-64%	(9 400)
Payments										
Repayment of borrowing		(41 232)	(39 327)	(39 327)	(19 979)	(19 979)	-	19 979	0%	(39 327)
NET CASH FROM/(USED) FINANCING ACTIVITIES		28 633	111 273	111 273	(19 771)	(18 843)	3 133	21 976	701%	111 273
NET INCREASE/ (DECREASE) IN CASH HELD										
Cash/cash equivalents at beginning:		562 604	270 553	799 506	799 506	799 506	799 506	799 506		799 506
Cash/cash equivalents at month/year end:		799 506	342 718	786 168	866 987	371 357				786 168

2.15 – Performance Report

SERVICE DELIVERY PERFORMANCE PLANNING

1.1 Legislative overview

In terms of Section 72(1)(a) and 52(d) of the Local Government Municipal Finance Management Act (MFMA) No. 56 of 2003 the Accounting Officer must by 25 January of each year assess the performance of the municipality during the first half of the financial year. A report on such assessment must in terms of Section 72(1)(b) of the MFMA be submitted to the Mayor, Provincial Treasury and National Treasury. Once the Mayor has considered the report, it must be submitted to Council by 31 January in terms of Section 54 of the MFMA.

The Mayor approved the Top Layer Service Delivery and Budget Implementation Plan (SDBIP) for 2020/2021 in terms of Section 53(1)(c)(ii) of the MFMA, MFMA Circular No. 13 and the Municipal Budgeting and Reporting Regulation which include the Municipality's key performance indicators (KPIs) for 2020/2021.

1.2 Creating a culture of performance

a) Performance Framework

Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "a Municipality's Performance Management System (PMS) entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players." This framework, inter alia, reflects the linkage between the Integrated Development Plan (IDP), Budget, SDBIP and individual and service provider performance. The Municipal Council revised and adopted a Performance Management Framework 12 February 2018.

b) Monitoring Performance

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

- **THE ACTUAL RESULT IN TERMS OF THE TARGET SET**
- **THE OUTPUT/OUTCOME OF ACHIEVING THE KPI**
- **THE CALCULATION OF THE ACTUAL PERFORMANCE REPORTED (IF %)**
- **A PERFORMANCE COMMENT**
- **ACTIONS TO IMPROVE THE PERFORMANCE AGAINST THE TARGET SET, IF THE TARGET WAS NOT ACHIEVED**
- **IT IS THE RESPONSIBILITY OF EVERY KPI OWNER TO MAINTAIN A PORTFOLIO OF EVIDENCE TO SUPPORT ACTUAL PERFORMANCE RESULTS UPDATED**

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1.3 Link to the IDP and the budget

The Municipality identified the following strategic objectives based on the inputs from the community in the 5-year IDP:

- **AFFORDABLE QUALITY SERVICES**
- **DEVELOP AND GROW GEORGE**
- **GOOD GOVERNANCE AND HUMAN CAPITAL**
- **PARTICIPATIVE PARTNERSHIPS**
- **SAFE, CLEAN AND GREEN**

a) Performance indicators set in the approved Top Layer SDBIP for 2020/2021 per strategic objective

i) Affordable quality services

Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1	Q2	Q4	
											Target	Target	Target	
TL4	Civil Engineering Services	Limit water network losses to 25% or less by 30 June 2021	% Water network losses	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	1	Water Balance Report of the DWS	27.30%	25.00 %	25.00 %	0.00%	0.00 %	25.00%	
TL5	Civil Engineering Services	Spend 85% of the approved capital budget on the rehabilitation and upgrade of streets and storm water by 30 June 2021 {{Actual expenditure	% of budget spend	Basic Service Delivery	To endeavour to improve the reseal of roads such as an extent that potholes are prevented altogether	1	Section 71 Report received from the Directorate Finance	74.30%	85.00 %	85.00 %	0.00%	10.00%	20.00 %	85.00%

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL6	Civil Engineering Services	divided by the total approved budget) x 100} Spend 85% of the approved capital 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	Basic Service Delivery	To endeavour to improve the reseal of roads such as an extent that potholes are prevented altogether	1	Section 71 Report received from the Directorate Finance	93.60%	85.00 %	85.00 %	0.00%	10.00%	20.00%	0%	85.00%	
TL7	Civil Engineering Services	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	Basic Service Delivery	To implement an Integrated Public Transport Network that will serve the communities of George	1	Section 71 Report received from the Directorate Finance	85.50%	85.00 %	85.00 %	0.00%	10.00%	20.00%	0%	85.00%	

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL8	Civil Engineering Services	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	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	1	Section 71 Report received from the Directorate Finance	84.50%	85.00%	85.00%	0.00%	10.00%	20.00%	0%	85.00%	
TL9	Civil Engineering Services	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	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	1	Section 71 Report received from the Directorate Finance	85.20%	85.00%	85.00%	0.00%	10.00%	20.00%	0%	85.00%	

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL10	Civil Engineering Services	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	Basic Service Delivery	To provide and maintain safe and sustainable sanitation management and infrastructure	1	Section 71 Report received from the Directorate Finance	84.70%	85.00%	85.00%	0.00%	10.00%	20.00%	0%	85.00%	
TL11	Civil Engineering Services	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 approved budget) x 100}	% of budget spend	Basic Service Delivery	To provide and maintain safe and sustainable sanitation management and infrastructure	1	Section 71 Report received from the Directorate Finance	77.70%	85.00%	85.00%	0.00%	10.00%	20.00%	0%	85.00%	
TL12	Civil Engineering Services	Achieve 90% compliance to general standards with regards to wastewater	% compliance achieved	Basic Service Delivery	To provide and maintain safe and sustainable sanitation management and infrastructure	1	Certificate of analysis from laboratory services	88.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1	Q2	Q2	Q4	
											Target	Target	Target	Target	
		outflow by 30 June 2021													
TL13	Civil Engineering Services	Obtain 95% water quality level as per SANS 241 physical and micro parameters by 30 June 2021	% water quality level obtained	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	1	Report on compliance results of final effluent from the laboratory services	97.80%	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %
TL17	Community Services	Completed the upgrade and extension of the Pacaltsdorp library by 30 June 2021	Upgrade and extension of the Pacaltsdorp library completed	Basic Service Delivery	To revitalise the current community facilities to increase the access to services for the public	17	Practical completion certificate	1	1	1	0	0	0	0	1
TL18	Community Services	Complete the re-construction of the Touwsranteen library by 30 June 2021	re-construction of the Touwsranteen library completed	Basic Service Delivery	To revitalise the current community facilities to increase the access to services for the public	5	Practical completion certificate	1	1	1	0	0	0	0	1

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL2 3	Electro Technical Services	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	Basic Service Delivery	To explore and implement measures to preserve resources and ensure sustainable development	1	Eskom accounts, SAMRAS Report, Itron report, bulk meter report	7.59%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
TL2 4	Electro Technical Services	Spend 85% of the electricity capital budget by 30 June 2021 {(Actual capital expenditure divided by the total approved capital budget) x100}	% of the capital budget spent by 30 June 2021	Basic Service Delivery	To provide sufficient electricity for basic needs	1	Report received from the Finance Department 71	72.40%	85.00%	85.00%	0.00%	10.00%	20.00%	20.00%	20.00%	85.00%

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL2 5	Financial Services	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	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	1	GRG/B40SS report from SAMRAS	34	39 000	39 000	0	39 000	0	39 000	0	39 000
TL2 6	Financial Services	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	Basic Service Delivery	To provide sufficient electricity for basic needs	1	Ontec quarterly report & GRG/B40SS report from SAMRAS	43	44 000	44 000	0	44 000	0	44 000	0	44 000

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL2 7	Financial Services	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for 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	Basic Service Delivery	To provide and maintain safe and sustainable sanitation management and infrastructure	1	GRG/B40SS report from SAMRAS	39	38 000	38 000	0	38 000	0	38 000	0	38 000
TL2 8	Financial Services	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	Basic Service Delivery	To provide integrated waste management services for the entire municipal area	1	GRG/B40SS report from SAMRAS	37	36 500	36 500	0	36 500	0	36 500	0	36 500
TL2 9	Financial Services	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June	Basic Service Delivery	To provide world class water services in George to promote development and fulfil basic needs	1	GRG/B40SS report from SAMRAS	15	15 000	15 000	0	15 000	0	15 000	0	15 000

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL30	Financial Services	Provide free basic electricity to indigent households	Number of indigent households receiving free basic electricity as at 30 June 2021	Basic Service Delivery	To provide sufficient electricity for basic needs	1	Ontec quarterly report & GRG/B40SS report from SAMIRAS	19	19 500	19 500	0	19 500	0	19 500	0	19 500
TL31	Financial Services	Provide free basic sanitation to indigent households	Number of indigent households receiving free basic sanitation as at 30 June 2021	Basic Service Delivery	To provide and maintain safe and sustainable sanitation management and infrastructure	1	GRG/B40SS report from SAMIRAS	15	15 000	15 000	0	15 000	0	15 000	0	15 000
TL32	Financial Services	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2021	Basic Service Delivery	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	1	GRG/B40SS report from SAMIRAS	15	15 000	15 000	0	15 000	0	15 000	0	15 000

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL36	Financial Services	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	Basic Service Delivery	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	1	Compiled with Annual Financial Statements	0.77%	85.00%	85.00%	0.00%	10.00%	20.00%	0	0	85.00%
TL39	Human Settlements	Construct 40 top structures in Extension 42&58 Thembaletu by 30 June 2021	Number of top structures constructed	Basic Service Delivery	To accelerate delivery in addressing housing	Unspecified	Practical Completion Certificate	53	40	40	0	0	0	0	0	40
TL40	Human Settlements	Construct 83 top structures within the Thembaletu UISP project by 30 June 2021	Number of top structures constructed	Basic Service Delivery	To accelerate delivery in addressing housing	Unspecified	Practical Completion Certificate	120	83	83	0	0	0	0	0	83
TL41	Human Settlements	Construct 50 top structures in Golden Valley Blanco by 30 June 2021	Number of top structures constructed	Basic Service Delivery	To accelerate delivery in addressing housing	2	Practical Completion Certificate	115	50	50	0	0	0	0	0	50

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL4 2	Human Settlements	Appoint a consultant to review the Human Settlements Master Plan by 30 June 2021	Consultant appointed	Basic Service Delivery	To accelerate delivery in addressing housing	1	Minutes of Bid adjudication Committee and appointment letter	1	1	1	0	0	0	0	0	1
TL4 3	Human Settlements	Construct 13 GAP middle income housing units by 30 June 2021	Number of GAP housing units constructed	Basic Service Delivery	To accelerate delivery in addressing housing	1	Practical Completion Certificate	0	13	13	0	0	0	0	0	13

ii) Develop and grow George

Affordable quality services

Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL1 4	Community Services	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2021	Number of FTE's created by 30 June 2021	Local Economic Development	To maximise job creation opportunities through government expenditure	1	Signed appointment contracts, statistics submitted to Province	222	222	222	0	0	0	0	0	222

Develop and grow George

George Municipality

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iii) Good Governance and Human Capital

Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL1	Municipal Manager	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 people employed (newly appointed)	Municipal Transformation and Institutional Development	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	1	Appointment letters	1	1	1	0	0	0	0	0	1
TL2	Municipal Manager	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	Good Governance and Public Participation	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	1	Minutes of Audit committee meeting and actual IA Plan	1	1	1	1	0	0	0	0	0
TL3	Municipal Manager	Achieve 100% of the planned audits i/o approved Audit Plan by 30 June 2021 ((Actual	% of target hours completed by 30 June 2021 ((Actual	Good Governance and Public Participation	To conduct a full audit of operations, duties and service delivery standards of departments to	1	Minutes of Audit committee meeting and actual report submitted	100.00%	100.00%	100.00%	25.00%	50.00%	75.00%	100.00%	100.00%	100.00%

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL20	Corporate Services	hours completed/Planned hours to be completed) x100)	hours completed/Planned hours to be completed) x100)	Municipal Transformation and Institutional Development	address risk areas and promote effectiveness	1	Section 71 financial report	0.51%	0.50%	0.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.50%
TL21	Corporate Services	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2021 {(Actual total training expenditure divided by total personnel budget) x100}	% of municipalities personnel budget actually spent on implementing its workplace skills plan as at 30 June 2021	Municipal Transformation and Institutional Development	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	1	Proof of submission	1	1	1	0	0	0	0	0	1
TL22	Corporate Services	Submit the Workplace Skills Plan to the LGSETA by 30 April 2021	Workplace Skills Plan submitted to the LGSETA by 30 April 2021	Municipal Transformation and Institutional Development	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	1	Practical completion certificate	0	1	1	0	0	0	0	0	1

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL3 3	Financial Services	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 Rev	% Debt to Revenue as at 30 June 2021	Development Municipal Financial Viability and Management	To develop mechanisms to ensure viable financial management and control	1	Reports from the SAMRAS Financial system	0.31%	45.00 %	45.00 %	0.00%	0.00%	0.00%	0.00%	0.00%	45.00 %
TL3 4	Financial Services	Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 (Total outstanding service debtors/ revenue received for services)	% Service debtors to revenue as at 30 June 2021	Municipal Financial Viability and Management	To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved collection rate	1	Reports from the SAMRAS Financial system	0.10%	16.00 %	16.00 %	0.00%	0.00%	0.00%	0.00%	0.00%	16.00 %

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL3 5	Financial Services	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 {Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft} + Short Term Investment) / Monthly Fixed Operational Expenditure excl	Cost coverage as at 30 June 2021	Municipal Financial Viability and Management	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	1	Reports from the SAMRAS Financial system	4.35	2	2	0	0	0	0	0	2
TL3 7	Financial Services	Achieve a payment percentage of 95% by 30 June 2021 {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment % as at 30 June 2021	Municipal Financial Viability and Management	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	1	Reports from the SAMRAS Financial system	0.97%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%

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Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL38	Financial Services	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	Municipal Financial Viability and Management	To develop mechanisms to ensure viable financial management and control	1	Minutes of council meeting and actual plan/policy	1	1	1	0	0	0	1	0	0

v) Participative partnerships

Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL44	Planning and Development	Submit the IDP/budget time schedule to Council by 31 August 2020	Time schedule submitted to Council	Good Governance and Public Participation	To undertake strategic planning in order to address service delivery challenges in coordinated manner	1	Proof of submission	1	1	1	1	0	0	0	0	0
TL45	Planning and Development	Submit the draft IDP to Council by 31 March 2021 to ensure compliance with legislation	Draft IDP submitted to Council	Good Governance and Public Participation	To undertake strategic planning in order to address service delivery challenges in coordinated manner	1	Proof of submission	1	1	1	0	0	0	1	0	0
TL46	Planning and Development	Submit the IDP to Council by 31 May 2021 to ensure compliance with legislation	IDP submitted to Council	Good Governance and Public Participation	To undertake strategic planning in order to address service delivery challenges in coordinated manner	1	Proof of submission	1	1	1	0	0	0	0	0	1

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Participative partnerships

vii) Safe clean and green

Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL15	Community Services	Spend 85% of the approved project budget for the rehabilitation of the George landfill site by 30 June 2021	% of budget spend	Basic Service Delivery	To provide integrated waste management services for the entire municipal area	24	Monthly S71 reports received from Finance	58.00%	85.00%	85.00%	0.00%	10.00%	20.00%	0%	85.00%	
TL16	Community Services	Award the tender for the composting plant in George by 30 June 2021	Tender for the composting plant in George award	Basic Service Delivery	To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	24	Proof of advert	1	1	1	0	0	0	0	1	
TL19	Community Services	Spend 85% of the approved project budget for the rehabilitation of the Uniondale landfill site by 30 June 2021	% of budget spend	Basic Service Delivery	To provide integrated waste management services for the entire municipal area	26	Monthly S71 reports received from Finance	58.00%	85.00%	85.00%	0.00%	10.00%	20.00%	0%	85.00%	
TL47	Protection Services	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	Good Governance and Public Participation	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and	1	Proof of submission	0	1	1	0	0	0	0	1	

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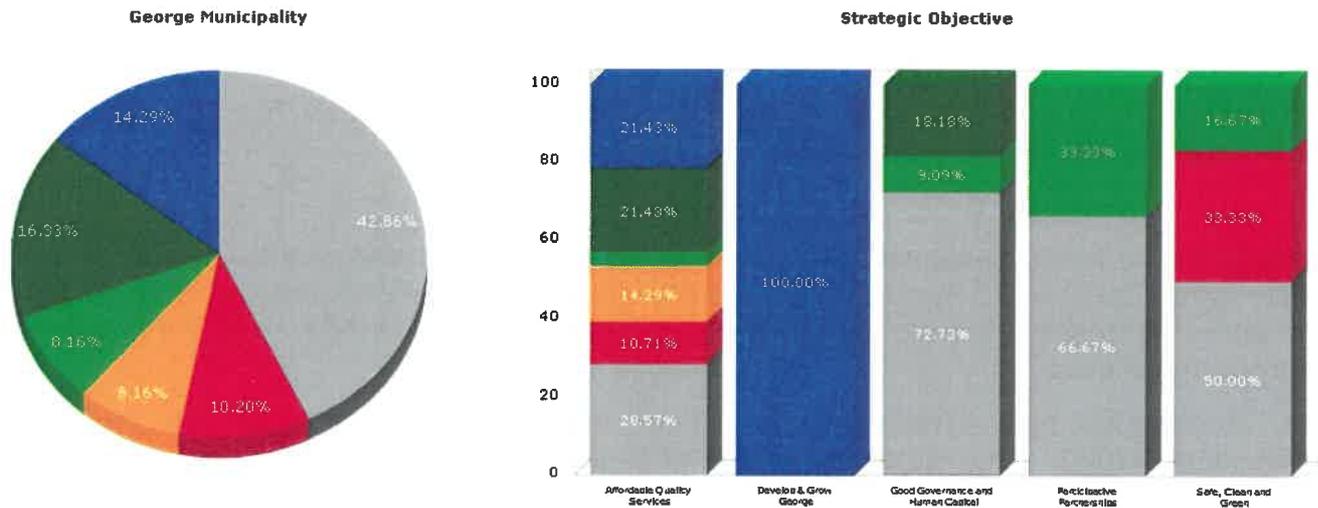
Ref	Responsible Directorate	KPI Name	Description of Unit of Measurement	Municipal KPA	Pre-determined Objective	Area	Source of Evidence	Baseline	Original Annual Target	Revised Annual Target	Q1		Q2		Q4	
											Target	Actual	Target	Actual	Target	Actual
TL4 8	Protection Services	Draft a By-Law Strategy and submit to the Portfolio Committee by 30 June 2021	By-Law Strategy drafted and submitted to the Portfolio Committee by 30 June 2021	Good Governance and Public Participation	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	1	Proof of submission	0	1	1	0	0	0	0	0	1
TL4 9	Protection Services	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	Good Governance and Public Participation	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	1	Proof of submission	0	4	4	1	1	1	1	1	1

George Municipality

Performance Report for the mid-year ending 31 December 2020

MID-YEAR PERFORMANCE AGAINST THE PERFORMANCE INDICATORS SET IN THE APPROVED TOP LAYER SDBIP FOR 2020/2021

2.1 Overall actual performance of indicators for the mid-year ending 31 December 2020



Graph 1: Overall actual performance of indicators for the mid-year ending 31 December 2020

	George Municipality	Strategic Objective				
		Affordable Quality Services	Develop & Grow George	Good Governance and Human Capital	Participative Partnerships	Safe, Clean and Green
Not Yet Applicable	21 (42.86%)	8 (28.57%)	-	8 (72.73%)	2 (66.67%)	3 (50.00%)
Not Met	5 (10.20%)	3 (10.71%)	-	-	-	2 (33.33%)
Almost Met	4 (8.16%)	4 (14.29%)	-	-	-	-
Met	4 (8.16%)	1 (3.57%)	-	1 (9.09%)	1 (33.33%)	1 (16.67%)
Well Met	8 (16.33%)	6 (21.43%)	-	2 (18.18%)	-	-
Extremely Well Met	7 (14.29%)	6 (21.43%)	1 (100.00%)	-	-	-
Total:	49	28	1	11	3	6
	100%	57.14%	2.04%	22.45%	6.12%	12.24%

Category	Colour	Explanation
KPI's Not Met	Red	0% >= Actual/Target < 75%
KPI's Almost Met	Orange	75% >= Actual/Target < 100%

George Municipality

Performance Report for the mid-year ending 31 December 2020

Category	Colour	Explanation
KPI's Met	Green	Actual/Target = 100%
KPI's Well Met	Dark Green	100% > Actual/Target < 150%
KPI's Extremely Well Met	Dark Blue	Actual/Target >= 150%

Actual performance per strategic objective of indicators for the mid-year ending 31 December 2020

Detailed below is the unaudited Top Layer SDBIP for the first half of the financial year ending 31 December 2020 which measures the Municipality's overall performance per strategic objective. The tables furthermore include the performance comments and corrective measures indicated for targets not achieved.

The Municipality met **67.86%**(19 of 28) of the applicable KPIs for the period as at 31 December 2020. The remainder of the KPIs (**21**) on the Top Layer SDBIP out of the total number of 49 KPIs do not have targets for this period and will be reported on in future quarters when they are due. **32.14%**(9 of 28) key performance indicators targets were not achieved as at **31 December 2020** of which the details are included in the tables below.

George Municipality

Performance Report for the mid-year ending 31 December 2020

a) Actual performance per strategic objective of indicators for the mid-year ending 31 December 2020

i) Affordable quality services

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL4	Limit water network losses to 25% or less by 30 June 2021	% Water network losses	To provide world class water services in George to promote development and fulfil basic needs	Whole Municipality Area: All	Water Balance Report of the DWS	17.07%	25.00 %	25.00 %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	N/A
TL5	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	To endeavour to improve the reseal of roads such as an extent that potholes are prevented altogether	Whole Municipality Area: All	Section 71 Report received from the Directorate Finance	98.13%	85.00 %	85.00 %	0.00%	10.00 %	40.00%	10.00 %	10.00 %	40.00 %	B

George Municipality

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Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL6	Spend 85% of the approved capital 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	To endeavour to improve the reseal of roads such as an extent that potholes are prevented altogether	Whole Municipal Area: All	Section 71 Report received from the Directorate Finance	95.68%	85.00 %	85.00 %	0.00%	10.00 %	10.00 %	10.00 %	10.00 %	80.00 %	B
TL7	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	To implement an Integrated Public Transport Network that will serve the communities of George	Whole Municipal Area: All	Section 71 Report received from the Directorate Finance	55.78%	85.00 %	85.00 %	0.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	G

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Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target		Q1		Q2		Overall Performance for mid-year 31 December 2020			
								Actual	Target	Actual	Target	Actual	Target	Original Target	Target	Actual	R
TL8	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	To provide world class water services in George to promote development and fulfil basic needs	Whole Municipality Area: All	Section 71 Report received from the Directorate Finance	36.41%	85.00 %	85.00 %	0.00%	10.00 %	1.33%	10.00 %	10.00 %	1.33%	10.00 %	1.33%	R
Performance Comment																	
Corrective Action																	
TL9	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	To provide world class water services in George to promote development and fulfil basic needs	Whole Municipality Area: All	Section 71 Report received from the Directorate Finance	56.48%	85.00 %	85.00 %	0.00%	10.00 %	0.90%	10.00 %	10.00 %	0.90%	10.00 %	0.90%	R
Performance Comment																	
Corrective Action																	

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL10	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	To provide and maintain safe and sustainable sanitation management and infrastructure	Whole Municipal Area: All	Section 71 Report received from the Directorate Finance	43.65%	85.00 %	85.00 %	0.00%	10.00 %	15.85%	10.00 %	10.00 %	15.85%	B
TL11	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 approved budget) x 100}	% of budget spend	To provide and maintain safe and sustainable sanitation management and infrastructure	Whole Municipal Area: All	Section 71 Report received from the Directorate Finance	24.64%	85.00 %	85.00 %	0.00%	10.00 %	2.50%	10.00 %	10.00 %	2.50%	R
Performance Comment													Director: Civil Engineering Services: Capital budget spent as per the attached Section 71 document as received by the Financial department. (December 2020)		

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
								Actual	Target	Actual	Target	Original Target	Target	Actual	R
Corrective Action															
Director: Civil Engineering Services: Spending of funding will be accelerated when all processes are in place. (December 2020)															
TL1 2	Achieve 90% compliance to general standards with regards to wastewater outflow by 30 June 2021	% compliance achieved	To provide and maintain safe and sustainable sanitation management and infrastructure	Whole Municipality Area: All	Certificate of analysis from laboratory services	92.00%	90.00 %	99.00 %	90.00 %	189.00 %	90.00 %	90.00 %	90.00 %	144.00 %	B
TL1 3	Obtain 95% water quality level as per SANS 241 physical and micro parameters by 30 June 2021	% water quality level obtained	To provide world class water services in George to promote development and fulfil basic needs	Whole Municipality Area: All	Report on compliance results of final effluent from the laboratory services	98.40%	95.00 %	98.50 %	95.00 %	198.10 %	95.00 %	95.00 %	95.00 %	148.30 %	B
TL1 7	Completed the upgrade and extension of the Pacaltsdorp library by 30 June 2021	Upgrade and extension of the Pacaltsdorp library completed	To revitalise the current community facilities to increase the access to services for the public	Whole Municipality Area: All	Practical completion certificate	0	1	0	0	0	0	0	0	0	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Target	Actual	R
TL18	Complete the re-construction of the Touwsranteen library by 30 June 2021	re-construction of the Touwsranteen library completed	To revitalise the current community facilities to increase the access to services for the public	Whole Municipality Area: All	Practical completion certificate	0	1	1	0	0	0	0	0	0	0	N/A
TL23	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	To explore and implement measures to preserve resources and ensure sustainable development	Whole Municipality Area: All	Eskom accounts, SAMRAS Report, Iron report, bulk meter report	7.12%	10.00%	10.00%	11.85%	10.00%	9.14%	10.00%	10.00%	10.00%	9.14%	B
TL24	Spend 85% of the electricity capital budget by 30 June 2021 {(Actual capital expenditure divided by the total approved capital budget) x 100}	% of the capital budget spent by 30 June 2021	To provide sufficient electricity for basic needs	Whole Municipality Area: All	Report received from the Finance Department. Section 71	87.29%	85.00%	85.00%	0.00%	10.00%	12.11%	10.00%	10.00%	10.00%	12.11%	G2

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020				
									Actual	Target	Actual	Target	Original Target	Target	Actual	R	
TL25	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2021	Number of residential properties which are billed for water or have prepaid meters as at 30 June 2021	To provide world class water services in George to promote development and fulfill basic needs	Whole Municipality Area: All	GRG/B40SS report from SAMRAS	39 685	39 000	39 000	0	39 000	39 638	39 000	39 000	39 638	39 000	39 638	G2
TL26	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June 2021	Number of residential properties which are billed for electricity or have prepaid meters (Excluding Eskom areas) as at 30 June 2021	To provide sufficient electricity for basic needs	Whole Municipality Area: All	Ontec quarterly report & GRG/B40SS report from SAMRAS	44 467	44 000	44 000	0	44 000	44 748	44 000	44 000	44 748	44 000	44 748	G2
TL27	Number of formal residential	Number of residential	To provide and	Whole Municipality	GRG/B40SS report from	38 319	38 000	38 000	0	38 000	38 457	38 000	38 000	38 457	38 000	38 457	G2

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Target	Actual	R
	properties connected to the municipal wastewater sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2021	properties which are billed for sewerage as at 30 June 2021	maintain safe and sustainable sanitation management and infrastructure	I Area: All	SAMRAS	37 142	36 500									
TL28	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2021	Number of residential properties which are billed for refuse removal as at 30 June 2021	To provide integrated waste management services for the entire municipal area	Whole Municipality Area: All	GRG/B40SS report from SAMRAS	37 142	36 500	0	36 500	36 500	37 376	36 500	36 500	37 376	36 500	G2
TL29	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2021	To provide world class water services in George to promote development and fulfil	Whole Municipality Area: All	GRG/B40SS report from SAMRAS	15 222	15 000	0	15 000	15 000	14 256	15 000	15 000	14 256	15 000	O

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020				
								Revised Annual Target	Actual	Target	Actual	Original Target	Target	Actual	R	
Performance Comment																
Corrective Action																
TL30	Provide free basic electricity to indigent households	Number of indigent households receiving free basic electricity as at 30 June 2021	To provide sufficient electricity for basic needs	Whole Municipal Area: All	Ontec quarterly report & GRG/B40SS report from SAMRAS	19 730	19 500	19 500	0	19 500	18 993	19 500	19 500	19 500	18 993	0
Performance Comment																
Corrective Action																
TL31	Provide free basic sanitation to indigent households	Number of indigent households receiving free basic sanitation as at 30 June 2021	To provide and maintain safe and sustainable sanitation management and infrastructure	Whole Municipal Area: All	GRG/B40SS report from SAMRAS	14 733	15 000	15 000	0	15 000	13 845	15 000	15 000	15 000	13 845	0
Performance Comment																
Corrective Action																

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Target	Actual	Original Target	Target	Actual
TL3 2	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2021	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	Whole Municipality Area: All	GRG/B40SS report from SAMRAS	14 853	15 000	15 000	0	15 000	15 000	13 974	15 000	13 974	0
Performance Comment															
Director: Financial Services: 13974 indigent households receive free basic refuse removal (December 2020)															
Corrective Action															
TL3 6	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2021	% of capital budget spent by 30 June 2021	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Whole Municipality Area: All	Complied with Annual Financial Statements	52.01%	85.00%	85.00%	0.00%	10.00%	13.00%	10.00%	10.00%	13.00%	G2

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL39	Construct 40 top structures in Extension 42&58 Thembalethu by 30 June 2021	Number of top structures constructed	To accelerate delivery in addressing housing	Whole Municipality Area: All	Practical Completion Certificate	New KPI	40	40	0	0	0	0	0	0	N/A
TL40	Construct 83 top structures within the Thembalethu UISP project by 30 June 2021	Number of top structures constructed	To accelerate delivery in addressing housing	Whole Municipality Area: All	Practical Completion Certificate	120	83	83	0	0	0	0	0	0	N/A
TL41	Construct 50 top structures in Golden Valley Blanco by 30 June 2021	Number of top structures constructed	To accelerate delivery in addressing housing	Whole Municipality Area: 1	Practical Completion Certificate	New KPI	50	50	0	0	0	0	0	0	N/A
TL42	Appoint a consultant to review the Human Settlements Master Plan by 30 June 2021	Consultant appointed	To accelerate delivery in addressing housing	Whole Municipality Area: All	Minutes of Bid Adjudication Committee and appointment letter	New KPI	1	1	0	0	0	0	0	0	N/A
TL43	Construct 13 GAP middle income housing units by 30 June 2021	Number of GAP housing units constructed	To accelerate delivery in addressing housing	Whole Municipality Area: All	Practical Completion Certificate	New KPI	13	13	0	0	0	0	0	0	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

ii) Develop and Grow George

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL14	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2021	Number of FTE's created by 30 June 2021	To maximise job creation opportunities through government expenditure	Whole Municipality Area: All	Signed appointment contracts, statistics submitted to Province	222	222	222	0	0	120	0	120	B	

Develop and Grow George

iii) Good Governance and Human Capital

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL1	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in	Number of people employed (newly appointed)	To realign the organisational structure to be more responsive to community needs, more	Whole Municipality Area: All	Appointment letters	0	1	1	0	0	0	0	0	G	

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Target	Actual	R
	compliance with the municipality's approved Employment Equity Plan by 30 June 2021		service and efficiency orientated and to fulfil goals identified in the 5 year plan													
TL2	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	To evaluate the effectiveness of risk management and governance processes and develop actions to address key risks identified	Whole Municipal Area: All	Minutes of Audit committee meeting and actual IA Plan	1	1	1	1	0	0	1	1	1	1	G2

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL3	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)	To conduct a full audit of operations, processes, duties and service delivery standards of departments to address risk areas and promote effectiveness	Whole Municipal Area: All	Minutes of Audit committee meeting and actual report submitted	124%	100.00%	100.00%	29.00%	50.00%	59.00%	50.00%	50.00%	59.00%	N/A
TL20	The percentage of a municipality's budget actually spent on implementing its workplace skills plan by 30 June 2021	% of municipality's budget actually spent on implementing its workplace	To undertake regular human resource audits to determine skills gaps, staff diversity	Whole Municipal Area: All	Section 71 financial report	0.65%	0.50%	0.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020				
									Actual	Target	Actual	Target	Original Target	Target	Actual	R	
TL2 1	{{(Actual total training expenditure divided by total personnel budget)}x100}	skills plan as at 30 June 2021	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	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	Whole Municipal Area: All	Proof of submission	1	1	1	0	0	0	0	0	0	0	0	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Target	Actual	R
TL2	Replace the roof of the Civic Centre in George by 30 June 2021	Civic Centre roof replaced	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	Whole Municipal Area: All	Practical completion certificate	New KPI	1	1	0	0	0	0	0	0	0	N/A
TL3	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	% Debt to Revenue as at 30 June 2021	To develop mechanisms to ensure viable financial management and control	Whole Municipal Area: All	Reports from the SAMRAS Financial system	21.06%	45.00%	45.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL34	Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 (Total outstanding service debtors/ revenue received for services)	% Service debtors to revenue as at 30 June 2021	To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved collection rate	Whole Municipal Area: All	Reports from the SAMRAS Financial system	11.52%	16.00 %	16.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL35	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excl	Cost coverage as at 30 June 2021	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Whole Municipal Area: All	Reports from the SAMRAS Financial system	4.81%	2	2	0	0	0	0	0	0	G2

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Target	Actual	Original Target	Target	Actual
TL37	Achieve a payment percentage of 95% by 30 June 2021 {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment % as at 30 June 2021	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Whole Municipal Area: All	Reports from the SAMRAS Financial system	88.77%	90.00 %	90.00 %	99.03 %	90.00 %	91.00 %	90.00 %	90.00 %	91.00 %	N/A
TL38	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	To develop mechanisms to ensure viable financial management and control	Whole Municipal Area: All	Minutes of council meeting and actual plan/policy	1	1	1	0	0	0	0	0	0	

Good Governance and Human Capital

George Municipality

Performance Report for the mid-year ending 31 December 2020

iv) Participative partnerships

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL4 4	Submit the IDP/budget time schedule to Council by 31 August 2020	Time schedule submitted to Council	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Whole Municipal Area: All	Proof of submission	1	1	1	1	0	0	1	1	1	G
TL4 5	Submit the draft IDP to Council by 31 March 2021 to ensure compliance with legislation	Draft IDP submitted to Council	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Whole Municipal Area: All	Proof of submission	1	1	1	0	0	0	0	0	0	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020		
									Actual	Target	Actual	Target	Original Target	Target	Actual
TL46	Submit the IDP to Council by 31 May 2021 to ensure compliance with legislation	IDP submitted to Council	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Whole Municipal Area: All	Proof of submission	1	1	1	0	0	0	0	0	0	N/A

George Municipality

Performance Report for the mid-year ending 31 December 2020

Participative Partnerships

v) Safe clean and green

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target		Q1		Q2		Overall Performance for mid-year 31 December 2020		
								Actual	Target	Actual	Target	Original Target	Actual	Target	Actual	R
TL15	Spend 85% of the approved project budget for the rehabilitation of the George landfill site by 30 June 2021	% of budget spend	To provide integrated waste management services for the entire municipal area	Whole Municipal Area: 23	24	Monthly S71 reports received from Finance	0.00 %	85.00 %	85.00 %	0.00 %	0.00 %	10.00 %	10.00 %	0.00 %	0.00 %	0.00 %
Performance Comment																
Director: Community Services: KPI must be removed (December 2020)																
Corrective Action																
TL16	Award the tender for the composting plant in George by 30 June 2021	Tender for the composting plant in George award	To ensure infrastructure planning and development keeps pace with growing	Whole Municipal Area: 23	24	Proof of advert	New KPI	1	1	0	0	0	0	0	0	0
Director: Community Services: KPI must be removed. Project was already removed last year - see email from finance (December 2020)																

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Target	Actual	R
TL19	Spend 85% of the approved project budget for the rehabilitation of the Uniondale landfill site by 30 June 2021	% of budget spend	city needs by aligning all strategic documents and efforts	Whole Municipal Area: 25	26	Monthly S71 reports received from Finance	New KPI	85.00 %	85.00 %	85.00 %	10.00 %	10.00 %	0.00 %	10.00 %	0.00 %	
Performance Comment																
Director: Community Services: KPI must be removed (December 2020)																
Corrective Action																
TL47	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	To provide an effective and efficient law-enforcement and	Whole Municipal Area: All	1	Proof of submission	New KPI	1	1	0	0	0	0	0	0	0
Director: Community Services: KPI must be removed. Project was already removed last year - see email from finance (December 2020)																

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Target	Actual	R
TL48	Draft a By-Law Strategy and submit to the Portfolio Committee by 30 June 2021	2021	emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Whole Municipal Area: All	1	Proof of submission	New KPI	1	1	0	0	0	0	0	0	0

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Actual	R	
TL49	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	to protect and promote the fundamental rights of life	Whole Municipal Area: All	1	Proof of submission	New KPI	4	4	1	1	1	1	2	2	2

George Municipality

Performance Report for the mid-year ending 31 December 2020

Ref	KPI Name	Unit of Measurement	Pre-determined Objective	Region	Source of Evidence	Past Year Performance	Original Annual Target	Revised Annual Target	Q1		Q2		Overall Performance for mid-year 31 December 2020			
									Actual	Target	Actual	Target	Original Target	Target	Actual	R
			life													

Safe, Clean and Green

George Municipality

Performance Report for the mid-year ending 31 December 2020

2.2 Adjustment of the top layer sdbip for 2020/2021

In terms of Section 27(2)(b) when submitting an adjustments budget to the National Treasury and the relevant provincial treasury in terms of Section 28(7) of the MFMA read together with Section 24(3) of the MFMA the Municipal Manager must also submit the amended SDBIP within ten working days after the Council has approved the amended plan in terms of Section 54(1)(c) of the MFMA.

The Top Layer SDBIP will be revised if needed and submitted with/after the Adjustments Budget to Council with the necessary motivation where KPI targets require amendments as a result of the Adjustments Budget and/or corrections as a result of the audit outcomes of 2019/2020.

2.3 Annual Report 2019/20

The draft Annual Report of the 2019/20 financial year will be tabled by March 2021. The Finance Minister **Tito Mboweni** issued a Ministerial exemption of the Municipal Finance Management Act (MFMA), exempting municipalities and municipal entities from submitting their yearly financial statements and related reports for auditing at the end of August 2020. The exemption allowed for a two-month extension in the submission of annual financial statements, annual reports, audit opinions and oversight reports.

The extension granted a further two-month period to municipalities and municipal entities to submit annual financial statements, annual reports and oversight reports, and also extend the period for the Office of the Auditor-General to submit the audit opinion and council committees to conclude their oversight processes.

As prescribed in Section 72(1)(a)(iii) of the MFMA the Accounting Officer must assess the performance of the Municipality in the first 6 months taking into account the past year's Annual Report and progress on resolving the problems identified in the Annual Report. Council has appointed a Municipal Public Accounts Committee (MPAC) who will compile an oversight report. This report will include a summary of comments and conclusions on the Annual Report of the Municipality and will include one or more of the following:

- Misstatements in the Financial Statements
- Material under spending of the budget
- Planned key performance indicators not achieved
- Non-compliance with laws and regulations
- Assessment by Internal Audit on predetermined objectives (PMS)
- Financial management
- Governance

George Municipality

Performance Report for the mid-year ending 31 December 2020

THE ANNUAL PERFORMANCE REPORT HAS BEEN INTERNALLY REVIEWED BY THE INTERNAL AUDIT TEAM AND IS CURRENTLY IN PROCESS OF BEING AUDITED BY THE AUDITOR GENERAL'S OFFICE FOR ACCURACY, RELIABILITY AND CORRECTNESS.

2.3.1 Past year's annual report and progress in resolving problems identified in the annual report

See Audit Action Plan 2018/2019 attached as **Appendix A**.

2.2 Adjustment of the top layer SDBIP for 2020/2021

In terms of Section 27(2)(b) when submitting an adjustments budget to the National Treasury and the relevant provincial treasury in terms of Section 28(7) of the MFMA read together with Section 24(3) of the MFMA the Municipal Manager must also submit the amended SDBIP within ten working days after the Council has approved the amended plan in terms of Section 54(1)(c) of the MFMA.

The Top Layer SDBIP will be revised if needed and submitted with the Adjustments Budget to Council with the necessary motivation where KPI targets require amendment as a result of the Adjustments Budget and/or corrections as a result of the audit outcomes of 2019/2020.

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The draft Annual Report of the 2019/20 financial year will be tabled by March 2021. The Finance Minister Tito Mboweni issued a Ministerial exemption of the Municipal Finance Management Act (MFMA), exempting municipalities and municipal entities from submitting their yearly financial statements and related reports for auditing at the end of August 2020. The exemption allowed for a two-month extension in the submission of annual financial statements, annual reports, audit opinions and oversight reports.

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George Municipality

Performance Report for the mid-year ending 31 December 2020

compile an oversight report. This report will include a summary of comments and conclusions on the Annual Report of the Municipality and will include one or more of the following:

- Misstatements in the Financial Statements
- Material under spending of the budget
- Planned key performance indicators not achieved
- Non-compliance with laws and regulations
- Assessment by Internal Audit on predetermined objectives (PMS)
- Financial management
- Governance
- The Annual Performance Report has been internally reviewed by the Internal Audit Team and is currently in process of being audited by the Auditor General's office for accuracy, reliability and correctness.

George Municipality

Performance Report for the mid-year ending 31 December 2020

2.16 Municipal Manager's Quality Certificate

~~MICHELLE~~ ^{MICHELE} GRATZ, The Municipal Manager of George Municipality hereby certify that the mid-year budget and performance assessment for the 2020/2021 financial year, have been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act.

Print Name MICHELE GRATZ

Municipal Manager of GEORGE MUNICIPALITY

Signature M. Gratz

Date 21/01/2021

2.17 Executive Mayor Quality Certificate

Section 54 of the MFMA requires the Mayor of a municipality to take certain actions on the receipt of this report to ensure that the approved budget is implemented in accordance with the projections contained in the Service Delivery and Budget Implementation Plan.

I, LEON VAN WYK, The Executive Mayor of George Municipality hereby certify that the mid-year budget and performance assessment for the 2020/2021 financial year, have been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act.

Print Name LEON VAN WYK

Executive Mayor of GEORGE MUNICIPALITY

Signature [Signature]

Date 21/01/2021