

TABLE OF CONTENTS

| Table o | f Contents | 1 |
|---------|---|----|
| СОМРО | DNENT A: EXECUTIVE MAYOR'S FOREWORD | 13 |
| СОМРО | DNENT B: EXECUTIVE SUMMARY | 15 |
| CHAPT | ER 1: MUNICIPAL OVERVIEW | 20 |
| 1.2 | MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW | 20 |
| 1.2.1 | Introduction | 20 |
| 1.2.2 | Population | 20 |
| 1.2.3 | Population Characteristics | 20 |
| 1.2.4 | Population: Age Cohorts | 21 |
| 1.2.5 | Overview of George Municipality's Wards | 21 |
| 1.3 | SERVICE DELIVERY OVERVIEW | 22 |
| 1.3.1 | Introduction to Service Delivery | 22 |
| 1.3.2 | Proportion of Households with Access to Basic Services | 22 |
| 1.3.3 | Highlights: Access to Basic Services | 22 |
| 1.3.4 | Challenges: Basic Services Delivery | 23 |
| 1.4 | FINANCIAL HEALTH OVERVIEW | 24 |
| 1.4.1 | Financial Overview 2019/2020 | 24 |
| 1.4.2 | Operating Ratios | 25 |
| 1.4.3 | Liquidity Ratios | 25 |
| 1.4.4 | Total Expenditures 2018-2020 | 25 |
| 1.4.5 | Highlights: Financial Viability | 26 |
| 1.4.6 | Challenges: Financial Viability | 27 |
| 1.5 | ORGANISATIONAL DEVELOPMENT OVERVIEW | 28 |
| 1.5.1 | Highlights: Municipal Transformation and Organisational Development | 28 |
| 1.5.2 | Challenges: Municipal Transformation and Organisational Development | 28 |
| 1.6 | AUDITOR GENERAL REPORT | 28 |
| 1.7 | STATUTORY ANNUAL REPORT PROCESS | 28 |
| СНАРТ | ER 2: GOVERNANCE | 30 |
| 2 | INTRODUCTION TO GOVERNANCE | 30 |
| СОМРО | DNENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE | 31 |

| 2.1 | POLITICAL GOVERNANCE | . 31 |
|-------|---|------|
| 2.1.1 | Political Structure | . 31 |
| 2.2 | ADMINISTRATIVE GOVERNANCE | . 42 |
| 2.2.1 | Introduction to Administrative Governance | . 42 |
| СОМРО | NENT B: INTERGOVERNMENTAL RELATIONS | . 43 |
| 2.3 | INTERGOVERNMENTAL RELATIONS | . 43 |
| 2.3.1 | Intergovernmental Structures | . 43 |
| СОМРО | NENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION | . 46 |
| 2.4 | WARD COMMITTEES | . 46 |
| 2.4.1 | Functionality of Ward Committees | . 55 |
| СОМРО | NENT D: CORPORATE GOVERNANCE | . 57 |
| 2.5 | RISK MANAGEMENT | . 57 |
| 2.5.1 | Legislative Mandate | . 57 |
| 2.5.2 | Overview | . 58 |
| 2.5.3 | Objectives of Risk Management | . 58 |
| 2.5.4 | Benefits of Risk Management | . 58 |
| 2.5.5 | Developed Strategies | . 59 |
| 2.5.6 | Risk Management Function | . 59 |
| 2.5.7 | The Risk Management Process | . 59 |
| 2.5.8 | Top Strategic Risk Themes for the Municipality | . 62 |
| 2.6 | ANTI-CORRUPTION AND FRAUD | . 63 |
| 2.6.1 | Developed Strategies | . 63 |
| 2.7 | AUDIT COMMITTEE | . 64 |
| 2.7.1 | Functions of the Audit Committee | . 64 |
| 2.7.2 | Members of the Audit Committee | . 65 |
| 2.7.3 | Attendance of Audit Committee Meetings | . 65 |
| 2.7.4 | Municipal Audit Committee Recommendations | . 66 |
| 2.7.5 | Audit Committee response to COVID-19 | . 67 |
| 2.7.6 | Municipal Audit Committee Report | . 68 |
| 2.8 | INTERNAL AUDIT | . 80 |
| 2.9 | SUPPLY CHAIN MANAGEMENT | . 90 |
| 2.0.1 | Supply Chain Management Overview | . 90 |

| 2.9.2 | Competitive Bids Exceeding R200 000 | 90 |
|--------|--|-----|
| 2.9.1 | Awards made to Enterprises within the George Municipal Area | 94 |
| 2.9.2 | Deviation from Normal Procurement Processes | 95 |
| 2.9.3 | Logistics Management | 95 |
| 2.9.4 | Performance Management | 96 |
| 2.9.5 | Findings of the Auditor-General on Procurement and Contract Management | 96 |
| 2.10 | BY-LAWS AND POLICIES | 96 |
| 2.11 | WEBSITES | 98 |
| 2.12 | COMMUNICATION | 100 |
| 2.12.1 | Communication Unit | 100 |
| 2.12.2 | Newsletters | 100 |
| 2.12.3 | Awareness Campaigns | 101 |
| 2.12.4 | Additional Communication Channels Utilised | 101 |
| CHAPTE | R 3: SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I) | 103 |
| 3.1 | OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION | 103 |
| 3.1.1 | Legislative Requirements | 103 |
| 3.1.2 | Organisational Performance | 104 |
| 3.1.3 | Performance System Followed for the Financial Year 2019/20 | 104 |
| 3.1.4 | Performance Management | 105 |
| 3.2 | STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER) | 106 |
| 3.2.1 | Overall Performance | 107 |
| 3.2.2 | Actual Performance against KPIs Set in Terms of the Top Layer SDBIP | |
| 3.2.3 | Service Providers Performance | 122 |
| 3.2.4 | Municipal Functions | 126 |
| сомроі | NENT A: BASIC SERVICES | 127 |
| 3-3 | WATER PROVISION | 127 |
| 3.3.1 | Introduction to Water Provision | 127 |
| 3.3.2 | Total Use of Water by Sector | 128 |
| 3-3-3 | Highlights: Water Provision | 128 |
| 3-3-4 | Challenges: Water Provision | 129 |
| 3-3-5 | Service Delivery Levels: Water | 129 |

| 3.3.6 | Access to Water | 129 |
|--------|--|----------|
| 3-3-7 | Total Employees: Water Services | 130 |
| 3.3.8 | Capital Expenditure 2019/2020: Water Provision | 130 |
| 3.3.9 | Overall Performance: Water Services | 132 |
| 3.4 | WASTE WATER (SANITATION) PROVISION | 132 |
| 3.4.1 | Introduction to Waste Water (Sanitation) Provision | 132 |
| 3.4.2 | Highlights: Waste Water (Sanitation) Provision | 132 |
| 3-4-3 | Challenges: Waste Water (Sanitation) Provision | 133 |
| 3.4.4 | Waste Water (Sanitation) Service Delivery Levels | 133 |
| 3-4-5 | Total Employees: Waste Water (Sanitation) Services | 134 |
| 3.4.6 | Capital Expenditure 2019/2020: Waste Water (Sanitation) Services | 134 |
| 3-4-7 | Sanitation: Overall Performance Comment | 136 |
| 3-5 | ELECTRICITY | 136 |
| 3.5.1 | Introduction to Electricity | 136 |
| 3.5.2 | Highlights: Electricity | 137 |
| 3-5-3 | Challenges: Electricity | 137 |
| 3.5.4 | Service Delivery Levels: Electricity | 138 |
| 3-5-5 | Total Employees: Electricity | 138 |
| 3.5.6 | Capital Expenditure 2019/2020: Electricity | 139 |
| 3.6 | WASTE MANAGEMENT (REFUSE COLLECTION, WASTE DISPOSAL, STREET CLEA | NING AND |
| RECYCL | .ING) | 141 |
| 3.6.1 | Introduction to Waste Management | 141 |
| 3.6.2 | Highlights: Waste Management | 141 |
| 3.6.3 | Challenges: Waste Management | 141 |
| 3.6.4 | Waste Management Service Delivery Levels | 141 |
| 3.6.5 | Total Employees: Solid Waste Services | 142 |
| 3.6.6 | Capital Expenditure 2019/2020: Waste Management Services | 142 |
| 3.7 | HOUSING | 143 |
| 3.7.1 | Introduction to Housing | 143 |
| 3.7.2 | Highlights: Housing | 146 |
| 3.7.3 | Challenges: Housing | 146 |
| 3.7.4 | Housing Service Delivery Levels | 147 |
| 3.7.5 | Total Employees: Housing | 147 |

| 3.7.6 | Capital Expenditure 2019/2020: Housing | 147 |
|--------|---|-----|
| 3.8 | FREE BASIC SERVICES AND INDIGENT SUPPORT | 148 |
| 3.8.1 | Introduction to Free Basic Services and Indigent Support | 148 |
| 3.8.2 | Free Basic Services to Low Income Households | 149 |
| 3.8.3 | Financial Performance 2019/20: Cost to Municipality FBS Delivered | 149 |
| СОМРОІ | NENT B: ROAD TRANSPORT | 150 |
| 3.9 | ROADS | 150 |
| 3.9.1 | Highlights: Roads | 150 |
| 3.9.2 | Challenges: Roads | 151 |
| 3.9.3 | Gravel Roads | 152 |
| 3-9-4 | Tarred (Asphalted) Roads | 152 |
| 3-9-5 | Cost of Construction/Maintenance | 152 |
| 3.9.6 | Total Employees: Roads | 153 |
| 3.9.7 | Capital Expenditure2019/2020: Roads | 153 |
| 3.9.8 | Overall Performance: Roads | 154 |
| 3.10 | PUBLIC TRANSPORT | 154 |
| 3.10.1 | Introduction to Public Transport | 154 |
| 3.10.2 | Highlights: Public Transport | 155 |
| 3.10.3 | Challenges: Public Transport | 156 |
| 3.10.4 | Municipal Bus Service Data | 158 |
| 3.10.5 | Capital Expenditure 2019/2020: Public Transport | 159 |
| 3.11 | STORMWATER DRAINAGE | 159 |
| 3.11.1 | Introduction to Storm Water Drainage | 159 |
| 3.11.2 | Highlights: Storm Water Drainage | 159 |
| 3.11.3 | Challenges: Storm Water Drainage | 159 |
| 3.11.4 | Storm Water Infrastructure | 160 |
| 3.11.5 | Employees: Storm Water | 160 |
| 3.11.6 | Cost of Construction/Maintenance: Storm Water | 160 |
| 3.11.7 | Capital Expenditure 2019/2020: Storm Water | 160 |
| СОМРОІ | NENT C: PLANNING AND DEVELOPMENT | 161 |
| 3.12 | PLANNING | 161 |
| 3.12.1 | Introduction to Planning and Development | 161 |

| 3.12.2 | Highlights: Planning and Development | 162 |
|--------------|--|-----|
| 3.12.3 | Challenges: Planning and Development | 163 |
| 3.12.4 | Statistics on Land Use Applications | 163 |
| 3.12.5 | Total Employees: Planning | 164 |
| 3.13 | ECONOMIC DEVELOPMENT | 164 |
| 3.13.1 | Overview on Economic Development | 164 |
| 3.13.2 | Highlights: Economic Development | 167 |
| 3.13.3 | Challenges: Economic Development | 167 |
| 3.13.4 | Capital Expenditure 2019/2020: Economic Development | 168 |
| 3.14 | TOURISM | 168 |
| 3.14.1 | Introduction to Tourism | 168 |
| 3.14.2 | Highlights: Tourism | 169 |
| 3.14.3 | Challenges: Tourism | 170 |
| 3.14.4 | Capital Expenditure 2019/2020: Tourism | 170 |
| 3.14.5 | Total Employees: Economic Development and Tourism | 171 |
| СОМРО | NENT D: COMMUNITY & SOCIAL SERVICES | 171 |
| 3.15 | LIBRARIES | 171 |
| 3.15.1 | Introduction to Libraries | 171 |
| 3.15.2 | Highlights: Libraries | 171 |
| 3.15.3 | Challenges: Libraries | 172 |
| 3.15.4 | Service Delivery Levels: Libraries | 172 |
| 3.15.5 | Total Employees: Libraries | 172 |
| 3.15.6 | Capital Expenditure2019/2020: Libraries | 173 |
| 3.16 | COMMUNITY HALLS, FACILITIES AND THUSONG CENTRES | 173 |
| 3.16.1 | Highlights: Community Halls, Facilities and Thusong Centres | 173 |
| 3.16.2 | Challenges: Community Halls, Facilities and Thusong Centres | 174 |
| 3.16.3 | Capital Expenditure 2019/2020: Community Halls, Facilities and Thusong Centres | 174 |
| 3.17 | CEMETERIES AND CREMATORIUMS | 175 |
| 3.17.1 | Introduction to Cemeteries | 175 |
| 3.17.2 | Highlights: Cemeteries | 175 |
| 3.17.3 | | 175 |
| <i>3 , 3</i> | Challenges: Cemeteries | 1/5 |

| 3.17.5 | Capital Expenditure 2019/2020: Cemeteries | . 176 |
|--------|---|-------|
| 3.18 | SOCIAL DEVELOPMENT | . 176 |
| 3.18.1 | Introduction to Social Development | . 176 |
| 3.18.2 | Highlights: Social Development | . 176 |
| 3.18.3 | Challenges: Social Development | . 177 |
| 3.18.4 | Delivery of Services: Social Development | . 177 |
| 3.18.5 | Capital Expenditure 2019/2020: Social Development | . 178 |
| СОМРО | NENT E: ENVIRONMENTAL PROTECTION | . 179 |
| 3.19 | environmental protection | . 179 |
| 3.19.1 | Introduction to Environmental Protection | . 179 |
| 3.19.2 | Highlights: Environmental Protection | . 180 |
| 3.19.3 | Challenges: Environmental Protection | . 180 |
| 3.19.4 | Service Delivery Statistics: Environmental Protection | . 180 |
| СОМРО | NENT F: SECURITY AND SAFETY | . 181 |
| 3.20 | Traffic and licensing | . 181 |
| 3.20.1 | Introduction to Traffic and Licensing Services | . 181 |
| 3.20.2 | Highlights: Traffic and Licensing Services | . 181 |
| 3.20.3 | Challenges: Traffic and Licensing Services | . 182 |
| 3.20.4 | Service Statistics: Traffic and Licensing Services | . 182 |
| 3.20.5 | Total Employees: Traffic and Licensing Services | . 182 |
| 3.20.6 | Capital Expenditure 2019/2020: Traffic and Licensing Services | . 183 |
| 3.21 | LAW ENFORCEMENT | . 184 |
| 3.21.1 | Introduction to Law Enforcement | . 184 |
| 3.21.2 | Highlights: Law Enforcement Services | . 184 |
| 3.21.3 | Challenges: Law Enforcement Services | . 184 |
| 3.21.4 | Service Statistics: Law Enforcement Services | . 185 |
| 3.21.5 | Total Employees: Law Enforcement Services | . 185 |
| 3.21.6 | Capital Expenditure 2019/2020: Law Enforcement Services | . 185 |
| 3.22 | FIRE SERVICES | . 186 |
| 3.22.1 | Introduction to Fire Services | . 186 |
| 3.22.2 | Highlights: Fire Services | . 186 |
| 3.22.3 | Challenges: Fire Services | . 187 |

| 3.22.4 | Service Statistics: Fire Services | 187 |
|--------|---|-----|
| 3.22.5 | Capital Expenditure 2019/2020: Fire Services | 188 |
| СОМРОІ | NENT G: SPORT AND RECREATION | 188 |
| 3.23 | HOLIDAY RESORTS AND CAMPSITES | 188 |
| 3.23.1 | Holiday Resorts and Campsite | 188 |
| 3.24 | Sports and recreation | 189 |
| 3.24.1 | Introduction to Sports and Recreation | 189 |
| 3.24.2 | Highlights: Sports and Recreation | 189 |
| 3.24.3 | Challenges: Sports and Recreation | 189 |
| 3.24.4 | Service Statistics: Sports and Recreation | 190 |
| 3.24.5 | Total Employees: Parks and Recreation | 190 |
| 3.24.6 | Capital Expenditure 2019/2020: Sports and Recreation | 190 |
| СОМРОІ | NENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES | 191 |
| 3.25 | OFFICE OF THE MUNICIPAL MANAGER | 191 |
| 3.25.1 | Highlights: Office of the Municipal Manager | 192 |
| 3.25.2 | Challenges: Office of the Municipal Manager | 192 |
| 3.25.3 | Total Employees: Office of the Municipal Manager | 192 |
| 3.26 | ADMINISTRATION (COMMITTEE SERVICES, RECORDS MANAGEMENT AND | |
| TELECO | MMUNICATIONS) | 193 |
| 3.26.1 | Highlights: Administration (Committee Services) | 193 |
| 3.26.2 | Challenges: Administration (Committee Services) | 193 |
| 3.26.3 | Capital Expenditure 2019/2020: Administrative and Corporate Support | 194 |
| 3.27 | FINANCIAL SERVICES | 196 |
| 3.27.1 | Introduction to Financial Services | 196 |
| 3.27.2 | Total Employees | 197 |
| 3.27.3 | Capital Expenditure 2019/2020: Financial Services | 197 |
| 3.28 | HUMAN RESOURCE SERVICES | 198 |
| 3.28.1 | Introduction to Human Resource Services | 198 |
| 3.28.2 | Highlights: Human Resources Services | 198 |
| 3.28.3 | Challenges: Human Resource Services | 199 |
| 3.28.4 | Total Employees: Human Resource Services | 199 |
| 3.29 | LEGAL SERVICES | 199 |

| 3.29.1 | Introduction to Legal Services | 199 |
|----------------|--|-------------|
| 3.29.2 | Service Statistics: Legal Services | 200 |
| 3.29.3 | Capital Expenditure 2019/2020: Legal Services | 201 |
| СОМРО | NENT I: ORGANISATIONAL PERFOMANCE SCORECARD | 202 |
| 3.30 | DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2019/20 | 202 |
| 3.30.1 | Affordable Quality Services | 202 |
| 3.30.2 | Develop and Grow George | 206 |
| 3.30.3 | Good Governance and Human Capital | 206 |
| 3.30.4 | Participative Partnerships | 208 |
| 3.30.5 | Safe, Clean and Green | 208 |
| CHAPTI | ER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPC | RT PART II) |
| | | 210 |
| СОМРО | NENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL | |
| 4.1 | EMPLOYEE TOTALS, TURNOVER AND VACANCIES | |
| 4.1.1 | Employment Equity Targets and Actuals Racial Classification | 210 |
| 4.1.2 | Occupational Category: Race | 211 |
| 4.1.3 | Occupational Levels: Race | 211 |
| 4.1.4 | Departments: Race | 212 |
| 4.1.5 | Vacancy Rate | 212 |
| 4.1.6 | Turn-over Rate | 213 |
| СОМРО | NENT B: MANAGING THE MUNICIPAL WORKFORCE | 213 |
| 4.2 | MANAGING THE MUNICIPAL WORKFORCE | 213 |
| 4.2.1 | Human Resources Policies and Plans | 213 |
| 4.2.2 | Injuries | 215 |
| 4.2.3 | Sick Leave | 215 |
| СОМРО | NENT C: CAPACITATING THE MUNICIPAL WORKFORCE | 216 |
| 4-3 | CAPACITATING THE MUNICIPAL WORKWORCE | 216 |
| 4.3.1 | Skills Matrix | 216 |
| 4.3.2 | Skills Development and Training | 216 |
| 4-3-3 | Skills Development: Budget Allocation | 217 |
| / 2 ./. | Municipal Finance Management Act (MFMA) Competencies | 217 |

| СОМРОІ | NENT D: MANAGING THE WORKFORCE EXPENDITURE | 218 |
|--------|--|-----|
| 4-4 | EMPLOYEE EXPENDITURE | 218 |
| 4.4.1 | Municipal Finance Management Act (MFMA) Competencies | 219 |
| СОМРОІ | NENT A: STATEMENTS OF FINANCIAL PERFORMANCE | 220 |
| 5.1 | FINANCIAL SUMMARY | 220 |
| 5.1.1 | Financial Performance | 220 |
| 5.1.2 | Revenue Collection by Vote | 222 |
| 5.1.3 | Functional Services Performance | 223 |
| 5.2 | FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION | 224 |
| 5.2.1 | Water Services | 224 |
| 5.2.2 | Electricity Services | 224 |
| 5.2.3 | Waste Management Services | 225 |
| 5.2.4 | Housing | 225 |
| 5.2.5 | Wastewater Management Services | 225 |
| 5.2.6 | Roads Transport | 226 |
| 5.2.7 | Planning | 226 |
| 5.2.8 | Health | 226 |
| 5.2.9 | Community Development | 227 |
| 5.2.10 | Public Safety | 227 |
| 5.2.11 | Public Finance and Administration | 227 |
| 5.2.12 | Executive and Council | 228 |
| 5.2.13 | Other | 228 |
| 5-3 | GRANTS | 228 |
| 5.3.1 | Grant Performance | 228 |
| 5.3.2 | Level of Reliance on Grants | 230 |
| 5.4 | ASSET MANAGEMENT | 230 |
| 5.4.1 | Introduction to Asset Management | 230 |
| 5.4.2 | Repairs and Maintenance Expenditure: 2019/2020 | 231 |
| 5.5 | FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS | 231 |
| 5.5.1 | Liquidity Ratio | 231 |

| 5.5.2 | IDP Regulation Financial Viability Indicators | 232 |
|--------|--|-----|
| 5-5-3 | Borrowing Management | 232 |
| 5-5-4 | Employee Costs | 232 |
| сомроі | NENT B: SPENDING AGAINST CAPITAL BUDGET | 233 |
| 5.6 | SOURCES OF FINANCE | 233 |
| 5.6.1 | Capital Expenditure: Funding Sources 2018/19 to 2019/20 | 233 |
| 5.7 | BASIC SERVICES AND INFRASTRUCTURE BACKLOGS: OVERVIEW | 234 |
| 5.7.1 | Introduction to Basic Services and Infrastructure Backlogs | 234 |
| 5.7.2 | Expenditure on Municipal Infrastructure Grant (MIG) | 234 |
| сомроі | NENT C: CASH FLOW MANAGEMENT AND INVESTMENTS | 235 |
| 5.8 | CASH FLOW | 235 |
| 5.8.1 | Cash Flow Outcomes | 235 |
| 5.9 | GROSS OUTSTANDING DEBTORS PER SERVICE | 236 |
| 5.10 | TOTAL DEBTORS AGE ANALYSIS | 236 |
| 5.11 | BORROWING | 236 |
| сомроі | NENT A: AUDITOR-GENERAL REPORT YEAR 2018/19 | 237 |
| 6.1 | AUDITOR-GENERAL REPORTS YEAR 2018/19 (PREVIOUS YEAR) | 237 |
| СОМРОІ | NENT B: AUDITOR-GENERAL OPINION YEAR 2019/20 | 244 |
| 6.2 | AUDITOR-GENERAL REPORTS YEAR 2019/20(YEAR UNDER REVIEW) | 244 |
| GLOSSA | RY | 252 |
| | ICES | |
| | IX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE | |
| | OIX B – COMMITTEES AND COMMITTEE PURPOSES | |
| | IX C – THIRD TIER ADMINISTRATIVE STRUCTURE | |
| APPEND | IX D – FUNCTIONS OF MUNICIPALITY / ENTITY | 257 |
| APPEND | IX E – WARD FUNCTIONALITY | 258 |
| APPEND | X F – WARD INFORMATION | 259 |
| APPEND | IX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2019/2020 FINANC | IAL |
| | | |
| | XX H – LONG TERM CONTRACTS | 268 |
| APPFND | XXI – MUNICIPAL SERVICE PROVIDER PERFORMANCE SCHEDULE | 271 |

| APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE | 274 |
|--|-----|
| APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE | 274 |
| APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE SOURCE | 275 |
| VOLUME II: ANNUAL FINANCIAL STATEMENTS | 276 |

COMPONENT A: EXECUTIVE MAYOR'S FOREWORD

It is my privilege to present the George Municipality's Annual Report for the 2019/20 financial year.

In the period prior to my election as Executive Mayor on 22 May 2020, the Municipality had already been impacted by the impact of South Africa's sluggish economy followed by the Covid-19 virus pandemic which brought about the lockdown from late March 2020. This has resulted in numerous challenges for the municipality in dealing with the ongoing demands on service delivery and the effects of the pandemic on both households and the business sector.

In presenting this Annual Report, George Municipality sets out the financial performance highlights and financial position for the 2019/2020 financial year along with the achievements of management. As a political leadership we have tried to live up to the strategic objectives of:

- A City for a sustainable future for all the citizens of George;
- To deliver affordable quality services;
- To develop and grow George;
- To keep George clean safe and green;
- To ensure good governance and human capital in George, and
- To ensure participation of citizens in the management of George.

This Annual Report is a culmination of the implementation of the Municipality's Integrated Development Plan (IDP), Budget and Service Delivery and Budget Implementation Plan as adopted by Council for the 2019/20 financial year. The report is an account of George Municipality's achievements in the year under review, and it also assists in identifying our successes and failures.

This report is therefore intended to attest to the collective efforts of the administrative and political arms of the Municipality to progressively address the expectations of our people. The five-year IDP will remain the basis on which we will plan and implement strategy to deliver the required services as expected from our citizens. As a consequence of George Municipality delivering quality basic services it is has become an attractive destination for inward migration which once again places an additional burden on infrastructure.

Aging infrastructure and the demand for new infrastructure to accommodate the increased numbers continue to place the Municipality under severe financial pressure. Slow growth of the economy and unemployment have not made it any easier for us to perform optimally.

The effect of the Covid-19 pandemic on our citizens and on our Municipality's finances, resources and service delivery should not be under-estimated. The initial lockdown period resulted in the launch of over 130 soup kitchens to feed destitute families, increased levels of unemployment, temporary and possible permanent closures of businesses, a significant reduction in monthly billings for services rendered and lower debtor collection rates. A number of our citizens and staff members tested positive for the Covid-19 virus and some sadly succumbed. In the months ahead, the Municipality will need to deal with the challenges of the "new normal" which will include assisting the recovery of the local economy and of jobs, ensuring the safety and dignity of citizens and restoring the financial health of the Municipality.

Regardless of the pressure to perform I am pleased to announce some highlights in the 2019/20 financial year.

- 14 Additional substations were outfitted with communications equipment and can now be monitored on the SCADA system;
- Extension of George refuse transfer station completed;
- The securing of Grant funding to the value of R82 million towards the widening of the N2/Thembalethu bridge;

 Garden Route Dam upgrading: The raising of the Garden Route Dam Spillway commenced on 13 May 2019 and was completed on 13 December 2019.

I want to thank all the staff and senior management of the George municipality who have worked tirelessly to achieve the outcomes of the 2019/20 annual report.

I hope this annual report provides readers with insight into the affairs of the Municipality which will further put them in a position to engage with us on service delivery issues should a need arise.

ALDERMAN L VAN WYK EXECUTIVE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

The Annual Report for 2019/2020 is more than just the gains achieved in the past financial year. A review of municipal governance in George over the past financial year is also provided. This report also documents the substantial progress achieved in the provision of basic services in line with the approved strategic plan of the Council.

The Constitution of the Republic of South Africa states that every person has the right to access adequate housing and that, in order to achieve a gradual realisation of that right, the state must take appropriate legislative and other steps within its available resources. In order to ensure that households enjoy a fair standard of living, access to housing also requires access to services such as potable water, basic sanitation, reliable energy sources and refuse collection services.

Investment in infrastructure remains an important priority for the city. This involves recognising investment and development patterns in order to ensure the provision of sufficient infrastructure in areas of high development. By investing in adequate economic and social infrastructure to promote and facilitate any further economic growth, the City continues to serve as a catalyst. In order to ensure that service delivery and good governance practices are accelerated throughout the organisation, we have placed different controls in place. This Annual Report again demonstrates this commitment. George Municipality received an unqualified audit with findings on compliance with legislations, from the Auditor-General of South Africa, for the 2019/2020 financial year.

Information Technology

Broadband connectivity is fundamental to create an enabling environment for economic growth, development and inclusion. The City is fully aligned with South Africa's vision, as outlined in the National Development Plan, to provide seamless information infrastructure that will underpin a dynamic and connected information society, as well as a knowledge economy that is more inclusive, equitable and progressive. More than 60km of fibre-optic cable has been installed across the City.

ICT initiatives during 2019/2020:

 Through the implementation of the George Municipal App, ICT is enabling the public to have a closer relationship with the George Municipality and its services.

Information

With up to date relevant information being distributed via the App, George residents know exactly what is happening in and around the city

Accounts

George residents are currently able to view their municipal accounts and conveniently log queries, eliminating the need to physically visit the Accounts department.

The George Municipality is listed as a creditor on all Banking Apps and proof of payments can be sent to accounts@george.gov.za, making it easy to pay accounts online.

Fault logging

Reporting a faulty Municipal service has never been easier, with a dedicated team ready to resolve issues as soon as they arise. The Municipal App provides the comfort of taking a picture of the problem and adding geographical information to make sure the query is handled professionally and timeously.

Ongoing projects launched by the City of George:

- Following extensive deliberation and detailed assessment of risks, constraints and sensitivities, the proposals for development of a proposed tertiary / research institute have been finalised;
- Integrated with the pristine natural qualities and celebrating our natural heritage presented by the landscape at the Garden Route Dam this project is anticipated to not only respond to the expressed need for diversifying and expanding the scope of tertiary education in the area but also harness opportunities to improve access to the site and enhance custodianship over the natural attributes of the site.

New investment projects launched in 2019/2020 by the City of George:

- Our efforts to optimise the use of under-utilised and vacant land transpires in the application of the objectives expressed in our Municipal Spatial Development Framework in our decision making, while the investment readiness of strategic municipal owned sites is also tended to;
- Investigations and applications intended to yield affordable residential opportunities and industrial properties for development in the near future is in progress and planned for completion in 2021/2022.

SPATIAL DEVELOPMENT FRAMEWORK

Following the adoption of our amended Municipal Spatial Development Framework in May 2019, the implementation of the MSDF continues to edge the city closer to the realisation of a spatially transformed city with improved sustainability and efficiency in the application of resources and assets.

The COVID-19 pandemic has, however exposed and emphasized the severity of inequality and lack of resilience in our urban and social environment. While the MSDF introduces sound policy and values, embracing the development norms and principles embedded in national policy, the pandemic brings home the realisation that our drive to spearhead spatial transformation and redress needs to be escalated needs to be pursued with intensity.

With the assistance of National Government and the DBSA the city has embarked on the process of development of a capital expenditure framework, which is an extension of the work done in the MSDF and will edge us closer to achievement of improved coordination between our sectoral plans and budget, assisting in alignment of our actions with the spatial objectives sought.

EXPANDED PUBLIC WORKS PROGRAMME

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

- The Expanded Public Works Programme (EPWP) created 667 work opportunity in 2019/20 and 3547 jobs in the current IDP five-year cycle.
- Work opportunities (W/O) and Full Time Equivalent (FTE)

| MUNICIPALITY | FTE/WO | 2017/2018 | 2018/2019 | 2019/2020 | TOTAL |
|--------------|--------|-----------|-----------|-----------|-------|
| GEORGE | FTE | 503 | 550 | 402 | 1 455 |
| GEORGE | WO | 1 022 | 1 431 | 1 094 | 3 547 |

WASTE MANAGEMENT AND LANDFILL

Addressing the challenge of landfill space:

- 1st Platform of composting plant finished. 2nd Platform and service provider will be done in 2020/2021
- Extension of George refuse transfer station completed.
- Part of road towards landfill site, paved, and new entrance towards landfill and composting plant completed.
- Supply and installation of generator for George refuse transfer station completed.
- New refuse transfer station and entrance road towards transfer station and landfill site completed.
- Boreholes at Uniondale landfill site completed as part of waste management licence conditions compliance.
- 4 New bakkies bought for waste management services.

ELECTRICITY

The 2019/20 financial year will be remembered in future as the year of COVID19 and its associated lockdown, however City of George implementing measures to ensure that its electricity infrastructure is as reliable as possible. All projects are considered priority, and an abbreviated list is provided below:

- 14 Additional substations were outfitted with communications equipment and can now be monitored on the SCADA system;
- 40 Informal houses and 103 formal houses were electrified during the 2019/20 financial year;
- Phase 1 of the 66kV overhead line built from Glenwood Substation to Thembalethu, is 100% complete;
- Electricity losses increased from 5,64% to 7.12%.

GEORGE INTEGRATED PUBLIC TRANSPORT NETWORK (GIPTN)

- The George Integrated Public Transport Network (GIPTN) is a precedent setting flagship model for the
 provision of public transport services in South Africa's emerging cities. The GIPTN has experienced
 exponential growth and wide acceptance as a municipal service and will add substantial further benefit to
 George and its community;
- The successful roll out of Phase 4B took place during March 2020 covering the areas of Borchards, Parkdene,
 Conville and Lawaaikamp;
- The securing of Grant funding to the value of R82 million towards the widening of the N2/Thembalethu bridge and conclusion of an agreement with the South African National Roads Agency (SANRAL)

CIVIL ENGINEERING

The growth areas identified by the City require significant capital investment in infrastructure. Densification of existing areas, a spatial strategy (SDF), is provided for in the design of long-term bulk services capacity upgrades, increasing the overall system capacity and boosting supply to developing areas. The demand for bulk infrastructure to accommodate housing opportunities, social needs, economic growth and development opportunities remains a key priority. The short, medium and long-term master plans for all civil engineering services incorporate the needs of all development requirements, is aligned with the SDF, and projects are prioritised according to the available budget. All projects are considered priority, and an abbreviated list is provided as:

- Garden Route Dam upgrading: The raising of the Garden Route Dam Spillway commenced on 13
 May 2019 and was completed on 13 December 2019;
- This project adds an additional 25% raw water storage capacity to the dam, a significant contribution in securing resource availability;
- The civil works for the extension of the Outeniqua Waste Water Treatment Works capacity by an additional 10MI has been completed with the mechanical/ electrical tender following to complete this strategic project. Included in the works are various remedial works to ensure that the effluent complies with the statutory requirements of the Water Act;
- The tender for the 20 MI extension of the water treatment capacity was concluded in 2019/20;
- Various road upgrades and infrastructure for the GIPTN in 2019/2020;
- Various storm water projects according to master plan requirements Thembalethu and Pacaltsdorp;
- The upgrading and rehabilitation of four key sewer pump stations commenced;
- The upgrading of key bulk water and sewer pipelines commenced;
- Bulk services (water and sewer) for the Erf 325 East housing project;
- Various infrastructure projects commenced with planning for implementation readiness, including additional reservoirs (Thembalethu and Pacaltsdorp), supplementary water supply to Wilderness from the George main zone, Kleinkrantz bulk sewer pipeline, Uniondale reservoir capacity, Thembalethu/N2 water, and numerous others.

HUMAN SETTLEMENT DEVELOPMENT

The City remains committed to facilitating redress through the development of sustainable, integrated human settlements, addressing the needs of communities in informal settlements, and improving the plight of backyard dwellers by providing access to basic services and housing opportunities.

The tabling of this Report provides a platform to reflect on the journey towards providing sustainable human settlements to the citizens of George during the past financial year. The following interventions have been held during the financial year:

- Regional Forum Meetings between Provincial Department of Human Settlements (PDoHS) and the George Municipality to discuss all new housing policies and budget related matters in housing delivery. At this forum, municipalities receive information relating to: beneficiary administration, outstanding approvals, informal settlement challenges, and title deed transfers.
- The Human Settlements Department is also represented at the quarterly Informal Settlements Support Programme (ISSP) meetings of the Provincial Department of Human Settlements (PDoHS). The latter program aims to interpret National and Provincial guidelines with respect to upgrading of

informal settlements. The purpose of these monthly meetings is to discuss best practices in informal settlements within the George Municipal region.

Basic service delivery standards and levels have been sustained with all formal and informal households having access to clean water, sanitation services and refuse removal. The backlogs for electricity connections are only prevalent in informal settlements. These backlogs are gradually phased out and is dependent on the availability of funding

Some of the main Human Settlements Projects to be highlighted in the 2019/2020 financial year include:

- The continuation of the various phases of the Thembalethu UISP project both services and top structures.
- The continuation of the planning around Social, Gap and FLISP Housing Projects and Municipal Accreditation.
- Information pertaining to the compilation of an updated Human Settlements Plan
- The continuation of the planning of the upgrading of informal settlements and the establishment of Beneficiary Liaison Committees for all the informal settlement areas.
- The ongoing planning of the various housing projects on the Housing Pipeline
- Progress on the Erf 325 housing project

An amount of R4 857 854.00 was received for the Title Deed Restoration Project and since the initiation of this project (1 April 2016) a total of 1 023 properties were registered. In the 2019/20 financial year, 236 transfers were registered.

This annual report reflects all the efforts in building a better George with a sustainable future.

Finally, it is worth mentioning that the service delivery progress reported in this Annual Report would not have been possible without the commitment, hard work and dedication of municipal staff, sometimes under extremely difficult circumstances. I would like to express my sincere appreciation to them.

DR M GRATZ ACTING MUNICIPAL MANAGER

CHAPTER 1: MUNICIPAL OVERVIEW

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.2.1 Introduction

The 2019/2020 Annual Report reflects on the performance of the George Municipality for the period of 1 July 2019 to June 2020. The Annual Report is prepared in terms of Section 121(1) of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA), which requires municipalities to prepare an Annual Report for each financial year.

1.2.2 Population

According to the Census 2011 data, the population of George increased from 135 045 in 2001 to 193 672 in 2011. This shows an increase of 43 percent (58 627) over the 10 years. This growth is significantly higher than South Africa's average annual population growth of two percent and can largely be attributed to an influx of individuals from other provinces that move to the Western Cape in search for job opportunities.

From this strong base, the Western Cape Department of Social Development could make population growth estimates for each municipality for the period 2018-2024. These projections can assist municipalities to align their budget allocations with basic service delivery demands and priorities.

1.2.3 Population Characteristics

| Population | 2001 | 2011 | ¹ Projected Population Estimates | | | | | | |
|------------|---------|---------|---|---------|---------|---------|---------|---------|---------|
| Size | | | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Population | 135 045 | 193 672 | 213 189 | 217 054 | 220 791 | 224 412 | 228 029 | 232 409 | 236 655 |
| Growth | | | | | | | | | |

Projected Population Estimates

According to the population estimates of 2018 as projected by the Western Cape Department of Social Development, the population of George Municipality is currently on 213 189 rendering it the biggest municipal area by population within the Garden Route District. This total is estimated to increase to 236 622 by 2024 which equates to 1.8% average annual growth over this period. The growth of George Municipality's population for the 2018 to 2024 period is slightly below that of the Garden Route District's rate of 1.9%.

¹ Projection by Western Cape Department of Social Development, 2018

1.2.4 Population: Age Cohorts

| Year | Children: 0-14 Years | Working Age: 15 — 64 Years | Aged: 65+ | Dependency Ratio |
|------|-------------------------|-------------------------------|--------------|------------------|
| 2011 | 50 951 | 130 349 | 12 377 | 48.6 |
| 2019 | 53 978 | 141 952 | 21 124 | 52.9 |
| 2024 | 56 265 | 154 166 | 26 224 | 53.5 |

Age Cohorts

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

A comparison between 2011 and 2019 estimates shows an increase in the dependency ratio from 48.6 in 2011 to 52.9 in 2019; this is projected to increase even further to 53.5 in 2024. This is mainly attributed to a sharp rise in the aged (65+) cohort over the 2011–2024 period.

1.2.5 Overview of George Municipality's Wards

| Ward | Areas |
|---------|---|
| Ward 1 | Blanco: Die Rus, Golden Valley, Heather Park (Portion), Houtbosch, Riverlea |
| Ward 2 | Denneoord (Portion), Fernridge |
| Ward 3 | Die Bult, Glen Barrie, Heather Park (Portion), Heatherlands, King George Park, Kingswood Golf Estate |
| | Phase 1, Sport Park |
| Ward 4 | Hoekwil, Kleinkrantz, Kleinkrantz Farms, Pine Dew, Touwsranten, Wilderness, Wilderness Heights, The |
| | Dunes, Drie Valley (Portion) |
| Ward 5 | Le Vallia, Protea Park (Portion), Bergsig (George East, Bo-dorp (Portion), Loerie Park) |
| Ward 6 | Protea Park (Portion), Rosemoore, Urbansville |
| Ward 7 | Ballotsview (Portion), Lawaaikamp, Maraiskamp |
| Ward 8 | Ballotsview, Parkdene |
| Ward 9 | Thembalethu: Zone 4, Zone 7, Zone 8 (Portion) |
| Ward 10 | Thembalethu: Zone 6 |
| Ward 11 | Thembalethu: Zone 3 (Portion), Zone 5 (Portion), Zone 4 (Portion), Garden Route East, Glenwood, |
| | Kaaimans, Kraaibosch 195, Kraaibosch Manor and Estate, Saasveld, Victoria Bay, Blue Mountain, Boven |
| | Lange Valley 189 (Portion), Duiwerivier, Outeniqua Berg (East) and West, Dieprivier 178, New Melsetter |
| | 178, Avontuur166, Woodville Farms, Barbiers Kraal156, Kaaimans, Far Hills Hotel, Ballots Bay (Portion), |
| | Garden Route Mall, Drie Valleyen 186 (Portion), Sandkraal 197 (Portion) |
| Ward 12 | Thembalethu: Zone 8 (Portion), Zone 9 (Portion) |
| Ward 13 | Thembalethu: Zones 1,2 and 3, Zone 4 (Portion), Zone 8 (Portion), Zone 9 (Portion) |
| Ward 14 | Rosedale, Old Pacaltsdorp (Portion) |
| Ward 15 | Thembalethu: Zone 9 (Portion), whole of Nompumelelo |
| Ward 16 | Andersonville, New Dawn Park, Smartie Town |
| Ward 17 | Convent Gardens, Conville, George Industrial (Portion), Mollenrivierrif, Rosemoore (Portion), Tamsui |
| Ward 18 | Denneoord (Portion), Denver, Eden, Genevafontein, Loerie Park, Outeniqua Berge (West), Panorama, |
| | Tweerivieren |
| Ward 19 | Central Business District, Dormehlsdrift, George South |
| Ward 20 | Borchards, Steinhoff Industrial Park |
| Ward 21 | Thembalethu: Zone 6, Ramaphosa, Silvertown, Asazani, Ballots Bay (Portion) |

| Ward | Areas |
|---------|---|
| Ward 22 | Afgunst River, Buffelsdrift 227, Camfer Kloof 96, Camphersdrift, Croxden 90, Die Oude Uitkyk 225, Diepe Kloof 226, Doorn rivier/Herold, Dwarsweg 260, Geelhoutboom 217, Gwayang 208 (Portion), Herold, Houtbosch, Klyne Fontyn 218, Kouwdouw 88, Malgaskraal, Modderaas Kloof 133, Modderivier 209, Moerasrivier 233, Outeniqua Berge (West), Platte Kloof 131, Smuts kloof 94, Waboomskraal Noord 87, Bo |
| \\\/ | dorp (Portion) |
| Ward 23 | Bos en Dal, Breakwater Bay, CPA Area, Groeneweide Park, Herolds Bay, Le Grand, Monate Resort, Oubaai Golf Estate, Pacaltsdorp Industria, Rooirivierrif, Toeriste Gebied, Delville Park, Syferfontein, Hansmoeskraal, Gwaiing Farm Areas, Gwaingriviermond |
| Ward 24 | Haarlem and surrounding areas |
| Ward 25 | Uniondale and surrounding areas |
| Ward 26 | Blanco (Portion), Cherry Creek, Fancourt Gardens, Fancourt South, Heather Park (Portion), Kerriwood Hill, Kingswood Golf Estate, Mount Fleur Mountain Estate, Oaklands, Soeteweide, Fancourt |
| Ward 27 | Europe, Harmony Park, Ou Pacaltsdorp (Portion), Protea Estate, Seaview, Uitbreiding 11, Seesight |

Municipal Wards

1.3 SERVICE DELIVERY OVERVIEW

1.3.1 Introduction to Service Delivery

In terms of the Constitution of the Republic of South Africa, 1996(hereafter referred to as Constitution) every citizen has a right to access basic services. George Municipality is doing its utmost best to provide these services to all the inhabitants within the George municipal area. Many housing projects have been completed successfully and new housing projects are in the process of being completed. Reconstruction and Development Programme(RDP) houses are fitted with prepaid electricity meters and solar geysers to improve the living standards of the indigents. Free basic services are rendered and funded through the equitable share grant. The indigent subsidy is also rolled out in the rural areas of George.

1.3.2 Proportion of Households with Access to Basic Services

| Proportion of Households with minimum level of Basic services | | | | | | |
|---|-----|-----|------|------|--|--|
| 2016/17 2017/18 2018/19 2019/2020 | | | | | | |
| Electricity service connections | 80% | 90% | 100% | 100% | | |
| Water - available within 200 m from dwelling | 65% | 75% | 95% | 98% | | |
| Sanitation - Households with at least VIP service | 58% | 63% | 98% | 98% | | |
| Waste collection - kerbside collection once a week | 35% | 40% | 100% | 100% | | |

1.3.3 Highlights: Access to Basic Services

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

| Highlights | Description |
|-----------------------------------|---|
| Completion of PMS (February 2020) | Assists in the prioritisation of upgrading/repairs of roads |
| Paving in roads | Upgrading of gravel roads in previously disadvantaged areas |

| Highlights | Description |
|---|---|
| Rehabilitation of Caledon street (1 250 m) | Completion of the rebuilding of Caledon street, including the upgrading of the sidewalks to universal accessible standard |
| Rehabilitation of Mission street (570m) | Completion of the rebuilding of Mission street, including the upgrading of the sidewalks to universal accessible standard |
| Rehabilitation of Merriman street (665 m) | Completion of the rebuilding of Merriman street, including the upgrading of the sidewalks to universal accessible standard, installation of new 300 mm PVC pipeline, railway crossing and new electrical street lighting |
| Rehabilitation of Tabata street (1 100 m) | Commencement with complete rebuild of phase 1 of Tabata street. Unfortunately, due to Community disruption, the project was suspended until the outstanding labour issues could be resolve. It is foreseen that construction work will recommence within 2020/21, as soon as sufficient funding is secured. |
| Rehabilitation of Wellington street (400 m) | Commencement of the rebuilding of Wellington street |
| Rehabilitation of Triumph street (330 m) | Commencement of the rebuilding of Triumph street, including the upgrading of the sidewalks and street lighting to universal accessible standard |
| Reseal of 5th avenue (500 m) | Reseal of 5th avenue |
| Reseal of Union street (900 m) | Reseal of Union street |
| Completion of the George Municipality Water Service Development Plan (WSDP) | The WSDP is the primary instrument of planning in the water services sector. |
| Updating of the Storm Water Maintenance Plan (Partially completed) | Assists in the prioritisation of upgrading/repairs of storm water |

Highlights: Basic Services Delivery

1.3.4 Challenges: Basic Services Delivery

The table below specifies the challenges for the year:

| Challenges | Description |
|--|--|
| State of Disaster due to the COVID 19 Pandemic | Significant impact on capital projects due to measures implemented. Already understaffed under further pressure as a result of vulnerable staff with comorbidities on mandatory leave and/or working from home |
| Large and complex capital projects | Compliance of tenderers with Supply Chain management requirements, and tenderers who have the necessary experience and expertise to carry out major, complex water and sanitation projects |
| Staff Capacity | Currently this Department is understaffed, and filling of vacant positions is slow |
| Budget restraints | PMS and Storm Water Maintenance Plans indicated priorities for repairs/upgrades, but insufficient budget |
| Expansion of George | This causes pressure on existing infrastructure capacity and new infrastructure that is required for growth |
| Access to adequate/decent gravel quarries | The quality of materials is a cause of great concern, since most of the quarries in the region are depleted |
| Community disruption of road maintenance and rebuilding projects | The employment of local labour and contractors from directly affected wards that meet the necessary legislative requirements |

| Challenges | Description |
|------------------------------------|--|
| | remains a challenge. All projects focus on maximum creation of job opportunities for unemployed members of affected communities. |
| | Delays due to finalizing local labour and contractors resulted in unbudgeted financial cost, leading to reduce project scope. |
| Insufficient and timeously funding | Insufficient funding is provided to maintains of the exiting road network, with additional grand funding only being made available within the last quarter of the financial year |

Challenges: Basic Services Delivery

1.4 FINANCIAL HEALTH OVERVIEW

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

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

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

Financial Viability and Management:

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

Municipal KPIs for Financial Viability and Management

1.4.1 Financial Overview 2019/2020

| Financial Overview: 2019/2020 R' 000 | | | | | |
|---|------------------|-------------------|------------------|--|--|
| Details | Original budget | Adjustment Budget | Actual | | |
| Income: | | | | | |
| Grants | 667 570 954.00 | 861 025 053.00 | 611 561 953.00 | | |
| Taxes, Levies and tariffs | 1 316 291 204.00 | 1 341 291 204.00 | 1 317 616 327.00 | | |
| Other | 295 566 363.00 | 246 786 248.00 | 237 628 156.00 | | |
| Sub Total | 2 279 428 521.00 | 2 449 102 505.00 | 2 166 806 436.00 | | |
| Less: Expenditure | 2 270 007 094.00 | 2 425 854 627.00 | 2 023 859 974.00 | | |
| Net Total* | 9 421 427.00 | 23 247 878.00 | 142 946 462.00 | | |
| * Note: surplus/(deficit) | | | | | |

Financial Overview 2019/20

1.4.2 Operating Ratios

| Operating Ratios | |
|------------------------------|--------|
| Detail | % |
| Employee Cost | 30.66% |
| Repairs & Maintenance | 5.82% |
| Finance Charges & Impairment | 9.72% |

Operating Ratios

Employee costs constitute 30.66% of total operating expenditure in 2019/2020 which is within the norm of 25-40 per cent. The repairs and maintenance to total operating expenditure is 5.82% which is lower than the norm of 20%, the Municipality should strive to spend more on repairs and maintenance to improve the ageing municipal infrastructure. Finance charges and impairment to total operating expenditure norm is 10% while the municipality is at 9.72% which is much lower than the norm.

1.4.3 Liquidity Ratios

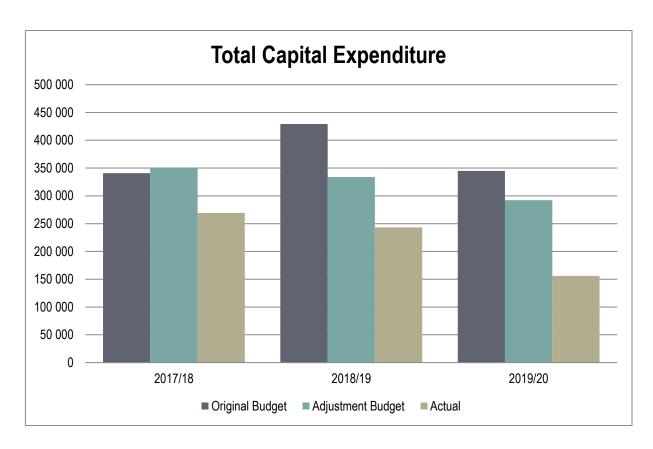
| Description | Basis of Calculation | Norm | 2017/18 | 2018/19 | 2019/20 |
|---|---|----------|---------|---------|---------|
| Current Ratio | Current Assets/ Current Liabilities | 1.5-2: 1 | 2.07 | 1.74 | 1.98 |
| Current Ratio Adjusted for aged debtors | Current Assets less debtors > 90 days/ Current Liabilities | | 1.76 | 1.50 | 1.69 |
| Liquidity Ratio | Monetary Assets/ Current Liabilities | | 1.41 | 1.00 | 1.43 |

This ratio indicates the Municipality's ability to pay its debts due within a year out of the current assets. The ratio of 1.5 - 2 is considered to be acceptable.

1.4.4 Total Expenditures 2018-2020

| Total Capital Expenditure: Year 2018 to Year 2020 R'000 | | | | |
|--|---------|---------|---------|--|
| Detail | 2017/18 | 2018/19 | 2019/20 | |
| Original Budget | 340 932 | 429 111 | 344 772 | |
| Adjustment Budget | 350 685 | 334 004 | 292 051 | |
| Actual | 269 131 | 243 236 | 156 018 | |

Total Capital Expenditure



Over the three-year period, the Municipality is planned to spend R977 million on capital infrastructure investment. In 2019/20 the capital budget is R291 million; a 12.56% decrease from the 2018/19 budget year. In 2018/19 the capital budget is R334 million; a 4.76% decrease from the 2017/18 budget year.

In 2019/20 actual capital expenditure was 53.42% to budgeted expenditure, the performance declined in 2019/20 in comparison to 2018/19 where the actual spending was 73% of the budget. In 2018/19 actual capital expenditure was 73% to budgeted expenditure, the performance declined in 2018/19 in comparison to 2017/18 where the actual spending was 77% of the budget.

1.4.5 Highlights: Financial Viability

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

| Highlights | Description |
|--|---|
| Achievement of an Unqualified Audit opinion for the 2018/19 financial year | The opinion of the Auditor General was that the financial statements present fairly, in all material respects, the financial position of the George Municipality as at 30 June 2019. This was an improvement from the 2017/18 Qualified Audit Opinion. |

| Highlights | Description |
|--|--|
| Municipal Standard Chart of Accounts (MSCOA) | George Municipality early adopted MSCOA. Early adoptionandimplementationon1July2016- version5.4. Version6.1wasimplementedon1July 2017. Version 6.2 was implemented on 1 July 2018 and Version 6.3 on 1 July 2019. The2020/21budgetwascreatedinVersion 6.4. |
| Implementation of the Cost Containment Policy | According to the Municipal Cost Containment Regulations,2019 there is an instruction for the Municipality to develop their own cost containment policy as a minimal measure to ensure good governance. The purpose of this policy is to direct the Municipality on cost containment measures that must be implemented to ensure that resources of the Municipality are used effectively, efficiently and economically. |
| Achievement of an average payment ratio of 96% prior to the Covid 19 pandemic. | The payment ratio is monitored closely monthly and George Municipality is optimistic that the local economy will improve in due course. |

Highlights: Financial Viability

1.4.6 Challenges: Financial Viability

The table below specifies the challenge(s) for the 2019/20 financial year:

| Challenges | Action to address |
|---|---|
| Decrease in average debtor payment ratio linked to Covid 19 pandemic. | Mainly due to the COVID19 pandemic which had a negative effect on the economy and the ability of consumers to pay their accounts. Adjustment of service revenue budget |
| Increasing Outstanding Debt: | |
| The Municipality's outstanding debt for the period 1 July 2019 to 30 June 2020 increased from R227.6.2m to R279.2m. The biggest increase is in the debt of the indigent households and is in respect of excess water usage above 6kl water. | ■ There were no credit control actions performed during most of the lock down period until June 2020, only messages were sent out to consumers to encourage |
| Water leakages at indigent households also contribute to the excessive water usage. | them to pay their accounts. The municipality is in the process of applying credit control actions from level 1 onwards. |
| The lockdown due to Covid-19 contributed to the increase in outstanding debt, due to consumers not being able to pay their accounts because of the downturn in the economic activity and other financial reasons. | The indigent consumers are assisted with the repair of leakages to minimize water and revenue losses. |

Challenges: Financial Viability

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

1.5.1 Highlights: Municipal Transformation and Organisational Development

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

| Highlights | Description |
|------------------------------------|--|
| Structural "re-alignment" progress | Approved organograms/structures per directorate were scrutinized to identify future posts and thereby reduce the number of posts needing to be filled in the current financial year. This would reduce the vacancy rate from more than 50% to a more realistic below 20% |

Highlights: Municipal Transformation and Organisational Development

1.5.2 Challenges: Municipal Transformation and Organisational Development

The table below specifies the challenge(s) for the 2019/20 financial year:

| Challenges | Actions to address |
|---|---|
| Identifying future posts within the organisation posed challenges in the accurate writing of Job Descriptions | Write the Job Description as if post is to be filled within 6- 12 months else reconsider the post and remove from structure |

Challenges: Municipal Transformation and organisational Development

1.6 AUDITOR GENERAL REPORT

| Year | 2017/18 | 2018/19 | 2019/20 |
|--------|-----------|---------------------------|---------------------------|
| Status | Qualified | Unqualified with findings | Unqualified with findings |

1.7 STATUTORY ANNUAL REPORT PROCESS

| PROCESS | DATE |
|--|-----------------------|
| ANNUAL REPORT AN FINANCIAL STATEMENTS | 30 October 2020 |
| Submit 2019/20 Annual Report and Financial Statements to the Auditor General | |
| Table Annual Report and Annual Financial Statements | 31 March 2021 |
| Mayor tables Annual Report at Council | |
| Advertise tabled Annual Report for public input | 03 – 30 April 2021 |
| 1st MPAC Meeting: MPAC pose questions to Management to get clarity on the contents of the tabled Annual Report | o6 May 2021 |
| 2 nd MPAC Meeting: MPAC pose questions to Management to get clarity on the contents of the tabled Annual Report | 12 May 2021 |

| PROCESS | DATE |
|---|-------------|
| 3 rd MPAC Meeting: Preparation of the Oversight Report, taking into consideration the views and inputs of the local community, Office of the Auditor General, organ of states, Audit Committee and Councillors | 18 May 2021 |
| Oversight and Annual Report: Adoption of the Oversight Report on the Annual Report by Council | 27 May 2021 |
| Advertise and Publish Annual Report: Advertise the approved Annual Report & publish on the municipal website | 3 June 2021 |
| Submission of the Oversight on the Annual Report to Provincial Treasury, Department of Local Government and Office of the Premier and Auditor General's Office | 3 June 2021 |

CHAPTER 2: GOVERNANCE

2 INTRODUCTION TO GOVERNANCE

Good governance has 8 major characteristics namely:

- Participatory;
- Consensus oriented;
- Accountability;
- Transparency;
- Responsiveness;
- Efficiency and effectiveness;
- Equity;
- Inclusiveness which follows the rule of law.

The embodiment of these characteristics assures that corruption is minimised, the views of minorities are considered and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

NATIONAL KEY PERFORMANCE INDICATORS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

| Indicator | 2018/19 | 2019/20 |
|--|---------|---------|
| 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 2020 | 2 | 0 |
| The percentage of a municipality's budget actually spent on implementing its workplace skills plan | 0.37% | 0.65% |

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Section 151 (3) of the Constitution, states *inter alia* that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community.

2.1 POLITICAL GOVERNANCE

Section 52 (a) of the MFMA, stipulates that the Mayor must provide general political guidance over the fiscal and financial affairs of the municipality.

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

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

2.1.1 Political Structure

The Council has 53 seats (27 Ward Councillors and 26 Proportional Representative (PR) Councillors. The Speaker, Alderman G Pretorius is the Chairperson of the Council. The Party Political and demographic representation of Councillors is reflected in the table below:

| Political Party | Allocation of Seats | Gender | |
|---|---------------------|--------|--------|
| | | Male | Female |
| Democratic Alliance (DA) | 28 | 20 | 8 |
| African National Congress (ANC) | 17 | 7 | 10 |
| Economic Freedom Fighters (EFF) | 1 | 1 | - |
| PBI | 2 | 2 | - |
| African Christian Democratic Party (ACDP) | 1 | 1 | - |
| African Independent Congress (AIC) | 1 | 1 | - |
| ICOSA | 1 | - | 1 |
| SAC | 1 | - | 1 |
| Vryheid's Front Plus (VF+) | 1 | 1 | - |
| Total | 53 | 34 | 19 |

a) Council

Below is a table that categorised the councillors within their specific political parties and wards from o1 JULY 2019 TILL 30 JUNE 2020:

| Name of Councillor | 2019 TILL 30 JUNE 2020: | | | _ |
|--|--|----------|--------------------|-----------------------------------|
| BROWN, ERIKA LUISE | Name of Councillor | Capacity | Political Party | Ward representing or proportional |
| BUSSACK, EDMUND (until 21/02/20) FT | BARNARDT, MARLENE | FT | DA | 4 |
| BUYS, JOHN-PATRICK | BROWN, ERIKA LUISE | PT | DA | 18 |
| CLARKE, CHARLOTTE MARY-ANN | BUSSACK, EDMUND (until 21/02/20) | FT | DA | 14 (VACANT) |
| DA 27 (VACANT) PT DA 23 (VACANT) | BUYS, JOHN-PATRICK | PT | PBI | PR |
| 2a/02/2o) DA 2 CRONIE, DANIEL LODEVICUS PT DA 2 DANIELS, MICHEAL PT ANC 24 DLIKILILI, SIVUYILE PT ANC 9 DRAGHOENDER, MERCIA PT SAC PR DU TOIT, JOHAN PT ACDP PR ESAU, JARQUES DENVAR PT ANC 25 FARELL, DENNIS (from 12/06/20) PT DA PR FIGLAND, RAYBIN-GIBB SYLVESTER FT DA PR FORTUIN, TERESA (from 01/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT ANC 10 JAMES, NTOMBI ROSY PT ANC 21 JANTIJES-GUSHMAN, GLENYS NOMAWETHU PT ANC 22 JANCA, | CLARKE, CHARLOTTE MARY-ANN | FT | DA | PR |
| 22/02/20) CRONJE, DANIEL LODEVICUS PT | CORNELIUS, BELRINA MAGDELENA (until | PT | DA | 27 (VACANT) |
| DANIELS, MICHEAL PT ANC 24 DLIKILILI, SIVUYILE PT ANC 9 DRAGHOENDER, MERCIA PT SAC PR DU TOIT, JOHAN PT ACDP PR ESAU, JARQUES DENVAR PT ANC 25 FARELL, DENNIS (from 12/06/20) PT DA PR FIGLAND, RAYBIN-GIBB SYLVESTER FT DA PR FORTUIN, TERESA (from 01/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KRITZINGER, IONA CHRISTINA FT DA PR <td></td> <td></td> <td></td> <td></td> | | | | |
| DLIKILILI, SIVUYILE | - | | | 2 |
| DRAGHOENDER, MERCIA PT SAC PR DUTOIT, JOHAN PT ACDP PR ESAU, JARQUES DENVAR PT ANC 25 FARELL, DENNIS (from 12/06/20) PT DA PR FIGLAND, RAYBIN-GIBB SYLVESTER FT DA PR FORTUIN, TERESA (from 01/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT ANC 10 INGO, HENDRIK HERMANUS PT ANC 21 JAMTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KRITZINGER, IONA CHRISTINA FT DA PR KRITZINGER, IONA CHRISTINA FT ANC <td>-</td> <td>PT</td> <td></td> <td>24</td> | - | PT | | 24 |
| DU TOIT, JOHAN PT ACDP PR ESAU, JARQUES DENVAR PT ANC 25 FARELL, DENNIS (from 12/06/20) PT DA PR FIGLAND, RAYBIN-GIBB SYLVESTER FT DA PR FORTUIN, TERESA (from 01/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT ANC 21 JAMES, NTOMBI ROSY PT ANC 21 JAMES, NTOMBI ROSY PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 | · | PT | | 9 |
| ESAU, JARQUES DENVAR PT ANC 25 FARELL, DENNIS (from 12/06/20) PT DA PR FIGLAND, RAYBIN-GIBB SYLVESTER FT DA PR FORTUIN, TERESA (from 01/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 11 LOFF, HELEN PT ANC 12 LOUW, PETER PT DA 5 | | PT | SAC | PR |
| FARELL, DENNIS (from 12/06/20) PT DA PR FIGLAND, RAYBIN-GIBB SYLVESTER FT DA PR FORTUIN, TERESA (from 01/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT DA 5 MBETE, NOSICELO FT DA PR | DU TOIT, JOHAN | PT | ACDP | PR |
| FIGLAND, RAYBIN-GIBB SYLVESTER FT DA PR FORTUIN, TERESA (from o1/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until o1/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA | ESAU, JARQUES DENVAR | PT | ANC | 25 |
| FORTUIN, TERESA (from 01/06/20) PT ICOSA PR FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KH | FARELL, DENNIS (from 12/06/20) | PT | DA | PR |
| FRY, JUSTIN PT DA PR GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT DA 18 HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT DA 17 (VACANT) NAIK, MELVIN | FIGLAND, RAYBIN-GIBB SYLVESTER | FT | DA | PR |
| GERICKE, VIRGILL PT PBI PR GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) <t< td=""><td>FORTUIN, TERESA (from 01/06/20)</td><td>PT</td><td>ICOSA</td><td>PR</td></t<> | FORTUIN, TERESA (from 01/06/20) | PT | ICOSA | PR |
| GULTIG, DONOVAN PT DA 18 HARRIS, WILBERT TERENCE (until o1/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR <td>FRY, JUSTIN</td> <td>PT</td> <td>DA</td> <td>PR</td> | FRY, JUSTIN | PT | DA | PR |
| HARRIS, WILBERT TERENCE (until 01/06/20) PT ICOSA PR HENGE, BUYISWA DEBORAH PT ANC 10 INGO, HENDRIK HERMANUS PT DA 6 JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR | GERICKE, VIRGILL | PT | PBI | PR |
| HENGE, BUYISWA DEBORAH | GULTIG, DONOVAN | PT | DA | 18 |
| DA 6 | HARRIS, WILBERT TERENCE (until 01/06/20) | PT | ICOSA | PR |
| JAMES, NTOMBI ROSY PT ANC 21 JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | HENGE, BUYISWA DEBORAH | PT | ANC | 10 |
| JANTJIES-GUSHMAN, GLENYS NOMAWETHU PT ANC PR KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | INGO, HENDRIK HERMANUS | PT | DA | 6 |
| KAMA, VUYOLWETHU ARNOLD PT EFF PR KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | JAMES, NTOMBI ROSY | PT | ANC | 21 |
| KRITZINGER, IONA CHRISTINA FT DA PR LANGA, LANGA LESELE, COKISWA IRIS LOFF, HELEN LOUW, PETER PT DA PR MBETE, NOSICELO MC MDAKA, NONTEMBEKO FAITH MC MULLER, VICENTIUS (until 26/05/20) NAIK, MELVIN GEORGE (until 20/02/20) PT ANC PR ANC 13 ANC PR ANC PR ANC PR T DA PR ANC PR | JANTJIES-GUSHMAN, GLENYS NOMAWETHU | PT | ANC | PR |
| LANGA, LANGA PT ANC 13 LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | KAMA, VUYOLWETHU ARNOLD | PT | EFF | PR |
| LESELE, COKISWA IRIS PT ANC 11 LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | KRITZINGER, IONA CHRISTINA | FT | DA | PR |
| LOFF, HELEN PT ANC PR LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | LANGA, LANGA | PT | ANC | 13 |
| LOUW, PETER PT DA 5 MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | LESELE, COKISWA IRIS | PT | ANC | 11 |
| MBETE, NOSICELO FT DA PR MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) NAIK, MELVIN GEORGE (until 20/02/20) NCAMAZANA, JULIA PT ANC PR | LOFF, HELEN | PT | ANC | PR |
| MDAKA, NONTEMBEKO FAITH PT ANC 15 MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) NCAMAZANA, JULIA PT ANC PR | LOUW, PETER | PT | DA | 5 |
| MKHONDO, KHUMBULELE JACKSON PT AIC PR MULLER, VICENTIUS (until 26/05/20) PT DA 17 (VACANT) NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | MBETE, NOSICELO | FT | DA | PR |
| MULLER, VICENTIUS (until 26/05/20) NAIK, MELVIN GEORGE (until 20/02/20) NCAMAZANA, JULIA PT DA 17 (VACANT) PR PR | MDAKA, NONTEMBEKO FAITH | PT | ANC | 15 |
| NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | MKHONDO, KHUMBULELE JACKSON | PT | AIC | PR |
| NAIK, MELVIN GEORGE (until 20/02/20) FT DA PR NCAMAZANA, JULIA PT ANC PR | MULLER, VICENTIUS (until 26/05/20) | PT | DA | 17 (VACANT) |
| NCAMAZANA, JULIA PT ANC PR | | FT | DA | PR |
| NOBLE, CECIL HENRY PT DA 16 | | PT | ANC | PR |
| | NOBLE, CECIL HENRY | PT | DA | 16 |

| Name of Councillor | Capacity | Political Party | Ward representing or proportional |
|---|---|--------------------|-----------------------------------|
| NOSANA, PHUMELA PAMELA | PT | ANC | PR |
| NYAKATHI, MXOLISI MICHEAL | FT | DA | PR |
| PIENAAR, LIZELLE (from 30/04/20 until 10/06/20) | PT | DA | PR |
| PLATA, BULELWA | PT | ANC | 12 |
| PRETORIUS, GERRIT | FT | DA | 22 |
| ROOILAND, SHAHEED | PT | ANC | 7 |
| SäFERS, JEAN | PT | DA | 1 |
| SNYMAN, SEAN | FT | DA | 19 |
| STANDER, GIDEON JOHANNES | PT | DA | 23 |
| STEMELA, ISAYA | PT (until 27/05/20) FT (from 27/05/20) | DA | PR |
| STROEBEL, ELIZABETH | PT | DA | PR |
| TEYISI, TOBEKA | PT | ANC | PR |
| VAN DER HOVEN, PIETER JACOBUS | PT | ANC | PR |
| VAN NIEKERK, GERT JOHANNES | PT | VFP | PR |
| VAN WYK, LEON DAVID | PT (until 22/05/20) FT (from 22/05/20) | DA | PR |
| VON BRANDIS, JACQULIQUE | FT | DA | 26 |
| WESSELS, DIRK JOHANNES | PT (from 27/05/20) FT (from 27/05/20) | DA | PR |
| WILLEMSE, ANTHONY DAVID (until 28/02/20) | FT | DA | 8 (VACANT) |
| WILLIAMS, CHARLIE THAMSAQA | PT | ANC | PR |
| WINDWAAI, REGINA | PT | DA | 20 |

Council 2019/20

Below is a table which indicates the Council meetings attendance for the 2019/20 financial year:

| Meeting dates | Meeting | Number of items (resolutions) submitted |
|-------------------|------------------|---|
| 25 July 2019 | Ordinary Council | 13 |
| 22 August 2019 | Ordinary Council | 16 |
| 19 September 2019 | Ordinary Council | 10 |
| 31 October 2019 | Ordinary Council | 21 |
| o5 December 2019 | Ordinary Council | 27 |
| 16 July 2019 | Special Council | 1 |
| 13 September 2019 | Special Council | 2 |
| 02 October 2019 | Special Council | 3 |
| 15 November 2019 | Special Council | 6 |
| 30 January 2020 | Ordinary Council | 17 |
| 03 February 2020 | Special Council | 1 |

| Meeting dates | Meeting | Number of items (resolutions) submitted |
|------------------|-----------------|--|
| 17 February 2020 | Special Council | 2 |
| 09 March 2020 | Special Council | 2 |
| 22 May 2020 | Special Council | 3 |
| 28 May 2020 | Special Council | 1 |
| 01 June 2020 | Special Council | 0 |
| 02 June 2020 | Special Council | 0 |
| 19 June 2020 | Special Council | 0 |
| 30 June 2020 | Special Council | 4 |
| 30 June 2020 | Special Council | 3 |

Council Meetings

b) Executive Mayoral Committee

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

The name and portfolio of each member of the Mayoral Committee is listed in the table below for the period o1 JULY 2019 up to 30 JUNE 2020:

| Name of member | Capacity | |
|--|--------------------------------------|--|
| M Naik (until 20/02/20) L Van Wyk (from 22/05/20) | Executive Mayor | |
| C Clarke | Executive Deputy Mayor | |
| G Pretorius | Speaker | |
| M Barnardt | Chief Whip | |
| C Clarke (until 27/05/20) S Snyman (from 27/05/20) | Community Services Committee | |
| E Bussack (until 09/03/20) N Mbete (from 27/05/20) | Electro-Technical Services Committee | |
| D Willemse (until 09/03/20) R Figland (from 27/05/20) | Human Settlements Committee | |
| D L Cronje (until 27/05/20) D Wessels (from 27/05/20) | Financial Services Committee | |
| N Mbete (until 27/05/20) C Clarke (from 27/0520) | Human Resources Committee | |
| J Von Brandis (until 27/05/20) I Stemela (from 27/05/20) | Corporate Services Committee | |
| R Figland (until 27/05/20) | Planning Committee | |

| Name of member | Capacity |
|--|--------------------------------------|
| J Stander (from 27/05/20) | |
| M Nyakati (until 27/05/20) J Von Brandis (from 27/05/20) | Civil Engineering Services Committee |
| C Noble | Protection Services Committee |
| I Kritzinger (until 27/05/20) D Wessels (from 27/05/20) | Strategic Services Committee |

Executive Mayor-in-Committee

The table below shows the dates of the Executive Mayor-in-Committee meetings and the number of reports submitted to Council for the 2019/20 financial year:

| Meeting date | Meeting | Number of items submitted |
|------------------|------------------------------|---------------------------|
| 11 July 2019 | Executive Mayor-in-Committee | og Items |
| o8 August 2019 | Executive Mayor-in-Committee | o6 Items |
| 10 October 2019 | Executive Mayor-in-Committee | 18 Items |
| 07 November 2019 | Executive Mayor-in-Committee | 14 Items |
| 03 December 2019 | Executive Mayor-in-Committee | 10 Items |
| o6 February 2020 | Executive Mayor-in-Committee | o8 Items |
| 05 March 2020 | Executive Mayor-in-Committee | o8 Items |
| 11 June 2020 | Executive Mayor-in-Committee | o7 Items |

Mayoral Committee Meetings

c) Portfolio Committees

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

The Portfolio Committees for 2019/20 and their Chairpersons are as follow:

Corporate Services Portfolio Committee

| Name of Member | Meeting Dates |
|------------------------------|-------------------|
| J Von Brandis (Chairperson) | |
| J Fry | 30 July 2019 |
| E Stroebel | 20 August 2019 |
| E Bussack (until 30/01/2020) | 17 September 2019 |
| P Louw | 22 October 2019 |
| D Gultig | 21 November 2019 |
| C Lesele | 18 February 2020 |
| W Harris | 17 March 2020 |
| T Teyisi | |
| G Van Niekerk | |
| N Mbete (from 09/03/2020) | |

Corporate Services Portfolio Committee

Community and Social Development Services Portfolio Committee

| Name of Member | Meeting Dates |
|------------------------------|-------------------|
| S Snyman (Chairperson) | |
| H Ingo | 09 July 2019 |
| P Louw | o6 August 2019 |
| E Bussack (until 30/01/2020) | o6 September 2019 |
| E Brown | o8 October 2019 |
| E Stroebel (from 25/07/2019) | 12 November 2019 |
| R Windwaai | 04 February 2020 |
| M Daniels | 03 March 2020 |
| B Mooi | |
| W Harris | |
| I Stemela (from 09/03/2020) | |

Community and Social Development Services Portfolio Committee

Human Resources Portfolio Committee

| Name of Member | Meeting Dates |
|---|-------------------|
| N Mbete (Chairperson) | |
| V Muller (until 09/03/2020) | |
| J Von Brandis | |
| R Figland | 30 July 2019 |
| H Ingo | 20 August 2019 |
| E Stroebel (until 22/08/2019) (from 09/03/2020) | 17 September 2019 |
| M Draghoender | 22 October 2019 |
| L Langa | 21 November 2019 |
| P Nosana | 18 February 2020 |
| K Mkhondo | 17 March 2020 |
| V Kama (from 30/01/2020) (until 09/03/2020) | |
| I Kritzinger (From 09/03/2020) | |

Human Resources Portfolio Committee

Planning and Development Portfolio Committee

| Name of Member | Meeting Dates |
|---|--------------------------------------|
| J Stander (Chairperson) [from 27/05/2020] | |
| R Figland [Chairperson until 27/05/2020] | |
| B Cornelius [until 30/03/2020] | |
| C Noble | 23 July 2019 |
| AD Willemse [until 30/03/2020] | 15 August 2019 |
| J Stander | 12 September 2019 17 October 2019 |
| R Windwaai | o2 December 2019 |
| J Ncamazana | 13 February 2020 |
| H Loff | 131 Ebroary 2020 |
| KJ Mkhondo | 12 March 2020 |
| L Van Wyk [30/03/2020] | |
| D Gultig [30/03/2020] | |

Planning and Development Portfolio Committee

Human Settlement Portfolio Committee

| Name of Member | Meeting Dates |
|---|-------------------|
| R Figland (Chairperson) [from 27/05/2020] | |
| AD Willemse (Chairperson) [until 30/03/2020] | |
| B Cornelius (Vice Chairperson) [until 30/03/2020] | 23 July 2019 |
| H Ingo (Vice Chairperson) [from 30/03/2020] | 13 August 2019 |
| J Fry | 10 September 2019 |
| J Safers | 15 October 2019 |
| C Clarke | 25 October 2019 |
| M Barnardt | 19 November 2020 |
| N Jantjies | 04 February 2020 |
| WT Harris | 12 March 2020 |
| M Draghoender | |
| R Windwaai [from30/03/2020] | |

Human Settlement Portfolio Committee

Finance Portfolio Committee

| Name of Member | Meeting Dates |
|---------------------------------|-------------------|
| D Cronje (Chairperson) | |
| D Wessels | |
| B Cornelius (until 09 /03/2020) | 30 July 2019 |
| J Du Toit | 27 August 2019 |
| L Van Wyk | 17 September 2019 |
| R Figland | 28 October 2019 |
| M Nyakati | 21 November 2019 |
| P van der Hoven | 26 February 2020 |
| C Williams (from 25 /07/2019) | 16 March 2020 |
| M Draghoender | |
| I Kritzinger (from 09/03/2020) | |

Finance Portfolio Committee

Civil Engineering Services Portfolio Committee

| Civil Engineering Services i Ortiono Committee | |
|--|------------------|
| Name of Member | Meeting Dates |
| MM Nyakati (Chairperson) | |
| J Von Brandis (Deputy Chairperson) | 09 July 2019 |
| R Figland | o6 August 2019 |
| I Stemela | o8 October 2019 |
| J Säfers | 12 November 2019 |
| B Cornelius (until 09/03/2020) | o4 February 2020 |
| G J Stander (from 09/03/2020) | 03 March 2020 |
| N Mbete | |
| GN Jantjies (until 25/07/2019) | |
| H Loff (from 25/07/2019) | |
| G Van Niekerk | |
| M Draghoender | |

Civil Engineering Services Portfolio Committee

Electrotechnical Services Portfolio Committee

| Name of Member | Meeting Dates |
|---|-------------------|
| E Bussack (Chairperson) (until 09/03/2020) (vacant) | |
| C Noble (Deputy Chairperson) | |
| S Snyman | 15 August 2019 |
| C Lesele | 12 September 2019 |
| G J Stander | 17 October 2019 |
| M Barnardt | 14 November 2019 |
| l Kritzinger | 13 February 2020 |
| G N Jantjies (until 25/07/2019) | 12 March 2020 |
| L Langa (from 25/072019) | |
| T Teyisi | |
| J Du Toit | |

Electrotechnical Services Portfolio Committee

Community Services Portfolio Committee

| Name of Member | Meeting Dates |
|------------------------|-----------------------------------|
| C Clarke (Chairperson) | |
| E Stroebel | |
| D Gultig | |
| J Esau | og July 2019 |
| E Brown | 06 August 2019 15 October 2019 |
| J Safers | 15 October 2019 |
| P Louw | 19 November 2019 10 March 2020 |
| M Daniels | 10 Walch 2020 |
| F Mdaka | |
| J Buys | |

Community Services Portfolio Committee

Protection Services Portfolio Committee

| Name of Member | Meeting Dates |
|--------------------------------|-------------------|
| C H Noble (Chairperson) | |
| L Van Wyk (Vice Chairperson) | |
| C M Clarke | 29 July 2019 |
| J Safers | 30 September 2019 |
| l Kritzinger | 24October 2019 |
| AD Willemse [until 30/03/2020] | 26 November 2019 |
| D Gultig | 13 March 2020 |
| H Loff | 25 March 2020 |
| S Rooiland | |
| J du Toit | |
| V Kama [from 30/03/2020] | |

Protection Services Portfolio Committee

Strategic Services Portfolio Committee

| Name of Member | Meeting Dates |
|--|-------------------|
| I C Kritzinger (Chairperson) | 13 August 2019 |
| A Willemse (Deputy Chairperson) (until 09/03/2020) | 10 September 2019 |

| Name of Member | Meeting Dates |
|--|------------------|
| L Van Wyk (Deputy Chairperson from 09/03/2020) | 15 October 2019 |
| J Du Toit (09/03/2020) | 19 November 2019 |
| D J Wessels | 16 March 2020 |
| E Brown | |
| D L Cronje | |
| E Bussack (until og/o3/2020) | |
| J Fry (from 09/03/2020) | |
| S Dlikilili | |

Strategic Services Portfolio Committee

Ad Hoc Committees

Urban Development Committee

| Name of Member | Meeting Dates |
|---|----------------------------------|
| R Figland (Chairperson) | |
| B Cornelius (Vice Chairperson until 30/05/2020) | |
| C Noble (Vice Chairperson from 30/05/2020) | No meetings were held during the |
| P Louw | 2019/2020 financial year. |
| S Snyman | |
| M Barnardt | |
| L Van Wyk | |
| J Stander | |
| J Ncamazana | |
| NF Mdaka | |
| M Draghoender | |

Urban Development Committee

International Relations Committee

| Name of Member | Meeting Dates |
|--|----------------------------------|
| M Naik (Chairperson) (until 09/03/20) (Vacant) | |
| G Pretorius | No meetings were held during the |
| J Von Brandis | 2019/2020 financial year. |
| S Snyman | |
| E Stroebel | |
| C Clarke | |
| D Wessels | |
| L Langa (from 25/07/19) | |
| N Jantjies-Gushman (from 25/07/19) | |
| G Van Niekerk | |

International Relations Committee

Homage Committee

| Name of Member | Meeting Dates |
|-----------------------------|----------------------------------|
| J Von Brandis (Chairperson) | |
| H Ingo | |
| J Fry | No meetings were held during the |
| L Van Wyk | 2019/2020 financial year. |
| E Stroebel | |
| R Windwaai (from 25/07/19) | |

| Name of Member | Meeting Dates |
|----------------|---------------|
| N James | |
| J Ncamazana | |
| W Harris | |
| J Esau | |

Homage Committee

Name Changes Committee

| Name of Member | Meeting Dates |
|----------------------------|-------------------------------|
| I Kritzinger (Chairperson) | |
| J Fry | |
| E Bussack (until og/o3/20) | |
| M Barnardt | |
| I Stemela | |
| C Noble | No meetings were held during |
| H Loff | the 2019/2020 financial year. |
| J Esau | |
| R Figland | |
| E Brown (from 09/03/20) | |

Name Changes Committee

Training Committee

| Name of Member | Meeting Dates |
|------------------------------|------------------|
| D Cronje (Chairperson) | |
| R Figland (Vice Chairperson) | |
| V Muller [until 30/03/2020] | |
| S Snyman | |
| P J Van der Hoven | 17 January 2020 |
| CT Williams | 13 February 2020 |
| J Buys | |
| J Fry | |
| C Noble | |
| l Kritzinger | |
| D Gultig [from 30/03/2020] | |

Training Committee

Statutory Committees

Local Labour Forum (LLF)

| Name of Member | Meeting Dates |
|--|-------------------|
| N Mbete (Chairperson from 05/09/2019 until 27/01/2020) | 11 July 2019 |
| M Nyakati | 30 August 2019 |
| R Figland | o5 September 2019 |
| S Rooiland | 11 November 2019 |
| P Nosana | 27 January 2020 |
| | o6 February 2020 |
| | 10 March 2020 |

Local Labour Forum (LLF)

Municipal Public Accounts Committee (MPAC)

| Name of Member | Meeting Dates |
|------------------------------|-------------------|
| J Du Toit (Chairperson) | |
| W Harris | |
| J Safers (until 22/08/2020) | o5 September 2019 |
| E Stroebel | 13 November 2019 |
| M Draghoender | 15 January 2020 |
| V Muller (until 22/08/2020) | 10 February 2020 |
| D Wessels | 11 February 2020 |
| K Mkhondo (until 30/01/2020) | 12 February 2020 |
| G Van Niekerk | 04 March 2020 |
| H Ingo | 25 June 2020 |
| L Langa | |
| P Van der Hoven | |
| P Louw (from 22/08/2019) | |
| J Fry (from 22/08/2019) | |

Municipal Public Accounts Committee (MPAC)

Employment Equity Consultation Forum (EECF)

| Name of Member | Meeting Dates |
|--|--------------------------------------|
| V Muller (Chairperson until 09/03/2020) | |
| N Mbete (Deputy Chairperson until 09/03/2020) | |
| (Chairperson from 09/03/2020) | |
| R Figland | |
| H Loff | 19 July 2019 |
| L Langa | 15 August 2019 |
| K J Mkhondo | 30 September 2019 17 October 2019 |
| I Stemela | 17 March 2020 |
| J Fry | 1/ Watch 2020 |
| C Noble | |
| J Von Brandis (member until 30/01/2020) (Deputy Chairperson from | |
| 09/03/2020) | |
| S Snyman (from 30/01/2020) | |

Employment Equity Consultation Forum (EECF)

Budget Committee

| bodget Committee | |
|--|------------------|
| Name of Member | Meeting Dates |
| M Naik (Chairperson) (until 09/03/20) (vacant) | |
| D Cronje | |
| J Von Brandis | |
| E Bussack (until 09/03/20) | 22 November 2019 |
| C Clarke | 21 January 2020 |
| M Nyakati | 07 February 2020 |
| C Noble | 14 February 2020 |
| P van der Hoven | 21 February 2020 |
| C Williams (from 25/07/19) | 18 March 2020 |
| K J Mkhondo (until 22/08/19) | |
| W Harris (from 22/08/19) | |
| L Van Wyk (from 09/03/20) | |

Budget Committee

Appeals Committee

| Name of Member | Meeting Dates |
|---|---------------|
| V Muller (Chairperson) [until 30/03/2020] | 10 July 2019 |
| D Willemse [until 30/03/2020] | 12 June 2019 |
| P Louw | 22 July 2019 |
| G Stander [from 30/03/2020] | 27/01/2020 |
| I Stemela [from 30/03/2020] | |

Appeals Committee

Additional Information

The current Chairpersons of the Portfolio Committees were appointed by the Executive Mayor, Alderman L van Wyk, after his election as Executive Mayor, on 27 May 2020.

The list pertaining to the members of the Committees of Council as indicated above, was amended at a special meeting of Council held on 9 March 2020 and no further amendments were made thereafter, up until the end of the financial year.

2.2 ADMINISTRATIVE GOVERNANCE

2.2.1 Introduction to Administrative Governance

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

The Municipal Manager is the head of the administration and primarily serves as the chief custodian of service delivery and the implementation agent of political priorities. He is assisted by his management team.

A key priority of the Management Team has been to establish a solid leadership core within the organisation which permeates through to middle and supervisory management levels. The Management Team Structure is outlined in the table below:

| Name of Official | Department/Directorate | Performance Agreements Signed (Yes/No) |
|------------------|--------------------------------------|--|
| T Botha | Municipal Manager | Yes |
| R Wesso | Director: Civil Engineering Services | Yes |
| W Hendricks | Director: Community Services | Yes |
| C Lubbe | Director: Human Settlements | Yes |
| S Erasmus | Director: Protection Services | Yes |
| S James | Director: Corporate Services | Yes |

The following positions remain vacant for the 2019/2020 financial year:

Director: Electrotechnical ServicesDirector: Planning and Development

Director: Financial Services

Administrative Governance Structure

COMPONENT B: INTERGOVERNMENTAL RELATIONS

Section 3 of the MSA requires that municipalities must exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Section 41 of the Constitution.

2.3 INTERGOVERNMENTAL RELATIONS

In terms of the Constitution, all spheres of government and all organs of state within each sphere must cooperate with one another in mutual trust and in good faith, fostering friendly relations. They must assist and support one another, inform and consult one another on matters of common interest, coordinate their actions, adhering to agreed procedures and avoid legal proceedings against one another.

2.3.1 Intergovernmental Structures

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

Transversal partnering

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

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

Intergovernmental partnering

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

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

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

Cross-boundary partnering

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

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

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

| Forum | Frequency | Responsibility |
|--|-------------|---|
| Municipal Managers Forum | Quarterly | Municipal Manager |
| South African Local Government Association | Quarterly | Director and portfolio councillor specific to |
| (SALGA) Working Groups | | working group |
| District Coordinating Forum | Quarterly | Mayor |
| Premiers Coordinating Forum | Bi-annually | Mayor |
| Provincial and District Managers IDP Forums | Quarterly | IDP/PMS & Public Participation Office |
| Disaster Management Forum | Quarterly | Community Services |
| Human Resources Forum | Quarterly | Corporate Services |
| Legal Advisors Forum | Quarterly | Corporate Services |
| Environmental Health Forum | Quarterly | Community Services |
| Local Economic Development Forum | Quarterly | Economic Development |
| Municipal Planning Heads Forum | Quarterly | Planning Governance |
| Southern Cape Planners Forum | Quarterly | Spatial Planning and Land Use Management |
| Eden District Municipality Infrastructure Forum | Quarterly | Infrastructure |
| Eden Green Energy | Quarterly | Civil Engineering Services |
| Provincial Public Participation Forum | Quarterly | IDP/PMS & Public Participation Office |
| Provincial CommTech | Quarterly | Communication and IGR Office |
| District Communication Forum | Quarterly | Communication and IGR Office |
| Eden ICT Managers Forum | Quarterly | Information, Communication and Technology |
| Western Cape ICT Managers Strategic Forum | Quarterly | Information, Communication and Technology |
| Association of Municipal Electricity Utilities | Quarterly | Electrotechnical Services |
| (AMEU) | | |
| Southern Africa Revenue Protection Association (SARPA) | Quarterly | Electrotechnical Services |

Joint Projects and Functionality with Sector Departments

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

| Name of project/ function | Expected outcome of the Project | Sector department involved | Contribution of sector department |
|---------------------------------|--|---|-----------------------------------|
| Covid-19 Awareness Campaigns | Mitigate National health disaster | National GCIS Western Cape GCIS Southern Cape GCIS Western Cape Department of Local Government Western Cape Department of Health Garden Route District Municipality | Communication material |
| Energy Efficiency and | Annual energy savings of approximately 485 020 kWh Reduced peak load Promoted energy efficiency in George Improved Energy Efficiency related skills for internal staff | Department of Mineral | Allocated funds of |
| Demand Side Management | | Resources and Energy | R7,000,000.00 incl VAT |
| (EEDSM Project) | | (DMRE) | provided by DMRE |
| Integrated National | Electrification project of: 439 connections for Erf 325 East, Pacaltsdorp 181 connections – Thembalethu UISP Housing Project: Area 8A&B | Department of Mineral | Allocated funds of |
| Electrification Programme | | Resources and Energy | R10,044,00 incl VAT |
| (INEP) | | (DMRE) | provided by DMRE |

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

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

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

2.4 WARD COMMITTEES

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

A Ward Committee:

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

The Purpose of a Ward Committee is:

to ensure better participation from the community to inform council decisions;

to make sure that there is more effective communication between the Council and the community; and

to assist the ward councillor with consultation and feedbacks to the community.

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

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

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

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

Ward 1: Councillor - Säfers

| Name of representative | Capacity representing | Date of meetings |
|------------------------|--------------------------|---|
| C Laws | Community Safety: Blanco | o1 August 2019 17 October 2019 March 2020 (Lockdown) May 2020 (Lockdown) |
| A Kaffoen | Culture | |
| C Ahrends | Sport | |
| J Williams | Health | |
| S Erasmus | Block: Golden Valley | |
| L Mentoor | Block: Golden Valley | |
| F Solomons | Welfare | |

Ward 1 Committee Meetings

Ward 2: Councillor - DL Cronje

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|--|
| C Ralston | Block 1 | |
| W Barkhuysen | Block 2 | 12 August 2019 21 October 2019 17 February 2020 May 2020 (Lockdown) |
| D Labuschagne | Block 2 | |
| E Cronje | Block 3 | |
| M Mulder | Block 2 | |
| L Klue | Block 1 | |

Ward 2 Committee Meetings

Ward 3: Councillor E Brown

| Name of representative | Capacity representing | Date of meetings |
|------------------------|---|-----------------------------------|
| E Dreyer | Community Safety: Heatherlands | o6 August 2019 14 October 2019 |
| G de Necker | Golf Park 3 House Owners Association | |
| S Thwaites | Golf Park 1 Homeowners Association | |
| A Willemse | Heather Park Neighbourhood Watch | |
| M Mackenzie | Faith Based Organisations | 10 February 2020 |
| J Barnard | Community Safety: Glen Barrie | May 2020 (Lockdown) |
| A van Zyl | Woman | |
| J Wessels | Culture | |
| N Dold-Chapman | Block: Golf Park 2 | |

Ward 3 Committee Meetings

Ward 4: Councillor M Bardnardt

| Name of representative | Capacity representing | Date of meetings |
|------------------------|--|---|
| C Buys | Youth | |
| Q Simons | Ward 4 Housing Committee | |
| D Goldfain | Ratepayers Association | 14 August 2019 |
| E Titus | Welfare | 14 October 2019 |
| S Jumat | Block: Wilderness Heights Informal Area | 10 February 2020 May 2020 (Lockdown) |
| E Stoffels | Block: Touwsranten | |
| E Gibson | Block: Wilderness East | |

Ward 4 Committee Meetings

Ward 5: Councillor P Louw

| ward 5. Cooncilion 1. Eooti | | | | |
|-----------------------------|-----------------------|---|--|--|
| Name of representative | Capacity representing | Date of meetings | | |
| C Linford | Culture (Block 4) | Insufficient members to constitute a | | |
| C Donson | Block 3 | quorum. Filling of vacancies was scheduled for 16 March 2020 to 21 April 2020 but was cancelled due to the National Lockdown and prohibition on public gatherings | | |
| S Matiwane | Block 1 | | | |
| L Lodewyk | Block 5 | | | |

Ward 5 Committee Meetings

Ward 6: Councillor HH Ingo

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|--|
| HH Ingo | Ward Councillor | |
| K Louw | Community Safety (Block 4) | |
| A King | Youth (Block 6) | |
| C Williams | Block 1 | 5 August 2019 14 October 2019 March 2020 (Lockdown) May 2020 (Lockdown) |
| M Petersen | Block 1 | |
| A Petersen | Block 2 | |
| E Xolilizwe | Block 5 | |
| H Scott | Block 6 | |
| T Windvoel | Block 5 | |

Ward 6 Committee Meetings

Ward 7: Councillor S Rooiland

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|------------------|
| M Dyasi | DPSA (Block 3) | 27 August 2019 |
| J Laws | Community Safety (Block 6) | 31 October 2019 |
| C Appolis | Block 1 | 12 February 2020 |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---------------------|
| N Jola | Block 2 | May 2020 (Lockdown) |
| S Madayi | Block 3 | |
| M Ningi | Block 4 | |
| M Maree | Block 5 | |
| J Josephs | Block 7 | |

Ward 7 Committee Meetings

Ward 8: Councillor AD Willemse (until 19 February 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-------------------------------------|---|
| D Jafta-Booysen | Health (Block 5) | |
| J Leonard | Faith Based Organisations (Block 5) | |
| A Amas | Block 1 | |
| M Petersen | Block 1 | 01 August 2019 |
| S Laws-Klaasen | Block 2 | 29 October 2019 |
| S Vorster | Block 2 | 20 February 2020 May 2020 (Lockdown) |
| M Maneville | Block 3 | ividy 2020 (Lockdowill) |
| E Kuboni | Block 4 | |
| C Spires | Block 5 | |
| M Adams | Block 5 | |

Ward 8 Committee Meetings

Ward 9: Councillor S Dlikilili

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-------------------------------------|--|
| N Mangqunyana | DPSA (Block 1) | o6 August 2019 15 October 2019 11 February 2020 May 2020 (Lockdown) |
| S September | Block 1 | |
| M Ntsendwana | Welfare (Block 2) | |
| Z Tyida | Faith Based Organisations (Block 2) | |
| M Sapho | Block 2 | |
| P Mbi | Block 3 | |
| C Diamond | Block 4 | |

Ward 9 Committee Meetings

Ward 10: Councillor B Henge

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|------------------|
| S Dayimani | CBO (Block 1) | 05 August 2019 |
| S Msutu | Block 1 | 14 October 2019 |
| V Dywili | Youth (Block 4) | 17 February 2020 |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|--|---------------------|
| B Jara | Sport, Culture & Recreation (Block 6) | May 2020 (Lockdown) |
| Z Blau | Welfare (Block 2) | |
| M Mngoma | Block 5 | |
| T Kutala | Block 7 | |
| M Mathiso | Block 8 | |
| A Xelegu | Block 6 | |

Ward 10 Committee Meetings

Ward 11: Councillor C Lesele

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---|
| O Appie | Block 3 | o8 August 2019 24 October 2019 18 March 2020 May 2020 (Lockdown) |
| S Hermans | Block 3 | |
| C Malobola | Block 3 | |
| L Ncamile | Block 3 | |
| D Thetho | Block 3 | |
| N Tyhawana | Block 3 | |
| N Mathanzima | Block 3 | |

Ward 11 Committee Meetings

Ward 12: Councillor- B Plata

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---|
| W Muteyi | DPSA (Block 1) | Meetings for August 2019 and |
| L Pieters | Welfare (Block 4) | October 2019 was postponed and could not be rescheduled due to the |
| O Gwangqa | Block 1 | recess period. 11 March 2020 Insufficient members to constitute a quorum. Filling of vacancies was scheduled from 16 March 2020 – 21 April 2020 but was cancelled due to the National Lockdown and prohibition on public gatherings. May 2020 (Lockdown) |
| M Matseke | Block 5 | |
| L Xhaso | Block 5 | |

Ward 12 Committee Meetings

Ward 13: Councillor L Langa

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|------------------|
| G Makinana | Community Safety (Block 4) | 01 August 2019 |
| S Dyantyi | Block 4 | 17 October 2019 |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---|
| B Zintwana | Block 2 | 24 February 2020 May 2020 (Lockdown) |
| A Matolengwe | Block 2 | |
| M Bekwa | DPSA (Block 2) | |
| M Dyantyisi | Welfare | |
| T Booi | Block 4 | |
| X Cola | CBO (Block 4) | |
| N Somatamba | Block 3 | |
| M Maweni | Block 1 | |

Ward 13 Committee Meetings

Ward 14: Councillor E Bussack (until 19 February 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|---|
| E America | Sport, Culture & Recreation | |
| B Klassen | Youth | |
| C Albrecht | Welfare | 13 August 2019 |
| S Rhode | Health | 14 October 2019 |
| R Deyce | Block 3 | 10 February 2020 May 2020 (Lockdown) |
| J Pato | Block 6 | , |
| S Yazo | Block 9 | |
| G Olivier | Block 10 | |

Ward 14 Committee Meetings

Ward 15: Councillor NF Mdaka

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---|
| C Ngethu | Block 2 | August 2019 (Cllr hospitalised) 12 November 2019 03 March 2020 May 2020 (Lockdown) |
| M Kalipa | Block 2 | |
| N Toto | Block 7 | |
| Z Matwa | Block 7 | |
| V Mtwecu | Welfare (Block 3) | |
| G Nombengu | DPSA (Block 4) | |
| Z Mhlambiso | Agriculture (Block 3) | |

Ward 15 Committee Meetings

Ward 16: Councillor CH Noble

| Name of representative | Capacity representing | Date of meetings |
|------------------------|---------------------------------------|------------------|
| B J Stoffels | Sport, Culture & Recreation (Block 3) | 12 August 2019 |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-------------------------------------|---|
| O Matholla | Faith Based Organisations (Block 7) | 17 October 2019 |
| C Daman | Community Safety (Block 1) | 26 February 2020 May 2020 (Lockdown) |
| M Patterson | Block 3 | |
| D Bezuidenhoudt | Block 2 | |
| J Cornelius | Block 6 | |
| R Treurnicht | Block 6 | |

Ward 16 Committee Meetings

Ward 17 Councillor V Muller (until 26 May 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|--|
| B Schoeman | Welfare (Block 4) | |
| P Foster | Block 1 | 13 August 2019 |
| R Brinkhuys | Block 6 | 22 October 2019 18 February 2020 May 2020 (Lockdown) |
| R Lewis | Community Safety (Block 1) | |
| F Weyers | Block 2 | , |
| N Joseph | Block 2 | |

Ward 17 Committee Meetings

Ward 18: Councillor D Gultig

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|---------------------------------|
| A Joubert | Business (Tourism) | |
| A Storm | Welfare | |
| P Truter | Community Safety: Denneoord | 20 August 2019 |
| C Nieuhoff | Faith Based Organisations | 14 November 2019 |
| H Hill | Block 1 | 13 February 2020 2 June 2020 |
| J Truter | Block 4 | |
| E Rautenbach | Block 4 | |
| J van der Merwe | Block 4 | |

Ward 18 Committee Meetings

Ward 19: Councillor S Snyman

| wara 19. Coolemor 5 Shyman | | |
|----------------------------|-------------------------------------|--|
| Name of representative | Capacity representing | Date of meetings |
| J Jacobs | Welfare (Block 2) | 1 August 2019 |
| B S Redelinghuys | Infrastructure (Civil & Electrical) | 31 October 2019 20 February 2020 May 2020 (Lockdown) |
| D Hattingh | Block 1 | |
| L Snyman | Block 3 | |
| F van der Merwe | Block 4 | |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|------------------|
| S Habbet | Block 7 | |

Ward 19 Committee Meetings

Ward 20: Councillor R Windwaai

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|---|
| J Muller | Welfare (Block 3) | |
| M Boezak | Community Safety (Block 5) | |
| B Jansen | Education (Block 4) | 12 September 2019 |
| G Carolus | Block 2 | 15 October 2019 |
| I Scheepers | Block 4 | 27 February 2020 May 2020 (Lockdown) |
| L Smit | Block 5 | , |
| R Fischer | Sport, Culture & Recreation | |
| P Moolman | DPSA | |

Ward 20 Committee Meetings

Ward 21: Councillor NR James

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|--------------------------------------|
| K George | Welfare (Block 1) | |
| L Mavela | DPSA (Block 2) | |
| N Malgas | Block 1 | |
| E Mbanjana | Block 2 | 11 September 2019 |
| F Dyani | Block 2 | 21 November 2019 06 February 2020 |
| R Olifant | Block 2 | May 2020 (Lockdown) |
| A Yalolo | Block 4 | |
| J Gubula | Block 4 | |
| M Fatman | Block 4 | |

Ward 21 Committee Meetings

Ward 22: Councillor G Pretorius

| Name of representative | Capacity representing | Date of meetings held |
|------------------------|--------------------------|---|
| P de Swardt | Welfare | |
| J Jansen | Education | Meetings for August 2019 and October 2019 were cancelled until meaningful responses on service delivery issues are provided by directorates |
| P Khumalo | Sport | |
| G Brits | Community Safety: Herold | |
| P Fourie | Business | 5 March 2020 |
| J Du Preez | Block: Sinksabrug | May 2020 (Lockdown) |
| M Mei | Block: Hoogekraal | |

Ward 22 Committee Meetings

Ward 23: Councillor GJ Stander

| Name of representative | Capacity representing | Date of meetings |
|------------------------|------------------------------------|--|
| S Gericke | Agriculture | |
| J Smith | Syferfontein Committee | |
| F Joseph | DPSA | |
| G Hamel | Ratepayers Association | 20 August 2019 22 October 2019 18 February 2020 May 2020 (Lockdown) |
| M Visagie | Faith Based Organisations | |
| C J van Niekerk | Hansmoeskraal Community Forum | |
| H A du Plessis | Block: Heroldsbay | |
| B Johnson | Block: Groeneweide | |
| B A Ernstzen | Dellville Park Neighbourhood Watch | |

Ward 23 Committee Meetings

Ward 24: M Daniels

| Waru 24. III Durnets | | |
|------------------------|--|-------------------------------------|
| Name of representative | Capacity representing | Date of meetings |
| G Lourens | Block 1 | |
| P Abrahams | Block 2 | |
| S Abrahams | Block 2 | 13 August 2019 |
| J Louw | Business (Block 3) | 5 December 2019 18 February 2020 |
| A Boom | Housing Committee (Block 3) | May 2020 (Lockdown) |
| M du Preez | Sport, Culture & Recreation (Block 3) | |
| N du Preez | Education (Block 3) | |

Ward 24 Committee Meetings

Ward 25: Councillor J Esau

| Ward 25. Coordinated 5 Esab | | |
|-----------------------------|-----------------------|---|
| Name of representative | Capacity representing | Date of meetings |
| C Mongo | DPSA (Block 3) | |
| A Blaauw | Welfare (Block 3) | 1 August 2019 |
| C Adolph | Lyonville (Block 3) | 25 November 2019 |
| H Metik | Lyonville (Block 3) | 20 February 2020 May 2020 (Lockdown) |
| W Decelly | Lyonville (Block 3) | |
| K Prins | Rooirivier (Block 2) | |

Ward 25 Committee Meetings

Ward 26: Councillor J von Brandis

| Name of representative | Capacity representing | Date of meetings |
|------------------------|---|-----------------------------------|
| D van der Rijst | Community Safety: Blanco Neighbourhood Watch (Block 5) | o6 August 2019 15 October 2019 |
| C Hulme | Block 4 | March 2020 (Lockdown) |
| T Forsberg | Block 4 | May 2020 (Lockdown) |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|--|------------------|
| B Muller | Block 4 | |
| L van der Rijst | Block 5 | |
| C Newham | Earls Court Home Owners Association (Block 2) | |
| M Gultig | Business (Block 2) | |

Ward 26 Committee Meetings

Ward 27: B Cornelius (until 19 February 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|---|
| G Felix | Sport, Culture & Recreation | |
| E Heynes | Health | |
| P McCarthy | Faith Based Organisations | o6 August 2019 |
| J Gordon | Block: Europe | 15 October 2019 |
| H Ceasar | Block: Seesight | 11 February 2020 May 2020 (Lockdown) |
| G Sharp | Block: Harmony Park | , |
| U da Silva | Uitbreiding 11 | |
| M Snyman | Seaview | |

Ward 27 Committee Meetings

It must be noted that some of the ward committee meetings, which were scheduled to take place towards the end of March and May 2020, could not take place due to the National Lockdown and prohibition of public gatherings. Only one virtual meeting was held during this period. The filling of vacancies, which was scheduled from 16 March 2020 – 21 April 2020, was cancelled for the same reasons.

2.4.1 Functionality of Ward Committees

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

Functional Areas:

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

Adhoc Activities:

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

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

| Ward | Committee established Yes/No | Committee functioning effectively Yes/No |
|------|--|---|
| 1 | Yes | Yes |
| 2 | Yes | Yes |
| 3 | Yes | Yes |
| 4 | Yes | Yes |
| 5 | Insufficient members to constitute a quorum. Filling of vacancies was scheduled from 16 March 2020 to 21 April 2020 but was cancelled due to the National Lockdown and prohibition on public gatherings | No |
| 6 | Yes | Yes |
| 7 | Yes | Yes |
| 8 | Yes | Yes |
| 9 | Yes | Yes |
| 10 | Yes | Yes |
| 11 | Yes | Yes |
| 12 | Insufficient members to constitute a quorum. Filling of vacancies was scheduled from 16 March 2020 to 21 April 2020 but was cancelled due to the National Lockdown and prohibition on public gatherings. Meetings for August 2019 and October 2019 was postponed and could not be rescheduled due to the recess period. | No |
| 13 | Yes | Yes |
| 14 | Yes | Yes |
| 15 | Yes | Yes |
| 16 | Yes | Yes |
| 17 | Yes | Yes |
| 18 | Yes | Yes |
| 19 | Yes | Yes |
| 20 | Yes | Yes |
| 21 | Yes | Yes |

| Ward | Committee established Yes/No | Committee functioning effectively Yes/No |
|------|------------------------------|--|
| 22 | Yes | Meetings for August 2019 and October 2019 were cancelled until meaningful responses on service delivery issues are provided by directorates |
| 23 | Yes | Yes |
| 24 | Yes | Yes |
| 25 | Yes | Yes |
| 26 | Yes | Yes |
| 27 | Yes | Yes |

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is a set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationship among many stakeholders involved and the goals for which the institution is governed.

2.5 RISK MANAGEMENT

The Municipality has a Risk Management Policy Framework and Implementation Plan which was approved by Council during January 2018.

The risk management function is facilitated internally by the Internal Audit Section to ensure the following functions are performed:

- assisting Management to develop the risk management policy, strategy and implementation plan;
- coordinate risk management activities;
- facilitating identification and assessment of risks;
- recommending risk responses to management; and
- facilitating risk reporting.

2.5.1 Legislative Mandate

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

2.5.2 Overview

George Municipality is committed to the optimal management of risks in order to achieve our vision, deliver on our core business and key objectives and protect our values as "George – The City for all reasons". In the course of conducting our day to-day business operations, we are exposed to a variety of risks. These risks include operational and other risks that are material and require comprehensive controls and on-going oversight.

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

To further implement the enterprise-wide approach, we have taken a number of steps to reinforce a culture of disciplined risk-taking.

Council is responsible for oversight of the risk management process and has delegated its day-to-day implementation to the Accounting Officer. The Accounting Officer, who is accountable for the overall governance of the municipality's risks, has delegated this role to the Chief Risk Officer and Management. The Chief Risk Officer ensures that the framework is implemented, and that Council and the Risk Management Committee receive appropriate reporting on the municipality's risk profile and risk management process. Management executes their responsibilities outlined in the Risk Management Strategy. All other officials are responsible for incorporating risk management into their day-to-day activities.

2.5.3 Objectives of Risk Management

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

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

2.5.4 Benefits of Risk Management

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

- more sustainable and reliable delivery of services;
- enhance decision making underpinned by appropriate rigour and analysis;
- reduced waste;
- prevention of fraud and corruption;
- fewer surprises and crises;

- help avoid damage to the municipality's reputation and image;
- helps ensure effective reporting and compliance with laws and regulations;
- better value for money through more efficient use of resources; and
- better outputs and outcomes through improved project and programme management.

2.5.5 Developed Strategies

| Name of Strategy | Developed (Yes / No) | Date reviewed, and amendments approved | Date reviewed |
|--|-------------------------|--|-----------------|
| Risk Management Policy | Yes | January 2018 | 5 November 2019 |
| Risk Management Strategy and Implementation Plan | Yes | January 2018 | 5 November 2019 |

2.5.6 Risk Management Function

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

2.5.7 The Risk Management Process

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



Figure 1: Risk Management Process

(i) Internal Environment

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

(ii) Objective Setting

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

(iii) Event Identification

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

(iv) Risk Assessment

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

(v) Risk Response

Having assessed relevant risks, management determines how it will respond. Responses include risk avoidance, reduction, sharing and acceptance.

(vi) Control Activities

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

(vii) Information and Communication

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

(viii) Monitoring

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

During the 2019/2020 financial period, the Risk Management Toolkits were:

- Updated to incorporate the organisational structure changes.
- A Risk Appetite factor of 35% was maintained.
- Realigned to the 2019/2020 Strategic Goals of the Integrated Development Plan (IDP) and Top Layer Service Delivery and Budget Implementation Plan (SDBIP) Key Performance Indicators (KPIs).
- Updated KPIs to which no risks were assigned in order to enable management to identify potential additional risks to be added to the risk register.
- Updated a list of typical risks, as well typical fraud risks, in order to enable management to identify potential additional risks to be added to the risk register.

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

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

Quarterly Risk Reports (which incorporate the above-mentioned aspects) are compiled, reviewed and approved.

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

| Likelihood | | Impact | | | | | | |
|-------------|---------------|--------|----------|--------|----------|--|--|--|
| Likeiiiioou | Insignificant | Minor | Moderate | Major | Critical | | | |
| Common | Low | Medium | High | High | High | | | |
| Likely | Low | Medium | Medium | High | High | | | |
| Moderate | Low | Low | Medium | Medium | High | | | |
| Unlikely | Low | Low | Low | Medium | Medium | | | |
| Rare | Low | Low | Low | Low | Low | | | |

Risk Matrix

The following detail can also be, amongst others, extracted from the Risk Management Toolkit and is quarterly/bi-annually reported on:

Comparison between current and previous risk profile:

- Inherent and Residual Risks
- Implementation status of controls/action plans

Changes in risk profile

- Number of risks
- Identification of new risks
- Identification of risks no longer applicable
- Changes according to monitoring fields

Current risk profile

- Inherent and Residual Risks
- Risks linked to IDP Objectives
- Risk Categories
- Risk Strategies
- Control Types
- Implementation status
- Perceived control effectiveness

Materialisation and escalation of risks

- Risks that materialized
- Risks that should be escalated

Top risks

• Risks with the greatest impact and are the most pressing on the municipality (may impede the ability to achieve the municipal objectives)

Emerging risks

• Risks which may develop, or which already exist that are difficult to quantify

Cross-cutting risks

• Risks which fall between, or across, the different Directorates and Departments

2.5.8 Top Strategic Risk Themes for the Municipality

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

It should be noted that the residual (and not the inherent) risk rating scores were utilised in the analysis of the top risks.

An inherent risk is defined as the risk to George Municipality in the absence of any deliberate actions
management might take to alter either the risk's impact or likelihood. In other words, the impact that
the risk will have on the achievement of objectives if the current controls that are in place, are not
considered.

• The remaining exposure after the mitigating effects of deliberate management interventions to control such exposure is the residual risk.

| Ranking | Description |
|---------|--|
| 1 | Financial sustainability (increased due to the impact of COVID-19) |
| 2 | Dissatisfaction of the community |
| 3 | Inadequate standard of service delivery |
| 4 | Deficiencies in staff skills and capacity |
| 5 | Weaknesses in governance and accountability |
| 6 | Safety and security |
| 7 | George Integrated Public Transport Network (GIPTN) - Integrated Public Transport network fails to meet stakeholder needs across the entire Municipal Area, through failure to fully establish, adequately fund and effectively, efficiently, economically operate the service in accordance with contractual agreements and applicable laws and regulations. |
| 8 | Cyber security |
| 9 | Poor level of compliance |
| 10 | Inefficient investment in Capex |
| 11 | Excessive migration into George Municipal area |

Top Risk Themes

2.6 ANTI-CORRUPTION AND FRAUD

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

2.6.1 Developed Strategies

| Name of strategy | Developed Yes/No | Date Reviewed | |
|---|---------------------|------------------|--|
| Anti-Corruption and Anti-Fraud Strategy | Yes | 25 February 2015 | |
| Whistle blowing policy | Yes | 23 June 2017 | |

Strategies: Anti-corruption and Anti-fraud

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

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

Processes put in place as a deterrent to mitigate key fraud risk areas includes, but is not limited to, division of duties, internal audit review of processes and adherence thereto, Audit Committee that excludes politicians and officials as voting members, condemnation by the Mayor and Municipal Manager of corrupt practices, and involvement of police as soon as grounds for suspicion become evident.

2.7 AUDIT COMMITTEE

The Municipality Audit Committee, appointed in terms of Section 166(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), has also been appointed as the Performance Audit Committee.

Section 166(2) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) states that an audit committee is an independent advisory body which must –

- (a) Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to
 - internal financial control and internal audit;
 - risk management;
 - accounting policies;
 - the adequacy, reliability and accuracy of financial reporting information;
 - performance management;
 - effective governance;
 - compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
 - performance evaluation; and
 - any other issues referred to it by the municipality.

2.7.1 Functions of the Audit Committee

The Audit Committee have the following main functions as prescribed in Section 166 (2) (a-e) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) which is further supplemented by the Local Government Municipal and Performance Management Regulation, 2001, as well as the approved Audit Committee Charter:

To advise the Council on all matters related to compliance and effective governance.

- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- Respond to the Council on any issues raised by the Auditor-General in the audit report.
- To carry out such investigations into the financial affairs of the municipality as the council may request.
- Perform such other functions as may be prescribed.
- To review the quarterly reports submitted to it by the internal audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- To review the Performance Management System and make recommendations in this regard to Council.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the highrisk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

2.7.2 Members of the Audit Committee

| Name of representative | Capacity | Changes to membership (appointment / resignation) |
|------------------------|-------------|---|
| A Potgieter (AP) | Chairperson | n/a |
| J Carstens (JC) | Member | Resigned on 30 November 2019 |
| C Lamprecht (CL) | Member | n/a |
| PH de Swart (PdS) | Member | n/a |
| R Saptoe (RS) | Member | n/a |
| E le Roux (EIR) | Member | Appointed at a Special Council Meeting |
| | | held on 6 July 2020 |

2.7.3 Attendance of Audit Committee Meetings

| Meeting date Type: Ordinary / Special | | Attendance of members | | | | | |
|---------------------------------------|----------------------------------|-----------------------|-----|----|---------|---------|--|
| Meeting date | ng date Type. Ordinary / Special | | PdS | CL | RS | JC | |
| 22 July 2019 | Special Meeting | ✓ | ✓ | ✓ | Apology | ✓ | |
| 23 August 2019 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 28 August 2019 | Special Meeting | ✓ | ✓ | ✓ | ✓ | Apology | |
| 25 October 2019 | Ordinary Meeting | ✓ | ✓ | ✓ | Apology | ✓ | |
| 22 November 2019 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 10 February 2020 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | n/a | |

| Meeting date | Type: Ordinary / Special | Attendance of members | | | | | |
|---------------------------------------|--------------------------|-----------------------|-----|----|----|-----|--|
| Meeting date Type: Ordinary / Special | | AP | PdS | CL | RS | JC | |
| 13 March 2020 | Ordinary Meeting | Apology | ✓ | ✓ | ✓ | n/a | |
| 24 April 2020 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | n/a | |
| 09 June 2020 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | n/a | |

2.7.4 Municipal Audit Committee Recommendations

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

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

Audit Committee Recommendations during 2019/2020

Consequence Management

• That Unauthorized, Irregular, Fruitless and Wasteful Expenditure was submitted to the Municipal Public Accounts Committee (MPAC) who have requested further information for their deliberations

Ward Committee Management

• That requests relating to IDP and Ward Committees be referred to the relevant Section 8o Committees for their input and recommendations.

Risk Management

• That management perform a risk assessment of the respective directorates and submit a report to Council.

Annual Financial Statements

• That the concerns of Finance Directorate relating to the timely submissions of draft financial statements for 2019/20 to the Audit Committee and accordingly requests that further discussions be held to clarify the timeline before submission of the financial statements to the Auditor-General in August 2020.

Caledon Street Project

- That Council takes note of the Audit Committee's concern with the overall management of the Caledon Street Project; and
- That Council consider investigating the project in terms of the following:
 - Reasons for the delays in completion;
 - Appointment processes of the Contractor;
 - o Quality of work performed by the Contractor.

Regional Waste Disposal Site

• That a report be submitted to the Audit Committee and Council regarding the finalization of the Regional Waste Disposal Site and Composting Facility.

AG Audit Action Plan

Audit Committee Recommendations during 2019/2020

- That Council takes note of the Audit Committee's concern with regards to the progress of the quantification of the irregular expenditure.
- That the Audit Action Plan be submitted to Council for follow-up and monitoring purposes

Auditor-General

- That the Municipal Manager and the Chief Financial Officer discuss the Audit Committee's concerns with the Auditor General with regards to the significant increase in external audit fees.
- That the Auditor-General's (AG) report and management report [year ended 30 June 2019] be submitted to the MPAC meeting.

Audit Committee matters

• Independence of Audit Committee members: that Council acknowledge that they are satisfied with the independence of the members of the Audit-Committee (AG) to address the AG finding regarding the independence of the Audit Committee.

Restructuring of the Bid Evaluation Committee

• That Council instruct the administration to implement the recommendations supported by the Municipal Manager as set out in the memorandum (Composition of the members of the Bid Evaluation and Adjudication Committee) dated 7 March 2018.

Audit Committee Recommendations: 2019/20

2.7.5 Audit Committee response to COVID-19

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

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

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

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

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

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

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

2.7.6 Municipal Audit Committee Report

The Audit Committee presents its annual report for the financial year ended 30 June 2020.

1. RESPONSIBILITY

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

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

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

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

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

2. TERMS OF REFERENCE

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

During the 2019/2020 financial period, the Audit Committee Charter was workshopped with Council in October 2019, and the amendments were approved by Council on 30 January 2020.

3. COMPOSITION OF THE AUDIT COMMITTEE

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

At 30 June 2020 there was one vacancy in the Audit Committee. Dr J Carstens resigned on 30 November 2019 because he emigrated in January 2020. The vacancy in the Audit Committee was filled on 6 July 2020 when Mr E le Roux was appointed. It is noted that all Audit Committee meetings held during the period had sufficient quorum as stipulated in the Audit Committee Charter.

Members of the Audit Committee as at 30 June 2020 were:

| Name | Position | Appointment date | Termination date |
|-----------------|-------------|------------------|------------------|
| Dr A Potgieter | Chairperson | 1 May 2018 | n/a |
| Dr J Carstens | Member | 1 March 2018 | 30 November 2019 |
| Mr PH de Swardt | Member | 1 March 2018 | n/a |
| Ms R Saptoe | Member | 1 March 2018 | n/a |
| Mr C Lamprecht | Member | 1 July 2018 | n/a |

| Portfolio of Skills required for Independent Membership | | | | | | | | |
|--|---|-------------|-----------|--------------------|----------------------|-----------|--|--|
| | <u>Dr A Potgieter</u> | P De Swardt | R Saptoe | <u>C Lamprecht</u> | <u>Dr J Carstens</u> | E Le Roux | | |
| | The members of the Audit Committee must collectively have sufficient qualifications, skills and experience to fulfil their duties, including an understanding of the following: | | | | | | | |
| Financial Reporting | Extensive | Some | Extensive | Extensive | Extensive | Extensive | | |
| Human Resource Management | Extensive | Some | Some | Some | Some | Some | | |
| ICT | None | None | None | None | None | None | | |
| Legal (Corporative Law) | Some | None | None | Some | Some | None | | |
| Private and Public-sector experience; | Extensive | Some | Some | Extensive | Extensive | Extensive | | |
| An understanding of service delivery priorities; | Some | Some | Some | Some | Some | Some | | |
| Good governance and/or financial management experience; | Some | Extensive | Extensive | Extensive | Extensive | Extensive | | |
| An understanding of the role of Council and Councillors; | Extensive | Extensive | Some | Some | Some | Some | | |

| Portfolio of Skills required for Independent Membership | | | | | | | |
|--|-----------------------|-------------|---|-----------------------------|----------------------|-----------|--|
| | <u>Dr A Potgieter</u> | P De Swardt | R Saptoe | C Lamprecht | <u>Dr J Carstens</u> | E Le Roux | |
| An understanding of the operations of the municipality; | Extensive | Extensive | Some | Some | Some | Extensive | |
| Familiarity with risk management practices; | Extensive | Some | Extensive | Extensive | Extensive | Extensive | |
| An understanding of internal controls; | Extensive | Some | Extensive | Extensive | Some | Extensive | |
| An understanding of major accounting practices and public-sector reporting requirements; | Extensive | Some | Extensive | Extensive | Extensive | Extensive | |
| An understanding of public sector reforms; | Extensive | Extensive | Extensive | Some | Extensive | Some | |
| Familiarity with legislation applicable to municipalities; | Extensive | Extensive | Some | Some | Extensive | Extensive | |
| An understanding of the roles and responsibilities of internal and external auditors; | Extensive | Some | Extensive | Extensive | Extensive | Extensive | |
| An understanding of the treatment of allegations and investigations; | Extensive | Some | Some | Some | Extensive | Some | |
| An understanding of the performance management system; | Extensive | Extensive | Some | Extensive | Some | Extensive | |
| Sustainability issues; | Some | Extensive | Some | Some | Extensive | Some | |
| Information technology governance as it relates to integrated reporting; | None | None | None | None | Some | None | |
| Integrated reporting. | Some | Some | Some | Extensive | Some | Some | |
| Audit Committee experience/knowledge | Extensive | None | Some | None | Extensive | None | |
| Chairperson of Audit Committee | Extensive | None | None | None | None | None | |
| Highest Qualification | PhD Bus Man | BSc | B COM Accounting; SAICA Articles | B COM (HONS) & CA(SA) | PhD | CA(SA) | |

4. ACTIVITIES

The Audit Committee met nine (9) times during the financial year ended 30 June 2020:

| | (9) | | | | | | | |
|------------------|--------------------------|-----------------------|-----|----|---------|---------|--|--|
| Meeting date | Type: Ordinary / Special | Attendance of members | | | | | | |
| | Type: Ordinary / Special | AP | PdS | CL | RS | JC | | |
| 22 July 2019 | Special Meeting | ✓ | ✓ | ✓ | Apology | ✓ | | |
| 23 August 2019 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| 28 August 2019 | Special Meeting | ✓ | ✓ | ✓ | ✓ | Apology | | |
| 25 October 2019 | Ordinary Meeting | ✓ | ✓ | ✓ | Apology | ✓ | | |
| 22 November 2019 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| 10 February 2020 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | n/a | | |

| Meeting date | Type: Ordinary / Special | Attendance of members | | | | | |
|---------------|--------------------------|-----------------------|-----|----|----|-----|--|
| | Type: Ordinary / Speciar | AP | PdS | CL | RS | JC | |
| 13 March 2020 | Ordinary Meeting | Apology | ✓ | ✓ | ✓ | n/a | |
| 24 April 2020 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | n/a | |
| 09 June 2020 | Ordinary Meeting | ✓ | ✓ | ✓ | ✓ | n/a | |

The Audit Committee subsequently met on the following dates to fulfil its obligation to review the 2019/20 financial statements, annual report, Auditor-General Audit Report and Auditor-General Management Report:

- 16 October 2020 (Special Audit Committee Meeting)
- 9 November 2020
- 26 February 2021 (Special Audit Committee Meeting)
- 20 April 2021

The Audit Committee, inter alia, carried out the following functions in terms of the Audit Committee Charter and the statutory responsibilities in terms of Section 166(2) of the MFMA:

- Advised council, the political office-bearers, the Accounting Officer and the management staff of the municipality on matters relating to:
- (i) Internal financial control and internal audits;
- (ii) Risk management;
- (iii) Accounting policies;
- (iv) The adequacy, reliability and accuracy of financial reporting and information;
- (v) Performance management;
- (vi) Effective governance;
- (vii) Compliance with the MFMA, the annual Division of Revenue Act (DoRA) and any other applicable legislation;
- (viii) Performance evaluations; and
- (ix) Any other issues referred to it by the municipality.
- Reviewed, workshopped with Council and amended the Audit Committee Charter.
- Reviewed and approved the three-year rolling Internal Audit and Annual Internal Audit Plans including
 the definition of audit units, audit universe, and prioritisation of audit coverage considering the outputs
 of the risk assessments performed.
- Reviewed executive summaries of all internal audit reports issued.
- Reviewed the reporting by internal audit on performance management and performance information.
- Issued reports and recommendations to Council on performance management and performance information.
- Reviewed the Annual Financial Statements, the Final Management Report of the Auditor-General (hereinafter referred to as the A-G); the Report of the A-G on the annual financial statements; the findings of the A-G on predetermined objectives and compliance with certain laws and regulations, and A-G's detailed management letter. The Audit Committee provided Council with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with the MFMA, DoRA and any other applicable legislation.
- Responded to Council on any issues raised by the A-G in the audit report.
- Performed assessments on the effectiveness of the Committee for review and comment by the Municipal Manager and for presentation to Council.
- Deliberated on the implementation of mSCOA.

- In addition to the above, performed its responsibilities in terms of Performance Management (as stipulated in Regulation 14(4) of the Local Government: Municipal Planning and Performance Management Regulation, 2001); Internal Audit; the Control Environment; Risk Management; External Audit; Compliance with laws, regulations and ethics; Information Technology and related Governance; and Combined Assurance.
- Considered other matters as deemed appropriate.

Relating to and during the 2019/20 financial year the following main Internal Audit reports were issued:

- Annual Cash Count FY19
- Annual Stock Count FY19
- Confirmation of leave balances (terminations)
- Leave Termination Process FY20
- Performance Management System Q2 & Q3 FY19
- Performance Management System Q1 to Q4 FY20
- Performance Management Systems Performance Evaluations Q4 FY20
- Annual Cash Count FY20
- Annual Stock Count FY20
- EMV Smart Card Inventory Count FY20
- Asset Verification FY20
- Contract Management FY19
- Integrated Risk Management and Internal Audit Report: Supply Chain Management (FY19)
- Annual Financial Statement Review FY20

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

Specific recommendations were made to Council for consideration. These recommendations, inter alia, are included in the Annual Report in Chapter 2.4.7 and are detailed below.

Audit Committee Recommendations during 2019/2020

Consequence Management

• That Unauthorized, Irregular, Fruitless and Wasteful Expenditure was submitted to the Municipal Public Accounts Committee (MPAC) who have requested further information for their deliberations

Ward Committee Management

• That requests relating to IDP and Ward Committees be referred to the relevant Section 80 Committees for their input and recommendations.

Risk Management

 That management perform a risk assessment of the respective directorates and submit a report to Council.

Annual Financial Statements

• That the concerns of Finance Directorate relating to the timely submissions of draft financial statements for 2019/20 to the Audit Committee and accordingly requests that further discussions be

Audit Committee Recommendations during 2019/2020

held to clarify the timeline before submission of the financial statements to the Auditor-General in August 2020.

Caledon Street Project

- That Council takes note of the Audit Committee's concern with the overall management of the Caledon Street Project; and
- That Council consider investigating the project in terms of the following:
 - o Reasons for the delays in completion;
 - Appointment processes of the Contractor;
 - o Quality of work performed by the Contractor.

Regional Waste Disposal Site

 That a report be submitted to the Audit Committee and Council regarding the finalization of the Regional Waste Disposal Site and Composting Facility.

AG Audit Action Plan

- That Council takes note of the Audit Committee's concern with regards to the progress of the quantification of the irregular expenditure.
- That the Audit Action Plan be submitted to Council for follow-up and monitoring purposes

Auditor-General

- That the Municipal Manager and the Chief Financial Officer discuss the Audit Committee's concerns with the Auditor General with regards to the significant increase in external audit fees.
- That the Auditor-General's (AG) report and management report [year ended 30 June 2019] be submitted to the MPAC meeting.

Audit Committee matters

• Independence of Audit Committee members: that Council acknowledge that they are satisfied with the independence of the members of the Audit-Committee (AG) to address the AG finding regarding the independence of the Audit Committee.

Restructuring of the Bid Evaluation Committee

■ That Council instruct the administration to implement the recommendations supported by the Municipal Manager as set out in the memorandum (Composition of the members of the Bid Evaluation and Adjudication Committee) dated 7 March 2018.

AUDIT COMMITTEE'S RESPONSE TO COVID-19

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

COVID-19 caused a strategic shift in the role of the Audit Community - the Audit Committee played a key role in creating and maintaining a culture and environment that supported the integrity and provision of decision

useful information. The Audit Committee noted that transparency was of heightened importance during this time of uncertainty.

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

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

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

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

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

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

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

6.1. THE AUDITOR-GENERAL'S ASSESSMENT OF THE AUDIT COMMITTEE

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

The audit committee must be an independent advisory body to the council and the management and staff of the municipality on matters relating to internal financial control and internal audits; risk management; accounting policies; the adequacy, reliability and accuracy of financial

reporting and information; performance management; effective governance; the MFMA and any other applicable legislation; performance evaluation and any other issues.

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

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

6.2. REPORT ON THE ANNUAL FINANCIAL STATEMENTS: AUDIT OPINION

The audit outcome of the municipality remained the same as the previous year: unqualified with findings.

The findings raised by the A-G related to the invalid indigent debtors not timeously removed from indigent listings supporting the indigent debtors reported in the annual performance report.

The actions taken by the municipality included awareness campaigns and audits, however, due to the COVID-19 lockdown starting in March 2020, the processes were halted and therefore further invalid indigents could not be identified and rectified as planned. The A-G highlighted that indigent-related findings raised in the 2017/18 financial year had not been adequately addressed and that there had been sufficient time to address these before the COVID-19 lockdown. The A-G noted that management did not have proper records management over indigent registers to ensure that indigent subsidies were provided to valid indigent applicants.

During the period, the Audit Committee raised concerns with management and reported these concerns to Council, advising that the Audit Action Plans should be implemented timely. The Audit Committee re-iterates that management should urgently address these internal control deficiencies to avoid repeat findings for 2020/2021.

6.3. REPORT ON THE ANNUAL FINANCIAL STATEMENTS: OTHER MATTERS FOR ATTENTION

Further to the issues detailed in the A-G Report for the year 2019/20, the Audit Committee wants to draw attention to the following areas of concern:

a. Material misstatement

The A-G identified a material misstatement in the financial statements during the audit, however this did not result in material non-compliance with Section 122 of the MFMA. This misstatement was not prevented or detected by the municipality's system of internal control. The misstatement was corrected by management.

Internal controls need to be improved over the financial statement review process to detect and correct misstatement timely.

b. Restatement of corresponding figures

Due to various errors in the prior year the corresponding figures for 30 June 2019 were restated, resulting in a total *increase of R16,100,618 in accumulated surplus for the period ended 30 June 2019*. The restatement of corresponding figures due to errors is elaborated further below:

- The corresponding figures for 30 June 2019 were restated by traffic fines deposits received during the previous year, which were incorrectly recognized as unidentified deposits. During the current year deposits received with available notice numbers were allocated against the outstanding fine debtor and the impairment was recalculated. The accumulated surplus for the year ended 30 June 2019 increased by R1,525,837.
- The corresponding figures for 30 June 2019 were restated for prepaid electricity sales which were not recognized as receivables from exchange transactions. In the prior year, the municipality sold prepaid electricity at year-end but the deposit for the prepaid electricity was only received after year-end. These sales were not accounted for during the correct period. The accumulated surplus for the year ended 30 June 2019 increased by R1,255,529.
- The corresponding figures for 30 June 2019 were restated because construction contracts relating to Housing Arrangements were not accounted for in line with GRAP 11. A correction was made during the current year to account for the construction contracts, resulting in an increase in accumulated surplus for the year ended 30 June 2019 of R13,319,252.

c. Material impairments of trade and other receivables

Material impairments increased in the current period and amounted to R125.26m vs R96.7m (2018/19).

The Audit Committee assessed the impact of trade and other receivable impairments on the financial viability and note that the debtors' impairment provision as a percentage of accounts receivable is concerning as it has increased from 56.8% in 2018/19 to 59.8% in 2019/20. The debtors' collection period (after impairments) increased from 27 days in 2018/19 to 30 days in 2019/20, which is still within an acceptable range.

Although the debt collection period is low after impairment, the debtors' impairment provision as a percentage of accounts receivable is high which may be an indication that the municipality's credit control and collection policies to ensure that what is billed/ invoiced is collected may not be effective. It indicates a need for improvement of the debt structure and/or debt collection systems and processes.

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

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

d. Underspending of capital expenditure

The municipality materially underspent the budget on capital expenditure to the amount of R136.03m (47%) which is a significant increase from R90.7m (27%) in 2018/19.

The underspending is mainly due to projects that could not be completed due to the COVID-19 National Lockdown. The municipality requested to roll-over the projects to the next financial year.

6.4. AUDIT OF THE ANNUAL PERFORMANCE REPORT

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

The A-G performed procedures on the strategic objective 3 – Affordable Quality Services and found that the reported performance information for the year ended 30 June 2020 is useful and reliable in accordance with the applicable criteria, with the exception of the achievements in the annual performance report relating to the provision of free basic water to indigent households and the provision of free basic sanitation to indigent households, which differed materially from the supporting evidence.

The findings raised by the A-G were also raised by Internal Audit and the Audit Committee in their respective reports. The Audit Committee recommends continued focus on the implementation of all the recommendations of the A-G and Internal Audit in this regard.

6.5. AUDIT OF COMPLIANCE WITH LEGISLATION

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

6.6. INTERNAL CONTROL DEFICIENCIES

In addition to significant deficiencies in internal controls detailed earlier in the report, the A-G raised concerns relating to human resource management, information technology governance and systems, leadership over monitoring and implementation of action plans, and proper record keeping. The concerns raised by the A-G were also raised by Internal Audit and the Audit Committee during their meetings. The Audit Committee will continue to monitor and report to Council on the implementation of recommendations over these areas.

6.7. RISK MANAGEMENT

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

6.8. SPECIFIC FOCUS AREAS

a. Financial Viability

The A-G's audit included a high-level overview of the financial viability of George Municipality as at 30 June 2020. This financial viability assessment provides management with useful information for accountability and decision-making purposes and complements the financial statements by providing insights and perspectives thereon.

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

The A-G assessed the overall financial viability of George Municipality as "Good" which is a commendable achievement.

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

b. Irregular Expenditure

The Audit Committee notes the irregular expenditure of R₃,527,769 incurred in the current financial year, arising from the incorrect application of regulation 32 of the MFMA ("Piggy back contracts"). The Audit Committee stresses that management must follow the due processes to confirm that value was obtained for the expenditure.

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

c. COVID-19 related procurement and transactions

The Audit Committee commends the municipality for the results of the A-G audit over COVID-19 related procurement and transactions, for which the A-G reported no findings.

6.9. EMERGING RISKS

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

Accounting, performance management/ reporting and compliance matters

The Accounting Standards Board (ASB) has issued many GRAP pronouncements and some are effective from 1 April 2020, requiring the municipality to consider the impact on the reporting and compliance of both accounting and performance management.

Possible changes in audit scope

The A-G highlighted new areas and subject matters may be scoped in for the 2020/21 audit including the "Transfer of funds" and "Environment management". Additional focus may also be scoped back in for the 2020/21 audit relating to "Human resource management" and "Liability management". Value-add focus areas may be scoped back in for the 2020/21 audit relating to "water and sanitation and roads infrastructure" and "use of consultants".

Transversal matters:

The A-G highlighted emerging risks relating to their findings throughout local municipal audits performed in 2019/20:

- (i) SCM Regulation 32: Contracts secured through the application of regulation 32 cannot be amended, in terms of section 116(3) of the MFMA, if those amendments change the scope of the original contract. Non-adherence to these principles will be considered for non-compliance. It is noted that George Municipality incurred irregular expenditure of this nature during the 2019/20 period, and therefore, this risk remains relevant to George Municipality for the next financial year. Refer to Section 6.8 (b) for further details regarding irregular expenditure.
- (ii) **Deviations:** The municipality is advised to ensure that, where deviations are unavoidable, such cases are properly motivated/justifiable and documented and that the requirements of section 217 of the Constitution of the Republic of South Africa, 1996 (i.e. fair, equitable, transparent, competitive and cost-effective), are considered throughout.
- (iii) **Bid Adjudication Committee (BAC) Composition:** Each award should be adjudicated by a committee that is composed in compliance with the MFMA regulation 29(2) with additional consideration of National Treasury's confirmed principles including:
 - a. the senior manager referred to in regulations are managers as envisaged by section 56 of the Municipal Systems Act
 - b. the senior SCM practitioner does not have to be a manager as envisaged by section 56 of the Municipal Systems Act
 - c. in the case where the SCM practitioner is not a senior manager as defined, there needs to be four other members who are senior managers
 - d. The CFO cannot fulfil the role of both the CFO and the SCM practitioner
 - e. Not any senior manager can fulfil the role of SCM practitioner for purpose of the BAC the SCM practitioner's daily duties and functions should primarily include SCM functions
 - f. A voting member of a bid evaluation committee (BEC) cannot also be a member of the BAC. A member of the BEC can be present to provide clarity but may not do work of the BAC i.e. to review the decision of the BAC

Audit findings on the annual performance report: these findings may have an impact on the audit opinion in future

7. CONCLUSION

George Municipality experienced instability at a leadership level during the past two years which contributed to the action plans not adequately or timely addressing control deficiencies raised by the A-G. During the 2019/20 financial year there were allegations against the Mayor, Municipal Manager and some directors relating to procurement irregularities during the "War-on-waste project". Investigations were done and as result the Mayor, Municipal Manager and the Director of Community Services resigned. These officials are critical to the governance and operations of the municipality and therefore the continuous investigations from the 2018/19 financial year into the 2019/20 financial year and the resignation of these officials had a negative impact on the control environment at the municipality.

The Audit Committee notes that after 30 June 2020, Council appointed Dr M Gratz as the Acting Municipal Manager, and also commenced filling the critical Director vacancies. There have been significant improvements in the control environment, with focus on service delivery, capital project implementation, governance, risk management, consequence management, organisational and individual performance

management and information technology improvement relating to processes and controls.

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



Dr A POTGIETER – AUDIT COMMITTEE CHAIRPERSON (On behalf of the Audit Committee)

2.8 INTERNAL AUDIT

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

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

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

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

Internal Audit response to COVID-19

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

Internal audit should embrace this unique opportunity to:

- Participate in crisis management committees.
- Identify new and changed risks.
- Eliminate duplications and bottlenecks in new processes
- Be agile, including finding ways for internal auditors to work remotely.
- Ramp up data analytics.
- Provide answers as the liaison to the board and the audit committee.
- Work closely with those with first- and second-line roles, as well with external audit, by asking "How can we help?"
- Prepare to deal with pressures to "cross the line" by assuming management responsibilities.
- At the same time internal audit continued to provide assurance and insight on "business as usual" risk and risk responses, without overlooking areas of risk such as compliance that remain part of the risk landscape.

The Risk Management Department performed a re-assessment of the risks and facilitated the identification and assessment of COVID-19 related risks with the risk owners. Internal Audit adjusted the Internal Audit Plan and re-prioritised the Internal Audit budget in order to address the new COVID-19 related risks and risks impacted by COVID-19.

The updated approved 3-year rolling internal audit plan for 2019/20 is included below:

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|------------------------|--|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 1 | Planning, reporting and quality | | | | | | |
| 1.1 | Strategic and Operational Internal Audit Plan and costing (3-year rolling plan) (refer Engagement Project Administration below) | High | No | х | x | х | × |
| 1.2 | Engagement Project Administration (Incl Internal Audit Policies and Procedures Manual, Quality Assurance and Improvement Plan (QAIP) & Update of Internal Audit Charter) | High | No | × | × | x | X |
| 1.2 | Audit Committee meetings (Attendance, Secretariat function and reporting) | High | Yes | X | X | X | X |
| 1.4 | Internal Audit Steering Committee meetings (Attendance, Secretariat function and Reporting) | High | No | X | X | X | X |
| 1.5 | Divisional Project meetings (Refer Engagement Project Administration above) | High | No | ^ | ^ | ^ | ^ |
| 1.6 | Audit Quality Control (IIASA standard compliance) (Refer Engagement Project Administration above) | High | No | x | X | X | X |
| 1.7 | External Audit Liaison (& from FY20: Incl AG MLP follow-up / Action Plan review) | High | Yes | х | X | х | X |
| 2 | Risk Management and Risk Assessments | | | | | | |
| 2.1 | Risk Management and Risk Assessments (Assistance) (Risk Management Plan & Fraud Prevention Plan) | High | Yes | x | X | | x |
| 2.2 | Risk Universe (Assistance) (Refer Risk Management and Risk Assessments (Assistance) above) | High | Yes | х | х | х | х |
| 3 | Routine transversal projects | | | | | | |
| 3.1 | Performance Management System and Organisational Structure | High | Yes | x | х | х | х |
| 3.2 | Management Letter Point Follow-up | High | No | х | X | X | X |
| 3.3 | Relevant Legislation (MSA, MFMA, DoRA, etc.) | High | Yes | Х | X | X | X |
| 3.4 | Division of Revenue Act (DoRA) | High | Yes | | | Х | X |
| 3.5 | Quarterly Cash Counts (Including Revenue collection by Council and Petty Cash) | High | Yes | х | | | |
| 3.6 | Annual Cash Count (Including Revenue collection by Council and Petty Cash) | High | Yes | х | Х | Х | Х |
| 3.7 | Annual Stock Count | High | Yes | x | Х | х | х |
| 3.8 | Proclaimed Roads | Medium | No | х | Х | х | х |
| 3.9 | Annual EMV Card Count FY20 (GIPTN related) | High | No | | | х | |
| 4 | Ad hoc projects / Special investigations | | | | | | |
| 4.1 | Ad hoc assignments (To be negotiated when need arises) | High | N/A | X | Х | Х | X |

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|------------------------|--|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 4.2 | Overtime: Council Ad hoc request | High | N/A | X | | | |
| 4.3 | Allowances paid for the execution of additional duties (GIPTN): Council Ad hoc request | High | N/A | x | | | |
| 4.4 | GIPTN Ticket Inventory | High | N/A | х | | | |
| 4.5 | GIPTN Pre-Operational Expenditure payments | High | N/A | X | | | |
| 4.6 | Electricity Billings Review FY17 | High | N/A | X | | | |
| 4.7 | Rates Clearance Certificate Review FY17 | High | N/A | X | | | |
| 4.8 | COVID-19: Expenditure FY20 | High | N/A | | | Х | |
| 4.9 | COVID-19: Donations FY20 | High | N/A | | | Х | |
| 5 | Directorates | | | | | | |
| 5.1 | Office of the Municipal Manager | | | | | | |
| 5.1.1 | Audit Committee | High | Yes | x | х | х | х |
| 5.1.2 | Internal Audit | High | Yes | | | | |
| 5.1.3 | Risk Management (Also refer Risk Management and Risk Assessments above) | High | No | х | х | х | Х |
| 5.1.4 | Organisational Structure | High | No | | | | |
| 5.1.5 | Disaster Management | High | No | | | | |
| 5.1.6 | Fraud Risk Management (Also refer Risk Management above) | High | Yes | | | | |
| 5.1.7 | Leave (Leave Termination Process) | High | Yes | | | × | |
| 5.1.8 | Human Resources (Incl Overtime and Attendance Registers) | High | Yes | | | | |
| 5.1.9 | Information Technology | High | Yes | | | Х | |
| 5.1.10 | Office of the Executive Mayor | High | Yes | | | | |
| 5.1.11 | Corporate Ethics (CAE/In-house team) | High | No | х | | | |
| 5.1.12 | Communication Management | High | No | | | | |
| | Other projects to consider: | | | | | | |

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|---------------------|---|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 5.1.13 | mSCOA | Medium | Yes | | X | | |
| 5.1.14 | Policies and Procedures (Considered as part of each area audited) [Previously High Rated] | Medium | Yes | х | Х | х | × |
| 5.2 | Financial Services | | | | | | |
| 5.2a | Income Division | | | | | | |
| 5.2.1 | Billing System (Including Meter reading, invoicing & billing) | High | Yes | x | | | х |
| 5.2.2 | Credit Control - Internal (Also refer below) | High | No | | | | |
| 5.2.3 | Indigents | High | Yes | | | | |
| 5.2.4 | Tariff Listing | High | Yes | x | | | |
| 5.2b | Revenue Collection | | | | | | |
| 5.2.5 | Credit Control - Internal | High | No | | | | |
| 5.2.6 | Bookkeeping and Reconciliations | High | Yes | | | | |
| 5.2.7 | Prepaid Electricity | High | Yes | × | | | |
| 5.2.8 | Revenue Collection by Council | High | No | | | | |
| 5.2.9 | Revenue Collection by Third Party | High | No | | | | |
| 5.2C | Supply Chain Management | | | | | | |
| 5.2.10 | Bid Specification, Bid Invitation, Bid Evaluation & Bid Adjudication | High | Yes | | | | х |
| 5.2.11 | Procurement & Tender Management (Incl Demand Management, Supplier Database, Compulsory forms & declarations, Piggyback etc) | High | Yes | х | | | |
| 5.2.12 | Deviations | High | Yes | | | х | |
| 5.2d | Contract Management | | | | | | |
| 5.2.13 | Contract Management (Incl SCM - Contractor Management) | High | Yes | | X | | |

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|------------------------|---|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 5.2e | Finance & Credit Control | | | | | | |
| 5.2.14 | Credit Control - Internal (Also refer above) | High | No | | | | |
| 5.2.15 | Debtors | High | Yes | | | | |
| 5.2f | Cash and Cash Equivalents | | | | | | |
| 5.2.16 | Cash Management (Refer Annual Cash Counts) & Petty Cash | High | Yes | x | x | x | × |
| 5.2.17 | Investments | High | Yes | | | | |
| 5.2g | General Processes | | | | | | |
| 5.2.18 | Assurance | High | Yes | | | | |
| 5.2.19 | Consequence Management (Incl Irregular Expenditure) | High | Yes | | | | x |
| 5.2h | Other Divisions / Business Processes | | | | | | |
| 5.2.20 | Assessment Rates and Valuations | High | Yes | х | | | |
| 5.2.21 | Stores | High | No | x | | | |
| 5.2.22 | Expenditure Division (/Expenditure Management incl Creditor Management, Goods/Services received, Purchase requisitions) | High | Yes | | | | |
| 5.2.23 | Payroll | High | Yes | | | | |
| 5.2.24 | Financial Statement Reporting / Management (Incl Journals, mSCOA and Budget Office) | High | Yes | | | | |
| 5.2.25 | Financial Statement Review | High | Yes | х | х | х | Х |
| 5.2.26 | Internal Control Testing Follow-up | High | No | × | | | |
| 5.2.27 | Insurance | High | Yes | | | | |
| 5.2.28 | Water Consumption (CAE/In-house team) | High | Yes | x | | | |
| | Other projects to consider: | | | | | | |

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|------------------------|---|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 5.2.29 | None | N/A | N/A | | | | |
| 5-3 | Corporate Services | | | | | | |
| 5.3a | Human Resources Administration | | | | | | |
| 5.3.1 | Overtime | High | Yes | x | | | х |
| 5.3.2 | Human Resources Administration (Including Training & Development) | High | Yes | x | | | |
| 5.3.3 | Leave Management (Incl Terminations) | High | Yes | х | x | | |
| 5.3b | Recruitment & Appointment | | | | | | |
| 5.3.4 | Recruitment & Appointment (Incl Vacancies) [Budget reduced to accommodate EMV Card Count] | High | No | | | x | |
| 5.3.5 | Leave (Also refer Leave Management Above) | High | Yes | | | | |
| 5.3C | Other Divisions | | | | | | |
| 5.3.6 | Occupational Health and Safety | High | No | | | | x |
| | Other projects to consider: | | | | | | |
| 5.3.7 | None | N/A | N/A | | | | |
| 5.4 | Civil Engineering Services | | | | | | |
| 5.4a | Planning & Project Management | | | | | | |
| 5.4.1 | Infrastructure Planning | High | No | | | | |
| 5.4.2 | Land Development | High | No | | | | |
| 5.4b | Other Divisions / Processes | | | | | | |
| 5.4.3 | Roads and Storm Water | High | No | | | | |
| 5.4.4 | Water & Waste Water (Including Collection and Conveyance, Treatment and Distribution) | High | No | | | | |

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|------------------------|--|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 5.4.5 | Vacancies | High | No | | | | |
| | Other projects to consider: | | | | | | |
| 5.4.6 | None | N/A | N/A | | | | |
| 5.5 | Electro Technical Services | | | | | | |
| 5.5.1 | Distribution (Incl Engineering Services) | High | No | | | | |
| 5.5.2 | Maintenance | High | No | | | | |
| 5.5.3 | Network Management (Incl Illegal connections) | High | No | | | | |
| 5.5.4 | General (Incl Vacancies, Communications, IT infrastructure, Traffic lights failure) | High | No | | | | |
| 5.5.5 | Electricity Supply | High | No | | | | |
| | Other projects to consider: | | | | | | |
| 5.5.6 | None | N/A | N/A | | | | |
| 5.6 | Human Settlements | | | | | | |
| 5.6.1 | General (Incl Predetermined Objectives) | High | No | | | | |
| 5.6.2 | New Housing | High | No | | | | |
| | Other projects to consider: | | | | | | |
| 5.6.3 | None | N/A | N/A | | | | |
| 5.7 | Planning & Development | | | | | | |
| 5.7a | Economic Development | | | | | | |
| 5.7.1 | Performance Management System and Organisational Structure | High | Yes | × | x | x | × |
| 5.7.2 | IDP, SDBIP and Strategic Planning (Refer Performance Management System and Organisational Structure above) | High | Yes | х | X | X | X |

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|---------------------|--|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 5.7b | Other Divisions | | | | | | |
| 5.7.3 | Building Control and Illegal Structures | High | No | | x | | |
| 5.7.4 | Planning: Land Use Planning | High | No | | | | |
| 5.7.5 | Tourism | High | No | | | | |
| 5.7.6 | General: Appointments / Vacancies | High | No | | | | |
| | Other projects to consider: | | | | | | |
| 5.7.7 | None | N/A | N/A | | | | |
| 5.8 | Community Services | | | | | | |
| 5.8.1 | Cleansing & Environmental Health (Incl Refuse Removal and Dumping & Illegal Dumping) | High | Yes | | | | |
| 5.8.2 | Community Development & Upliftment (Incl Youth & HIV Care) | High | No | | | | |
| 5.8.3 | Sport Development | High | No | | | | |
| 5.8.4 | Parks & Recreation (Incl Cemeteries) | High | No | | | | |
| 5.8.5 | Library | High | No | | | | |
| | Other projects to consider: | | | | | | |
| 5.8.6 | None | N/A | N/A | | | | |
| 5.9 | Protection Services | | | | | | |
| 5.9.1 | George Integrated Public Transport Network (GIPTN) | High | Yes | × | x | | × |
| 5.9.2 | Traffic Services (Incl Legal Procedures, Fines and Summonses) | High | Yes | × | | | |
| 5.9.3 | Traffic Law Enforcement | High | No | | | | |
| 5.9.4 | Licensing (Including Motor vehicle and Driver's licenses) | High | Yes | | | | |

| Audit unit ref. new | Audit Activity | Inherent Risk Assessment | Coverage by Auditor- General | Prior 3- year cycle | 2018/2019 | 2019/2020 | 2020/2021 |
|---------------------|---|--------------------------------|------------------------------------|---------------------------|-----------|-----------|-----------|
| 5.9.5 | Law Enforcement & Security Management | High | No | | | | |
| 5.9.6 | Anti-Land Invasion | High | No | | | | |
| 5.9.7 | Fire and Emergency Services | High | No | | | | |
| | Other projects to consider: | | | | | | |
| 5.9.8 | Mechanical Division (Including Fleet Management) | Medium | No | | x | | |
| 6 | Skills Transfer Workshops and Manuals (Refer separate Skills Transfer Plan) | | | | | | |

Relating to and during the 2019/2020 financial year the following Internal Audit reports were issued:

| No | Internal Audit Report Issued |
|----|--|
| 1 | Annual Cash Count FY19 |
| 2 | Annual Stock Count FY19 |
| 3 | Confirmation of leave balances (terminations) |
| 4 | Leave Termination Process FY20 |
| 5 | Performance Management System Q1 2019/2020 |
| 6 | Performance Management System Q2 2019/2020 |
| 7 | Annual Cash Count FY20 |
| 8 | Annual Stock Count FY20 |
| 9 | Contract Management FY19 |
| 10 | Integrated Risk Management and Internal Audit Report: Supply Chain Management (FY19) |

2.9 SUPPLY CHAIN MANAGEMENT

2.9.1 Supply Chain Management Overview

The George Municipality Supply Chain Management Policy overall objectives are to:

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

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

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

2.9.2 Competitive Bids Exceeding R200 000

Bid Committee Meetings

The following table details the number of bid committee meetings held for the 2019/20 financial year:

| Bid Specification Committee | Bid Evaluation Committee | Bid Adjudication Committee |
|-----------------------------|--------------------------|----------------------------|
| 40 | 40 | 14 |

Awards made by the Bid Adjudication Committee

The bid adjudication committee awarded **10** bids with an estimated value of **R141 million** (excluding annual store stock bids, technical annual bids and other as and when required.)

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

| Bid Number | Title of Bid | Directors and Section | Successful Bidder | Value of bid awarded R |
|----------------|---|-------------------------------|---|------------------------------|
| T/ING/023/2018 | Upgrading of the Outeniqua WTW - Mechanical, Electrical and Instrumentation Works | Civil Engineering Services | Water Purification Chemical and Plant cc | R117 201 296,96 |
| ENG031/2019 | Appointment of a Contractor for the Electrification of ERF 325, East (Phase C) | Electro-Technical Services | MDL Engineering (Pty) Ltd | R11 828 171,50 |
| T/ING/005/2019 | Service and Maintenance of Aerators for a period of three (3) years | Civil Engineering Services | Coastal Armature Winders and Supplies cc | R4 450 815,10 |
| MM017/2019 | Internal Audit Services for a period of one year with option to extend for another (1) year | Municipal Manager | PKF George | R2 796 340,00 |
| T/ING/006/2019 | Maintenance of Wastewater and Water Purification Sites and Clearing of Pathways to rivers for sampling for a period of three (3) years | Civil Engineering Services | Area 1: Apcot Trading (Pty) Ltd | R1 268 460,00 |
| COM011/2019 | Service and Maintenance of Aerators for a period of three (3) years | Community Services | Combo Sign (Pty) Ltd | R1 153 506,12 |
| DPD038/2019 | Tender for: Part A - Repair & Replacement of Slate Roof Tiles & Cleaning of Concrete Roofs & Removal & Replacement of existing asbestos rainwear; Part B: Removal of existing Slate Tiles & Installation of new Coverland Tiles | Human Settlement | Imvusa Trading 85cc t/a MSD Construction | R1 028 268,01 |
| DPD030/2019 | Removal and Replacement of the Floor at the Pacaltsdorp Community Hall | Human Settlement | Makhare Holding (Pty) Ltd t/a MH Construction | R709 773,79 |
| DPD056/2019 | Extension of Building at Lawaaikamp Old Age Home | Human Settlement | Makhare Holding (Pty) Ltd | R386 515,00 |
| ENG006/2019 | Appointment of a contractor for the construction and installation of a security fence around substation | Electro-Technical Services | Ice Gee (Pty) Ltd | R327 250,00 |

Awards Made by the Accounting Officer

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

| Bid Number | Title of Bid | Directors and Section | Successful Bidder | Value of bid awarded R |
|----------------|--|-----------------------------------|---|------------------------------|
| T/ING/031/2018 | Tender for the Road Rehabilitation, Resurfacing and Ancillary Works for a period of three years | Civil Engineering Services | Panel of Contractors: Martin & East (Pty) Ltd; Civil 2000 (Pty) Ltd; Roadmac Surfacing Cape (Pty) Ltd; Tau Pele Construction (Pty) Ltd; Aqua Transport & Plant Hire (Pty) Ltd; WTW Civil (Pty) Ltd; Entsha Henra (Pty) Ltd; Actophambili roads (Pty) Ltd | Rates |
| T/ING/023/2018 | Upgrading of the Outeniqua WTW - Mechanical, Electrical and Instrumentation Works | Civil Engineering Services | Water Purification Chemical and Plant cc | R117 201 296,96 |
| ENG031/2019 | Appointment of a Contractor for the Electrification of ERF 325, East (Phase C) | Electro- Technical Services | MDL Engineering (Pty) Ltd | R11 828 171,50 |

Appeals Lodged by Aggrieved Bidders

| DATE | TENDER NO | DESCRIPTION | COMPLAINANT | COMPLAINED | ОИТСОМЕ |
|------------|--------------|--|-----------------------|--|--|
| 01 07 2019 | ENG 021/2019 | Supply and Delivery of surge Generator 16kv. | H.V Test | Object against the awarding to Lead HV (Pty) Ltd. Stating that possible fronting could be present and must be investigated. | Not successful. No proof of fronting could be found. |
| 19 08 2019 | PS036/2019 | Supply and Delivery of GIPTN Staff Uniforms. | Uniforms of George | Object against the awarding to Linda Jacobs Promotions, as they do not comply with the local content conditions. Also requested information. | Not successful. The preferred bidder complied with the local content conditions and was informed to apply for access to information. |
| 23 09 2019 | PS001/2019 | Repairs and maintenance to existing tracking and camera units for 3 years. | Netstar (Pty)Ltd. | Requested information to formulate their objection. | Information was provided, objection was formulated and found to be not successful, as Netstar failed the pre- |

| DATE | TENDER NO | DESCRIPTION | COMPLAINANT | COMPLAINED | ОИТСОМЕ |
|------------|-------------|--|---------------------------------------|---|---|
| | | | | | qualification phase and could not be evaluated on price and points. |
| 23 09 2019 | PS001/2019 | Repairs and maintenance to existing tracking and camera units for 3 years. | Byropart (Pty)Ltd. | Object against the awarding to AFSOL, as they do not have an office in George and their price is too high. | Not successful. The specification was to open an office in George and not to have an established office. The preferred bidder did comply with all the specifications. |
| 02 10 2019 | DPD044/2019 | Hiring and maintaining / servicing of chemical toilets. | Sanitech | Object against the awarding to Moreki Distributors as their price is too low. Also requested Access to Information to formulate their objection with reasons. | Not successful. The preferred bidder tendered according to the tender specifications. |
| 14 11 2019 | ENG017/2019 | Appointment of Consulting Engineers for professional engineering services for electrical projects for 3 years. | Bosch Projects (Pty) Ltd. | Object that their BBBEE certificate was in order. | Not successful, as their BBBEE certificate was not valid on the day of the evaluation of the tender. |
| 26 11 2019 | ING006/2019 | Maintenance of wastewater and water purification sites as well as cleaning of pathways to rivers for sampling for 3 years. | Apcot General Trading (Pty)Ltd. | Object that their prices were the cheapest. | Successful. They were omitted from the evaluation phase. This was corrected, and it was referred back by the BAC to the BEC for re-evaluation. |
| 28 11 2019 | ING006/2019 | Maintenance of wastewater and water purification sites as well as cleaning of pathways to rivers for sampling for 3 years. | MPD Projects (Pty)Ltd. | Object that the successful tenderer did not tender for the amount, as reflected in the | Not successful. Bona fide error resulted in wrong amount in the letters to tenderers. This |

| DATE | TENDER NO | DESCRIPTION | COMPLAINANT | COMPLAINED | ОИТСОМЕ |
|------------|--------------|---|--------------------------------------|--|---|
| | | | | municipal correspondence. | was rectified and resent with the correct amount. |
| 12 12 2019 | MMo36/2019 | Appointment of a biometrics network service provider for the installation, relocation and supply of biometric devices, all municipal sites, as and when required, for a period of one year from date of appointment. | Byropart (Pty)Ltd | Object that they submitted the lowest price and should therefore have been appointed. | Not successful. Although their price was the lowest, they did not score the highest points. |
| 06 01 2020 | DPD048/2019 | Tender for lease of various portions of Municipal sites for non-illuminated lamp post mounted signs. | Directosign (North) (Pty) Ltd. | Object that is not possible to erect 4140 signs in George. Also stated that their price over a 5-year period was the cheapest. | Not successful. The total of 4140 signs was an estimated number over a 5-year period. Although their price was the lowest, the successful tenderer scored the highest overall points. |
| 25 02 2020 | DPD 064/2019 | Supply and Installation of Security Fencing, Kekkel & Kraai Creche Borcherds | Zab's Enterprises (Pty)Ltd. | Object that it is impossible to comply with the specs by the amount quoted and discrepancy in length of the fence. | Not successful, the tendered price was found to be in order. |
| 20/03/2020 | PS 030/2019 | Appointment of a professional team to provide marketing and communication services for the George Integrated Public Transport Network (GIPTN) as and when required, for a period of three (3) years from date of appointment. | Huriqua (Pty) Ltd. | They alleged that Rock Solid JV was awarded preferential treatment as result of access to confidential information. | Not successful. The claims by the objector could not be substantiated. |

2.9.1 Awards made to Enterprises within the George Municipal Area

The following table details the value of formal written price quotations between R₃0 000 and R₂00 000 awarded during the 2019/2020 financial year.

| Number of contracts awarded | Value of contractors awarded | |
|-----------------------------|------------------------------|--|
| | R | |
| 50 | 6 848 724 | |

2.9.2 Deviation from Normal Procurement Processes

Paragraph 36 of Council's Supply Chain Management (SCM) Policy allows the Accounting Officer to deviate with the official procurement process. Deviations amounting to **R12** 463 881.47 were approved. The following table provides a summary of deviations approved for 2019/20 respectively.

| Directorate | Less than R30 000 | Between R30 001 and R200 000 | Between R200 001 and R2 000 000 | More than R2 000 000 |
|---------------------------------|----------------------|--------------------------------------|------------------------------------|-------------------------|
| Civil Engineering Services | 289 973,27 | ² 457 3 ¹² ,57 | 1 679 588,24 | Ro,oo |
| Community Services | 182 082,22 | 688 942,80 | Ro,oo | Ro,oo |
| Corporate Services | 127 753,29 | 317 508,59 | Ro,oo | Ro,oo |
| Electro-Technical Services | 444 270,39 | 927 374,46 | 1 602 826,88 | Ro,oo |
| Financial Services | Ro,oo | 50 000,00 | Ro,oo | Ro,oo |
| Human Settlement | 37 963,87 | 279 079,15 | Ro,oo | Ro,oo |
| Office of the Municipal Manager | 58 672,31 | 247 336,35 | 851 235,7 | Ro,oo |
| Planning and Development | 36 472,50 | 145 390,00 | Ro,oo | Ro,oo |
| Protection Services | 120 649,75 | 1 200 053,22 | 719 395,86 | Ro,oo |
| Total | 1 297 837,60 | 6 312 997,14 | 4 853 046,73 | Ro,oo |

2.9.3 Logistics Management

- The system of logistics management must ensure the following:
- The setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;
- The placing of manual or electronic orders for all acquisitions other than those from petty cash;
- Before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and are in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged, is as quoted in terms of a contract;
- Appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;
- Regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and
- Monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

- Each stock item at the municipal stores, Mitchell Street is coded and is listed on the financial system. Monthly monitoring of patterns of issues and receipts are performed by the Storekeeper.
- Inventory levels are set at the start of each financial year. These levels are set for normal operations. In
 the event that special projects are being launched by departments, such information is communicated
 timeously to the Stores section in order for them to gear them to order stock in excess of the normal
 levels.
- Internal controls are in place to ensure that goods and service received are certified by the responsible person which is in line with the general conditions of contract.
- Regular checking of the condition of stock is performed.

As at 30 June 2020 the value of stock at the municipal stores amounted to R7 307 485.18. For the 2019/20 financial year, stock to the value of only R228 962.85 was accounted for as surpluses and R211 694.18 as deficits.

2.9.4 Performance Management

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

| Key performance indicator | 2018/19 | 2019/20 |
|--|----------------------|----------------------|
| Ensure that tenders are successfully finalised and awarded within the validity period of the tender to enhance effective delivery of services. | 95% | 95% |
| Submit within 10 days of each quarter a report on the implementation of the SCM Policy. | 4 reports | 4 reports |
| Compliance with the SCM Policy measured by the limitation of successful appeals against the municipality. | 3 Successful appeals | 1 Successful appeals |

SCM performance indicators

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

Progress has been made with regards to the 2019/20 Auditor-General's audit findings on SCM. With regards to the finding on "Contract Management", monthly evaluation forms are completed, and quarterly reports are prepared.

2.10 BY-LAWS AND POLICIES

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

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

| By-laws developed/revised | Date adopted | Public Participation Conducted Prior to adoption of By-Laws Yes/No | |
|--|--------------|--|--|
| No bylaws were developed or revised during the 2019/2020 Financial Year. | | | |

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

| Policies developed/ revised | Date adopted | Public Participation Conducted Prior to adoption of policy Yes/No |
|--|-------------------|--|
| Customer Care, Credit Control and Debt Collection Policy | 30 June 2020 | Yes |
| Property Rates Policy | 30 June 2020 | Yes |
| Tariff Policy | 30 June 2020 | Yes |
| Unauthorized, Irregular and Fruitless and Wasteful Expenditure Policy | 30 June 2020 | Yes |
| Indigent Policy | 30 June 2020 | Yes |
| Travel and Subsistence Policy | 30 June 2020 | Yes |
| Supply Chain Management Policy | 30 June 2020 | Yes |
| PPPFA Policy | 30 June 2020 | Yes |
| Long Term Financial Plan | 30 June 2020 | Yes |
| Cost Containment Policy | 19 September 2019 | No |
| Virement Policy | 30 June 2020 | - |
| Cash Management Policy | 30 June 2020 | - |
| Asset Management Policy | 30 June 2020 | - |
| Funding, Borrowing and Reserve Policy | 30 June 2020 | - |
| Liquidity Policy | 30 June 2020 | - |
| ICT Data Backup and Recovery Policy | 22 August 2019 | - |
| ICT Service Level Agreement Management Policy (External Service Providers) | 22 August 2019 | - |
| ICT Service Level Agreement Management Policy (ICT and Municipality) | 22 August 2019 | - |
| ICT Users Access Management Policy | 22 August 2019 | - |
| ICT Security Controls Policy | 22 August 2019 | - |
| ICT Operations Systems Security Controls Policy | 22 August 2019 | - |

2.11 WEBSITES

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

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

The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. It is a communication tool that should allow easy and convenient access to relevant information. The municipal website should serve as an integral part of the municipality's communication strategy.

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

| Description of information and/or document | Yes/No and/or Date Published |
|---|---------------------------------|
| Municipal contact details (Section 14 of the Promotion of Access to Information | Act) |
| Full Council details | Yes |
| Contact details of the Municipal Manager | Yes |
| Contact details of the CFO | Yes |
| Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA) | |
| Adjusted Budget 2019/20 | Yes |
| Asset Management Policy | Yes |
| Borrowing Policy | Yes |
| Budget and Treasury Office delegations | No |
| Budget and Treasury Office Structure | No |
| Customer Care, Credit control and Debt Collection Policy | Yes |
| Delegations | |
| Draft Budget 2019/20 | Yes |
| Funds and Reserves Policy | Yes |
| Grants-In-Aid Policy | Yes |
| Indigent Policy | Yes |
| Investment and Cash Management Policy | Yes |
| Long Term Financial Policy | Yes |
| Petty Cash Policy | Yes |
| Rates Policy | Yes |
| SDBIP 2019/20 | Yes |

| Description of information and/or document | Yes/No and/or Date Published |
|---|---------------------------------|
| Supply Chain Management Policy | Yes |
| Tariff Policy | Yes |
| Travel and Subsistence Policy | Yes |
| Virement Policy | Yes |
| Integrated Development Plan and Public Participation (Section 25(4)(b) of the MSA and Section MFMA) | n 21(1)(b) of the |
| IDP Process Plan for 2019/20 | Yes |
| Reviewed IDP for 2019/20 | Yes |
| SCM (Sections 14(2), 33, 37 &75(1)(e) &(f) and 120(6)(b) of the MFMA and Section 18(a) of the Regulation) | National SCM |
| Contracts which impose a financial obligation on the municipality beyond 3 years | |
| Long Term borrowing contracts | Yes |
| Public invitations for formal price quotations | |
| Public-Private Partnership agreement | |
| SCM contracts above R ₃ 0 000 | |
| Section 37 of the MFMA; No 56 of 2003 (Unsolicited Bids/Contracts) | |
| Service delivery agreements | |
| Reports (Sections 52(d), 71, 72 &75(1)(c) and 129(3) of the MFMA) | |
| Annual Report of 2018/19 | Yes |
| Mid-year budget and performance assessment | Yes |
| Monthly Budget Statement | Yes |
| Oversight reports | Yes |
| Quarterly Reports | Yes |
| Local Economic Development (Section 26(c) of the MSA) | |
| Economic Profile (Captured in IDP) | Yes |
| LED Policy Framework | n/a |
| LED Projects – (Under News) | Yes |
| Local Economic Development Strategy | Yes |
| Assurance Functions (Sections 62(1), 165 & 166 of the MFMA) | |
| Audit Committee charter | Yes |
| Internal Audit charter | Yes |
| Risk Management Policy | Yes |

2.12 COMMUNICATION

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

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

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

| Communication activities | Yes/No | Date Approved/Completed |
|--------------------------------------|--------|-------------------------|
| Communication strategy | Yes | June 2015 |
| Corporate Identity Manual (Internal) | Yes | Activated February 2019 |

Communication Activities

2.12.1 Communication Unit

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

2.12.2 Newsletters

| Type of Newsletter | Issues distributed | Circulation number | Date distributed | |
|--|--------------------|--------------------|---|--|
| | | | June 2019 | |
| Internal – Munindaba | 3 | Print 2000 | September 2019 | |
| | | | March 2020 | |
| Fitzeral Municipal | | | September 2019 | |
| External – Municipal Newspaper (Tabloid) | 3 | Print 25 000 | December 2019 | |
| | | | March 2019 | |
| | | | September 2019 | |
| | | | October 2019 | |
| External - Municipal | | Printed 45000 | November 2019 | |
| Newsletter¢page) | 4 | Email 25 000 | February 2020 | |
| | | | Link sent to emailed versions April 2020 | |

2.12.3 Awareness Campaigns

George Municipality embarked on the following awareness campaigns during the 2019/2020 financial year:

- Water Security: Garden Route Dam Upgrade;
- Festive Season Safety December 2019;
- Summer Fire Safety 2019 and 2020;
- Adjustment Budget 2019/2020;
- Budget 2020/21 Tariff Increases;
- Energy Efficiency World of Tomorrow Festival August 2019;
- Recycling Phase 1 and 2 Blue and Green Bag Recycling;
- Road Upgrades 2019;
- Illegal Dumping;
- Illegal Connections;
- Service Delivery Information;
- Women's Month 2019;
- Tourism Month 2019;
- Youth Month 2019 and 2020;
- Mandela Month 2019 and 2020;
- Housing Database Verification Drive September 2019;
- Funda Mzantsi Event September 2019;
- IERM Convention September 2019;
- OCC September 2019 and February 2020;
- Transport Month 2019 Driver of the Year October 2019;
- George Tens Rugby Festival December 2019;
- Covid-19 Awareness March to June 2020;
- Covid-19 Hotspot Awareness June 2020.

2.12.4 Additional Communication Channels Utilised

| Channel | Yes/No | Number of People Reached / Followers |
|--|--------|--|
| Facebook | Yes | 20165 (+ 4557) |
| Twitter | Yes | 3193 (+436) |
| SMS System | Yes | Limited to Council / Ward Committee Members |
| Municipal App | Yes | Launched September 2017, 6569 subscribers (+2033) |
| Website | Yes | ± 9500 daily users |
| Instagram | Yes | 742 (As of August 2019) |
| LinkedIn | Yes | 73 (As of September 2019) |
| You Tube | Yes | 143 (As of May 2019) |
| WhatsApp Groups | Yes | Council, Media, Directorates, Community Policing Forums |
| Community Newspaper GeorgeHerald (Bi-monthly Column called Focus ON) | Yes | ± 20 000 readers |

| Commercial Radio Station – Algoa FM (News | Yes | ± 6o ooo Garden Route listeners |
|---|-----|--|
| Sponsorship/RadioAdverts) | | |
| CommunityRadioStation–Heartbeat FM(Weekly | Yes | ± 102 000 listeners |
| RadioSlot/5 x radio adverts per day | | |
| CommunityRadioStation – Eden FM (Weekly | Yes | ± 195 000 listeners |
| RadioSlot/5xradio adverts perday) | | |
| Media Releases | Yes | 1 July 2019 – 30 June 2020 - 350 |
| | | Media Releases issued (Average 29 per |
| | | month) |
| Media Queries | Yes | 1 July 2019 – 30 June 2020 - 471 Media |
| | | Queries received and responded to (Average |
| | | 39 per month) |

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

3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

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

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

3.1.1 Legislative Requirements

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

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

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

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

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

3.1.2 Organisational Performance

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

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

3.1.3 Performance System Followed for the Financial Year 2019/20

i. The IDP and the Budget

The reviewed IDP and Budget for the financial year 2019/20 were approved by Council on 30 June 2019. The IDP and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

ii. Service Delivery and Budget Implementation Plan

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

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when strategies, objectives and business processes of the Municipality are implemented. It also assigns the responsibility to Directorates of delivering of municipal services in terms of the IDP and budget.

The Top Layer SDBIP was approved by the Executive Mayor on 20 June 2019.

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

- Areas to be addressed and the root causes contained in Management Letter of the Auditor-General, as well as the risks identified during the 2018/19 audit;
- Alignment with the IDP, National Key Performance Areas (KPAs), Municipal KPAs and IDP objectives;
- Municipal Public Accounts Committee's Report on the Annual Report 2018/19;
- The risks identified by the Internal Auditor during the municipal risk analysis.

iii. Actual Performance

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

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

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

iv. Quarterly Reporting

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

| Period of Reporting | Date Signed | | |
|--|-----------------|--|--|
| Quarter 1 (01 July 2019 – 30 September 2019) | 16 October 2019 | | |
| Quarter 2 (01 October 2019 – 31 December 2019) | 15 January 2020 | | |
| Quarter 3 (01 January 2020 – 31 March 2020) | 19 May 2020 | | |
| Quarter 4 (01 April 2020 – 30 June 2020) | 27 July 2020 | | |

3.1.4 Performance Management

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

i. Organisational Performance

The organisational performance is monitored and evaluated through the SDBIP. The performance process can be summarised as follows:

- The Top Layer SDBIP was approved by the Executive Mayor on 20 June 2019 and was subsequently revised on 25 February 2021.
- The web-based system sends automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance
- against key performance indicator targets every month for the previous month's performance;

- A mid-year budget and performance (Section 72) report was compiled within the legislative timeframes, tabled to Council and approved and thereafter submitted to Provincial Treasury;
- Roll-out of performance agreements for other levels of management other than Senior Management (Section 57 appointees) is ongoing;
- Internal Audit conducted an audit on the Top Layer SDBIP for all quarters and reported to the Performance Audit Committee on a quarterly basis.
- The Audit Committee also acts as the Performance Audit Committee and is fully functional.

ii. Individual Performance

Senior Management

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

The 2019/2020 performance agreements for the Section 57 appointments were signed as indicated in the table below:

| Position | Name | Date Signed |
|-------------------------------------|-----------------|--------------|
| Municipal Manager | Mr T Botha | 25 July 2019 |
| Director: Community Services | Mr W. Hendricks | 25 July 2019 |
| Director: Human Settlements | Mr C. Lubbe | 25 July 2019 |
| Director: Financial Services | Vacant | |
| Director: Civil Engineering | Mr R. Wesso | 25 July 2019 |
| Director: Protection Services | Mr S. Erasmus | 25 July 2019 |
| Director: Corporate Services | Mr S. James | 25 July 2019 |
| Director: Planning and Development | Vacant | |
| Director: Electrotechnical Services | Vacant | |

Performance Agreements

3.2 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER)

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

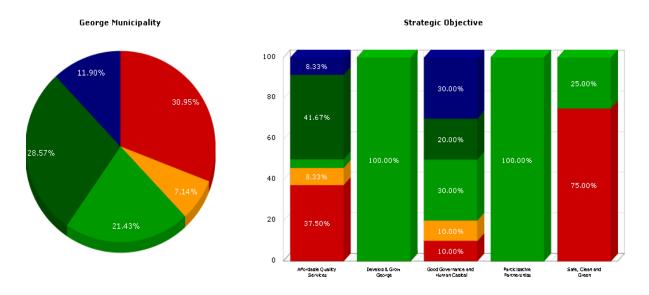
The following figure explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (KPIs) of the SDBIP is measured:

| Category | Colour | Explanation | | |
|------------------------|--------|---|--|--|
| KPI Not Yet Measured | | KPIs with no targets or actuals in the selected period. | | |
| KPI Not Met | | o% <= Actual/Target <= 74.999% | | |
| KPI Almost Met | | 75.000% <= Actual/Target <= 99.999% | | |
| KPI Met | | Actual meets Target (Actual/Target = 100%) | | |
| KPI Well Met | | 100.001% <= Actual/Target <= 149.999% | | |
| KPI Extremely Well Met | | 150.000% <= Actual/Target | | |

SDBIP Measurement Categories

3.2.1 Overall Performance

The graph below displays the overall performance for 2019/2020 per Strategic Objective:



| | George | Strategic Objective | | | | |
|-------------------------|--------------|-----------------------------------|-----------------------------|---|-------------------------------|--------------------------|
| | Municipality | Affordable Quality Services | Develop & Grow George | Good Governance and Human Capital | Participative Partnerships | Safe, Clean and Green |
| Not Met | 13 (30.95%) | 9 (37.50%) | - | 1 (10.00%) | - | 3 (75.00%) |
| Almost Met | 3 (7.14%) | 2 (8.33%) | - | 1 (10.00%) | - | - |
| Met | 9 (21.43%) | 1 (4.17%) | 1 (100%) | 3 (30.00%) | 3 (100.00%) | 1 (25.00%) |
| Well Met | 12 (28.57%) | 10 (41.67%) | - | 2 (20.00%) | - | - |
| Extremely Well Met | 5 (11.90%) | 2 (8.33%) | - | 3 (300.00%) | - | - |
| Total: | 42 | 24 | 1 | 10 | 3 | 4 |
| | 100% | 57.14% | 2.38% | 23.81% | 7.14% | 9.52% |
| Total % Target Achieved | | | 61.90% | | | |

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

a) Affordable Quality Services

| | , | Unit of | Pre-determined | | | us Year | Original | Revised | Q1 | Q2 | Q3 | | Q4 | | | Performan | ce |
|------------------|--|----------------------|------------------------------------|------------|----------------------|----------------------|----------------------|----------------------|---------------|--------------|--------------|----------------------|----------------------|---------|---------------|------------------|----|
| Ref | KPI Name | Measurement | Objective | Area | Perfor | | Annual | Annual | Actual | Actual | Actual | | | - | L | 019/2020 | _ |
| TL6 | Limit water network | % Water network | To provide world | 1 | Target 25.00% | Actual 23.24% | Target 25.00% | Target 25.00% | 0.00% | 0.00% | 0.00% | Target 25.00% | Actual 20.27% | R | Target 25.00% | Actual 20.27% | R |
| TLO | losses to less than 25% | losses by 30 June | class water services | 1 | 23.00% | 23.24/0 | 23.0076 | 23.00% | 0.0076 | 0.0076 | 0.0076 | 23.00% | 20.2770 | В | 23.00% | 20.2770 | Ь |
| | by 30 June 2020 | 2020 | in George to | | | | | | | | | | | | | | |
| | , | | promote | | | | | | | | | | | | | | |
| | | | development and | | | | | | | | | | | | | | |
| | | | fulfil basic needs | | | | | | | | | | | | | | |
| TL7 | 85% spent by 30 June | % of approved | To provide world | 1 | 85.00% | 89.56% | 85.00% | 85.00% | 0.00% | 0.00% | 98.13% | 85.00% | 98.13% | G | 85.00% | 98.13% | G |
| | 2020 of the amount | budget spend at | class water services | | | | | | | | | | | 2 | | | 2 |
| | budgeted for the | 30 June 2020 | in George to | | | | | | | | | | | | | | |
| | construction of the | | promote | | | | | | | | | | | | | | |
| | raising of the Garden Route Dam spill way | | development and fulfil basic needs | | | | | | | | | | | | | | |
| | {(Actual expenditure | | Tullii basic needs | | | | | | | | | | | | | | |
| | divided by the total | | | | | | | | | | | | | | | | |
| | approved budget) x | | | | | | | | | | | | | | | | |
| | 100} | | | | | | | | | | | | | | | | |
| TL8 | Rehabilitate and | % of budget spend | To endevour to | 1 | 85.00% | 60.93% | 85.00% | 85.00% | 0.00% | 42.00% | 37.70% | 85.00% | 60.95% | R | 85.00% | 60.95% | R |
| | upgrade Streets and | at 30 June 2020 | improve the reseal | | | | | | | | | | | | | | |
| | Storm water in terms | | of roads such as an | | | | | | | | | | | | | | |
| | of the approved | | extent that potholes | | | | | | | | | | | | | | |
| | capital adjusted | | are prevented | | | | | | | | | | | | | | |
| | budget by 30 June 2020 {(Actual | | altogether | | | | | | | | | | | | | | |
| | expenditure divided by | | | | | | | | | | | | | | | | |
| | the total approved | | | | | | | | | | | | | | | | |
| | budget) x 100} | | | | | | | | | | | | | | | | |
| Perfo <u>r</u> r | mance Comment | Covid-19 lockdown | caused delays in many of | our proces | sses which v | were suppo | sed to be con | npleted. Final | spending pe | rformance | as reflected | l in the Anr | ual Financ | ial Sta | atements, a | s per the | |
| | | extract attached her | | | | | | | | | | | | | | | |
| Correct | tive Action | | er projects have been sig | | | | | cy. These are | multiyear pro | ojects and v | will continu | e in 2020/2 | 1. Budgeta | ry pr | ovision has | been mad | .e |
| | | | 1 adjustments budget to | complete t | _ ' ' | | | | ı | 1 | 1 | ı | 1 | | | | |
| TL9 | Rehabilitate and | % of budget spend | | 1 | 85.00% | 96.35% | 85.00% | 85.00% | 0.00% | 0.00% | 95.58% | 85.00% | 95.68% | G | 85.00% | 95.68% | G |
| | upgrade the | at 30 June 2020 | improve the reseal | | | | | | | | | | | 2 | | | 2 |
| | proclaimed roads in | | of roads such as an | | | | | | | | | | | | | | |
| | terms of the approved capital budget by 30 | | extent that potholes | | | | | | | | | | | | | | |
| | June 2020 {(Actual | | are prevented altogether | | | | | | | | | | | | | | |
| | expenditure divided by | | aitogetilei | | | | | | | | | | | | | | |
| | capenditure divided by | I | 1 | i | i . | | | | | i | I . |] | i | | | | |

| Ref | KPI Name | Unit of | Pre-determined | Area | | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | Q3 | - | Q4 | | | Performano 019/2020 | се |
|---------|---|--|---|---------------|--------------|------------------|--------------------|-------------------|-----------------|-------------|--------------|-------------|--------------|--------|----------------|------------------------|------|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| | the total approved budget) x 100} | | | | | | | | | | | | | | _ | | |
| TL10 | Rehabilitate and upgrade the public transport infrastructure in terms of the approved adjusted capital budget by 30 June 2020 {(Actual expenditure divided by the total approved budget) x 100} | % of budget spend at 30 June 2020 | To implement an Integrated Public Transport Network that will serve the communities of George | 1 | 85.00% | 97.52% | 85.00% | 85.00% | 0.00% | 52.00% | 31.00% | 85.00% | 55.78% | R | 85.00% | 55.78% | R |
| Perforr | mance Comment | Covid-19 Lockdown | delayed project roll-outs | s. Final sper | nding perfo | rmance sub | iect to actual | spending as r | reflected in th | ne Annual F | inancial Sta | itements. | l | | | | _ |
| Correct | tive Action Rehabilitate and | access problem for plisted, due to COVID | taken in order in improv ohase 1 of Tabata street. -19 construction suspen 2020/21 financial year. To provide world | . 2) Redirect | t funding, a | pproved in | March for Ta | bata street ph | nase 2 and sic | lewalks, to | the designi | ng of other | alternative | e road | ds, from the | GIPTN PN | ИS |
| | upgrade Water - Networks in terms of the approved capital budget by 30 June 2020 {(Actual expenditure divided by the total approved budget) x 100} | at 30 June 2020 | class water services in George to promote development and fulfil basic needs | | | | | | | | | | | | | | |
| Perforr | mance Comment | Final spending perfo | rmance as reflected in t | he Annual F | inancial Sta | atements. | | | | l | l. | l | l | | | | |
| | tive Action | Projects interrupted | by the state of emergen dditional capacity has be | icy. The ne | cessary cha | nges have b | | | | | nents Budg | et in Febru | ary 2021, to | o brin | g it in line v | vith a reali: | stic |
| TL12 | Rehabilitate and upgrade Water- Purification in terms of the approved capital budget by 30 June 2020 {(Actual expenditure divided by | % of budget spend at 30 June 2020 | To provide world class water services in George to promote development and fulfil basic needs | 1 | 85.00% | 53.40% | 85.00% | 85.00% | 0.00% | 21.00% | 47.91% | 85.00% | 56.48% | R | 85.00% | 56.48% | R |

| Ref | KPI Name | Unit of Measurement | Pre-determined Objective | Area | | us Year mance | Original Annual | Revised Annual | Q1 Actual | Q2 Actual | Q3 Actual | | Q4 | | | erformance 19/2020 |
|---------|--|---|---|-------------|--------------|------------------|--------------------|-------------------|----------------|--------------|--------------|-------------|-------------|----------|--------------|-----------------------|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual R |
| | the total approved budget) x 100} | | | | | | | | | | | | | | | |
| Perforr | mance Comment | Final spending perfo | rmance as reflected in tl | he Annual f | inancial St | atements. | | | | | | | | | | |
| Correct | tive Action | until the MIG approv | of the WTW has been signal has been issued. This and new tenders will be | will be add | ressed with | n the MIG. T | The Rehabilita | tion of the O | | | | | | | | |
| TL13 | Rehabilitate and upgrade the Sewerage Networks in terms of the approved capital budget by 30 June 2020 {(Actual expenditure divided by the total approved budget) x 100} | % of budget spend at 30 June 2020 | To provide and maintain safe and sustainable sanitation management and infrastructure | 1 | 85.00% | 40.49% | 85.00% | 85.00% | 0.00% | 15.00% | 28.95% | 85.00% | 43.65% | R | 85.00% | 43.65% R |
| Perforr | mance Comment | Final spending perfo | rmance as reflected in tl | he Annual f | inancial Sta | atements. | • | | • | | | | | | | |
| | tive Action | | by the state of emergen arget. Additional capacit | | | | | | | | ments Bud | get in Febr | uary 2021, | to bring | g it in line | with a |
| TL14 | Rehabilitate and upgrade the Sewerage Treatment Works in terms of the approved adjusted capital budget by 30 June 2020 {(Actual expenditure divided by the total approved budget) x 100} | % of budget spend at 30 June 2020 | To provide and maintain safe and sustainable sanitation management and infrastructure | 1 | 85.00% | 96.18% | 85.00% | 85.00% | 0.00% | 4.00% | 17.03% | 85.00% | 24.62% | | 85.00% | 24.62% R |
| Perforr | mance Comment | Lengthy SCM proce hereto as POE. | sses as well as Covid-19 l | lockdown d | lelayed pro | jects. Final s | spending perf | ormance sub | ject to actual | spending a | s reflected | in the Ann | ual Financi | al State | ments att | ached |
| Correct | tive Action | Contractual requirer | ctrical component of the ments by the appointed (solved. This is a multi-yea | Contractor. | The Contra | act was terr | ninated, whic | h is now bein | ng disputed by | the Contr | | | | | | |
| TL15 | 90% compliance to general standards with regard to waste water outflow by 30 June 2020 | % compliance to general standards by 30 June 2020 | To provide and maintain safe and sustainable sanitation management and infrastructure | 1 | 90.00% | 92.00% | 90.00% | 90.00% | 98.00% | 90.00% | 94.00% | 90.00% | 92.00% | G ! | 90.00% | 92.00% G 2 |

| Ref | KPI Name | Unit of | Pre-determined | Area | Previo | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | Performanc 019/2020 | e |
|---------|---|---|--|--------------|--------------|------------------|--------------------|-------------------|--------------|-------------|--------------|--------------|-------------|--------|-------------|------------------------|--------|
| itei | Krittailie | Measurement | Objective | Alea | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| TL16 | 95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2020 | % water quality level by 30 June 2020 | To provide world class water services in George to promote development and fulfil basic needs | 1 | 95.00% | 99.30% | 95.00% | 95.00% | 99.50% | 95.00% | 97.00% | 95.00% | 98.40% | G 2 | 95.00% | 98.40% | G 2 |
| TL17 | Limit electricity losses to less than 10% by 30 June 2020 (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 2020 | To explore and implement measures to preserve resources and ensure sustainable development | 1 | 10.00% | 5.39% | 10.00% | 10.00% | 9.93% | 8.40% | 7.67% | 10.00% | 7.12% | В | 10.00% | 7.12% | В |
| TL18 | 85% of the electricity capital budget spent by 30 June 2020 {(Actual capital expenditure divided by the total approved capital budget) x100} | % of the capital budget spent by 30 June 2020 | To provide sufficient electricity for basic needs | 1 | 85.00% | 87.64% | 85.00% | 85.00% | 0.00% | 10.00% | 0.00% | 85.00% | 62.99% | R | 85.00% | 62.99% | R |
| Perforr | nance Comment | Planning Section and | Department was unabled as such this Section dientified of the work as well as additional as addition | d not fulfil | its obligati | ons nor did | it meet its K | Pls. The und | derperforman | ce is an en | ıd result of | an inability | y to timeou | usly c | complete th | ne tender a | ınd |

| | | Unit of | Pre-determined | | | ous Year | Original | Revised | Q1 | Q2 | Q3 | | Q4 | | | Performance | |
|---------|--|--|---|--|---|--|--|--|--|---|---|---|--|---|--|---|---|
| Ref | KPI Name | Measurement | Objective | Area | Perfo Target | Actual | Annual Target | Annual Target | Actual | Actual | Actual | Target | Actual | R | for 2 | 019/2020 Actual | R |
| Correct | tive Action | The Enging during contents of the project of the pr | ctive measures will be p neering Staff within the construction works. In the ompliance. consideration must be gi ects on the Capital Budg ctive actions are recomments sment of the staff withing gn and tender document management software, conditions. ponsible for managing courses have been put in plants of the position of the positio | section muis regard, it iven to the get. mended, fo n the Plann ntation of the /tools should contractors | n the 2020, ust ensure to its recomm developme and ing Section the projects and be consided to site, shound a site, shound 2020 a | /21 Financial that all designended that all designended that are the Callary assessment in the Callary assessment in the Callary are the Callary assessment in the Callary ass | Year: ns are as per all designs be pital Budget t from the inte e for the expe anaged by co ist the staff w that sites are he above cor | George Munivetted by on o ensure that audit univenditure of the ompetent staff within the sective measurective measurectiv | t: e Capital Bud ff within the S tion to monito arly to ensure ures have bee | get, should section, end or contract that progra | resources (I be done to abling times and proceses are madented. The control of | n of tender ngineers to number of o determine ously comp ess paymen de in line w current dev | specificatio support th skilled staff e their suita letion for th ts in line wi ith agreed p | ons, to e prop ability ne pro ith pro orojec | limit delan posed desi available to in perform curement oject delive t program new Capita | ys on site gns and to be execute all ning their of projects. erables and | - |
| TL22 | Construct 120 top structures within the Thembalethu UISP project by 30 June 2020 | 120 Top structures constructed by 30 June 2020 | To accelerate delivery in addressing housing | 10,11 12,13 16;22 | 204 | 204 | 120 | 120 | 0 | 0 | 0 | 120 | 120 | G | 120 | 120 | G |
| TL28 | Upgrade the Pacaltsdorp, Blanco and Thembalethu libraries by 30 June 2020 | Number of libraries upgraded by 30 June 2020 | To revitalise the current community facilities to increase the access to services for the public | 15,17 | 3 | 2 | 3 | 3 | 0 | 0 | 0 | 3 | 0 | R | 3 | 0 | R |
| | mance Comment | National Lock-down | has brought a halt to all | l projects. T | he Themb | alethu and B | lanco Librarie | s were cance | elled and remo | oved from | the capital | budget in t | he April 202 | 20 S71 | report | | |
| Correct | tive Action | ' ' | oudget has been rolled c r the adjustments budg | | , | financial yea | ar and the lib | rary was com | pleted in Dec | ember 202 | 0. The KPI v | will be ame | nded to onl | ly cont | tain the Pa | caltsdorp | |

| Ref | KPI Name | Unit of | Pre-determined | Area | Previo | us Year | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | Performano 019/2020 | æ |
|------|--|--|---|------|--------|---------|--------------------|-------------------|--------|--------|--------|--------|--------|--------|--------|------------------------|--------|
| Kei | Krindille | Measurement | Objective | Area | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| TL32 | Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2020 | Number of residential properties which are billed for water or have pre- paid meters as at 30 June 2020 | To provide world class water services in George to promote development and fulfil basic needs | 1 | 34 300 | 39 327 | 34 300 | 34 300 | 0 | 39 512 | 0 | 34 300 | 39 217 | G 2 | 34 300 | 39 217 | G 2 |
| TL33 | Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June 2020 | Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2020 | To provide sufficient electricity for basic needs | 1 | 43000 | 43 878 | 43 000 | 43 000 | 0 | 44 242 | 0 | 43 000 | 44 467 | G 2 | 43 000 | 44 467 | G 2 |
| TL34 | Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2020 | Number of residential properties which are billed for sewerage as at 30 June 2020 | To provide and maintain safe and sustainable sanitation management and infrastructure | 1 | 37 500 | 37 261 | 36 000 | 36 000 | 0 | 38 154 | 0 | 36 000 | 38 080 | G 2 | 36 000 | 38 080 | G 2 |
| TL35 | Number of formal residential properties for which refuse is removed once per week and billed for the | Number of residential properties which are billed for refuse removal as at 30 June 2020 | To provide integrated waste management services for the entire municipal area | 1 | 37 500 | 36639 | 36 000 | 36 000 | 0 | 36 952 | 0 | 36 000 | 37 142 | G 2 | 36 000 | 37 142 | G 2 |

| Ref | KPI Name | Unit of | Pre-determined | Area | | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | Performan 019/2020 | ce |
|---------|--|--|--|--|---|--|--|--|----------------------------------|------------------------------|--------------------------|-------------------------------|-------------------------------|------------------|------------------------------|-------------------------|--------|
| Kei | KPI Name | Measurement | Objective | Alea | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| | service as at 30 June 2020 | | | | | | | , | | | | | | | J | | |
| TL36 | Provide free basic water to indigent households | Number of indigent households receiving free basic water as at 30 June 2020 | To provide world class water services in George to promote development and fulfil basic needs | 1 | 15 500 | 15 832 | 13 145 | 13 145 | 0 | 15 614 | 0 | 13 145 | 15 142 | G 2 | 13 145 | 15 142 | G 2 |
| TL37 | Provide free basic electricity to indigent households | Number of indigent households receiving free basic electricity as at 30 June 2020 | To provide sufficient electricity for basic needs | 1 | 19 500 | 20 233 | 19 399 | 19 399 | 0 | 19 865 | 0 | 19 399 | 19 730 | G 2 | 19 399 | 19 730 | G 2 |
| TL38 | Provide free basic sanitation to indigent households | Number of indigent households receiving free basic sanitation as at 30 June 2020 | To provide and maintain safe and sustainable sanitation management and infrastructure | 1 | 15 000 | 15 397 | 16 000 | 16 000 | 0 | 15 115 | 0 | 16 000 | 14 720 | O | 16 000 | 14 720 | 0 |
| Perforr | mance Comment | not qualify for the s and achievable goal annually in collabora | of achieved, mainly due to ubsidy. The Finance Depa . The Technical departmo ation with the technical of ensure that the relevant | artment, to ent plays a department | gether with major role i s and we w | the Civil ar n the settin ill see that | nd Technical o g of targets, l it is realistic a | department w because they and achievable | vill work toget are responsik | ther and re ole for the (| view and ad developme | djust currer nt of infrast | nt target ind tructure. Th | dicato ne tar | ors to a mon gets will be | e realistic reviewed | : |
| Correct | tive Action | The target will be as | ssessed after corrections s result of COVID 19. The | have been | made to th | e indigent r | egister as we | ll as the SAMI | | | | be done of | the number | er of ı | residents th | nat will | |
| TL39 | Provide free basic refuse removal to indigent households | Number of indigent households receiving free basic refuse removal as at 30 June 2020 | 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 | 15 000 | 15 558 | 16 000 | 16 000 | 0 | 15 234 | 0 | 16 000 | 14 853 | 0 | 16 000 | 14 853 | 0 |

| _ | | Unit of | Pre-determined | | | us Year | Original | Revised | Q1 | Q2 | Q3 | | Q4 | | | Performano | e |
|---------|---|---|---|-------------|-------------|---------------|-----------------|-----------------|-----------------|--------------|--------------|---------------|---------------|---------|--------------|--------------|-----|
| Ref | KPI Name | Measurement | Objective | Area | Perfor | mance | Annual | Annual | Actual | Actual | Actual | | | | for 2 | 019/2020 | |
| | | | | | Target | Actual | Target | Target | | | | Target | Actual | R | Target | Actual | R |
| Perfori | mance Comment | The targets were no | t achieved, mainly due to | the covid | -19 panden | nic and the | indigent audi | ts that were p | performed. N | 1any indige | nts were ta | ken off froi | m the indig | ent re | egister, bed | :ause they o | bik |
| | | not qualify for the s | ubsidy. The Finance Dep | artment, t | ogether wi | th the clear | nsing departn | nent, will revi | iew the perfo | ormance in | dicators an | nually to e | nsure that | the g | oals are ac | :hievable. T | he |
| | | Finance Department | t will also do site inspect | ions at nev | w developn | nents to ens | sure that all t | he relevant s | ervices are b | eing levied | . We are al | so in the p | rocess to d | lo an i | awareness | campaign, | to |
| | | encourage those tha | nt meet the criteria, to ap | ply for the | indigent su | ubsidy. Vario | ous platforms | are used to s | pread the me | essage to t | he wider pu | ıblic. This w | ill assist to | meet | the prescr | ibed target | .S. |
| Correc | tive Action | The target will be as | sessed after corrections | have been | made to th | e indigent r | egister as we | ll as the SAMI | RAS billing sy: | stem. An es | stimate will | be done of | the number | er of r | esidents tl | nat will | |
| | | additionally apply as | result of COVID 19. The | necessary | change to t | he target w | ill be made a | fter the adjus | tments budge | et in Februa | ary 2021. | | | | | | |
| TL43 | The percentage of the municipal capital budget actually spent on capital projects by 30 June 2020 {(Actual amount spent on projects/Total amount budgeted for capital projects) X100} | % of capital budget spent by 30 June 2020 | To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner | 1 | 85.00% | 72.82% | 85.00% | 85.00% | 0.00% | 19.00% | 19.00% | 85.00% | 53.42% | R | 85.00% | 53.42% | R |
| Perfori | nance Comment | recruitment process | ual Financial ServicesAd to permanently appoint ion in the COVID-19 pan | is complet | edThe ne | ecessary adj | ustments will | be done on t | he capital bu | dget to alig | | | | | | - | е |
| Correc | tive Action | fundingThe reduction in the COVID-19 pandemic lockdown alert t levels will positively contribute in achieving the set targets. Council approved a roll-over adjustments budget to allow departments to complete their projects in the new financial year. Departments were also requested to only budget for projects that they can realistically complete by the end of the financial year. The realistic budget will be approved towards the end of February 2021. This will improve the percentage spent. | | | | | | | | | | | | | ıat | | |

Top Layer SDBIP: Affordable Quality Services

b) Develop and Grow George

| Ref | KPI Name | Unit of Measurement | Pre-determined Objective | Area | Previou: Perform | | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | rformance 9 / 2020 | for |
|------|--|---|---|------|---------------------|--------|--------------------|-------------------|--------|--------|--------|--------|--------|---|--------|-----------------------|-----|
| | | ivieasurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| TL25 | Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2020 | Number of FTE's created by 30 June 2020 | To maximise job creation opportunities through government expenditure | 1 | 500 | 402 | 222 | 222 | 0 | 0 | 0 | 222 | 222 | G | 222 | 222 | G |

Top Layer SDBIP: Develop and Grow George

c) Good Governance and Human Capital

| Ref | KPI Name | Unit of | Pre-determined | Area | | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | erformance for 19 / 2020 |
|--------|--|---|--|-----------|---------------|------------------|--------------------|-------------------|--------|--------|--------|---------|---------|----|---------|-----------------------------|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual R |
| TL1 | 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 2020 | Number of people employed (newly appointed) | 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 | 2 | 2 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | R | 1 | O R |
| Perfor | mance Comment | The process of app | ointments will cor | ntinue ir | n the next fi | nancial yea | r. | | | | | | | | | |
| Correc | tive Action | The recruitment ar | nd selection process | will con | tinue in the | 2020/21 Fin | ancial Year. | | | | | | | | | |
| TL2 | Review the 3-year Internal Audit Plan based on the risk assessment and submit to Audit Committee by 30 September 2019 | RBAP (Risk Based Audit Plan) submitted to Audit Committee by 30 September 2019 | To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | G | 1 | 1 G |
| TL3 | Execution of Internal Plan and issuing of Internal Audit Reports based on Internal Audit Plan by 30 June 2020 ((Actual hours completed/ Planned hours to be completed) x100) | % of target hours completed by 30 June 2020 ((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 | 1 | 100% | 105.50% | 100.00% | 100.00% | 5.00% | 21.00% | 48.00% | 100.00% | 124.00% | G2 | 100.00% | 124.00% G2 |

| Ref | KPI Name | Unit of | Pre-determined | Area | | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | erformance 19 / 2020 | for |
|------|--|---|--|------|--------|------------------|--------------------|-------------------|--------|--------|--------|--------|--------|----|--------|-------------------------|-----|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| | | | promote effectiveness | | | | | | | | | | | | | | |
| TL4 | The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2020 {(Actual total training expenditure divided by total personnel budget) x100} | % of municipality's personnel budget actually spent on implementing its workplace skills plan as at 30 June 2020 | To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes | 1 | 0.50% | 0.37% | 0.50% | 0.50% | 0.00% | 0.00% | 0.00% | 0.50% | 0.65% | G2 | 0.50% | 0.65% | G2 |
| TL5 | Submit the Workplace Skills Plan to the LGSETA by 30 April 2020 | Workplace Skills Plan submitted to the LGSETA by 30 April 2020 | To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 1 | G | 1 | 1 | G |
| TL40 | Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2020 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Rev | % Debt to Revenue as at 30 June 2020 | To develop mechanisms to ensure viable financial management and control | 1 | 45.00% | 20.14% | 45.00% | 45.00% | 0.00% | 0.00% | 0.00% | 45.00% | 21.06% | В | 45.00% | 21.06% | В |

| Ref | KPI Name | Unit of | Pre-determined | Area | | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | erformance 19 / 2020 | for |
|------|---|--|---|------|--------|------------------|--------------------|-------------------|---------|--------|--------|--------|--------|-----|--------|-------------------------|-----|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| TL41 | Financial viability measured in terms of the outstanding service debtors as at 30 June 2020 (Total outstanding service debtors/ revenue received for services) | % Service debtors to revenue as at 30 June 2020 | To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved collection rate | 1 | 15.60% | 10.93% | 15.60% | 15.60% | 0.00% | 0.00% | 0.00% | 15.60% | 11.52% | В | 15.60% | 11.52% | В |
| TL42 | Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2020 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excl | Cost coverage as at 30 June 2020 | To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner | 1 | 2 | 3.83 | 2 | 2 | 0 | 0 | 0 | 2 | 4.81 | В | 2 | 4.81 | В |
| TL44 | Achieve a payment percentage of 95% by 30 June 2020 {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100} | Payment % as at 30 June 2020 | To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner | 1 | 95.00% | 98.62% | 95.00% | 95.00% | 104.00% | 97.00% | 88.00% | 95.00% | 88.00% | 0 | 95.00% | 88.77% | 0 |
| | mance Comment: | 88.77% of debtors. | COVID101 : | | | | | | | | | | | | | | |
| TL45 | Review the Long Term Financial Plan and | Payment low due to Reviewed Long Term Financial Plan submitted to | To develop mechanisms to ensure viable | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | N/A | 1 | 1 | G |

| Ref | KPI Name | Unit of | Pre-determined | Area | | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | QЗ | | Q4 | | | erformance 19 / 2020 | for |
|-----|---------------------------------------|-----------------------------|--|------|--------|------------------|--------------------|-------------------|--------|--------|--------|--------|--------|---|--------|-------------------------|-----|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| | submit to Council by 31 March 2020 | Council by 31 March 2020 | financial management and control | | | | | | | | | | | | | | |

Top Layer SDBIP: Good Governance and Human Capital

d) Participative Partnerships

| Ref | KPI Name | Unit of | Pre-determined | Area | Previous Perform | | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | Overall Pe 201 | rformanc 9/2020 | e for |
|------|--|--|--|------|---------------------|--------|--------------------|-------------------|--------|--------|--------|--------|--------|-----|-------------------|--------------------|-------|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| TL29 | Submit the IDP/budget time schedule to Council by 31 August 2019 | Time schedule submitted to Council | To undertake strategic planning in order to address service delivery challenges in coordinated manner | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | N/A | 1 | 1 | G |
| TL30 | Submit the draft IDP to Council by 31 March 2020 to ensure compliance with legislation | Draft IDP submitted to Council | To undertake strategic planning in order to address service delivery challenges in coordinated manner | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | В | 1 | 1 | G |
| TL31 | Submit the IDP to Council by 31 May 2020 to ensure compliance with legislation | IDP submitted to Council | To undertake strategic planning in order to address service delivery challenges in coordinated manner | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 1 | G | 1 | 1 | G |

Top Layer SDBIP: Participative Partnership

e) Safe, Clean and Green

| Ref | KPI Name | Unit of Measurement | Pre-determined Objective | Area | Previou Perfor | | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | erformance for 19/2020 |
|---------|--|---|--|-------------|-------------------|-------------|--------------------|-------------------|-------------------------|------------|-------------|-------------|--------------|--------|---------------|---------------------------|
| | | Wicasurement | · · | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual R |
| TL19 | Review the Disaster Management Plan and submit to the Portfolio Committee by 30 June 2020 | Disaster Management Plan reviewed and submitted to the Portfolio Committee by 30 June 2020 | 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 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | R | 1 | 0 R |
| Perforr | mance Comment | of standardising all pla | 0 meetings scheduled. The d ns for the Western Cape. | | | | has been su | bmitted to W | Vestern Ca _l | oe Disaste | r Managem | ent Departi | ment and t | he Dep | artment is ir | n the process |
| Correct | tive Action | The new plan will be so | ubmitted for comments by Fr | iday 23 O | ctober 202 | 0. | | | | | | | | | | |
| TL20 | Report bi-annually to the George Integrated Public Transport Network (GIPTN) Committee on the implementation of the Roll-Out Programme of Phase 4A & B of the GIPTN | Number of reports submitted to the GIPTN Committee | To implement an Integrated Public Transport Network that will serve the communities of George | 1 | 4 | 4 | 2 | 2 | 0 | 0 | 0 | 1 | 1 | O | 2 | 1 R |
| Perforr | mance Comment | There are currently no | Section 79 Committee meet | ings. In ad | dition, the | roll-out of | the phases (| did not take p | olace as the | e Minister | of Transpor | t postpone | d the roll-o | out. | | |
| TL26 | Spend 85% of the approved project budget for the rehabilitation of the George landfill site by 30 June 2020 | % of budget spend | To provide integrated waste management services for the entire municipal area | 24 | 85.00% | 15.00 % | 85.00% | 85.00% | 0.00% | 0.00% | 0.00% | 85.00% | 0.00% | R | 85.00% | 0.00% R |
| Perforr | mance Comment | Project was moved to | operating budget | | | | | | | | | | | | | |
| Correct | tion Action | Project was moved to | operating budget | | | | | | | | | | | | | |
| TL27 | Appoint consulting engineer and call for tenders for the composting plant in | Consulting Engineer appointed by 30 June 2020 | To ensure infrastructure planning and development keeps pace with growing city needs | 24 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 1 | G | 1 | 1 G |

| Ref | KPI Name | Unit of Measurement | Pre-determined Objective | Area | Previo | us Year mance | Original Annual | Revised Annual | Q1 | Q2 | Q3 | | Q4 | | | erformance 19/ 2020 | e for |
|-----|-------------------|------------------------|-----------------------------|------|--------|------------------|--------------------|-------------------|--------|--------|--------|--------|--------|---|--------|------------------------|-------|
| | | Measurement | Objective | | Target | Actual | Target | Target | Actual | Actual | Actual | Target | Actual | R | Target | Actual | R |
| | George by 30 June | | by aligning all strategic | | | | | | | | | | | | | | |
| | 2020 | | documents and efforts | | | | | | | | | | | | | | |

Top Layer SDBIP: Safe, Clean and Green

3.2.3 Service Providers Performance

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

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

The table below provide information related to the performance of identified external service providers:

| Name of service provider | PKF | Nico Smith | ABSA | CDV Property | Nextec | Henra | Ikapa | ICO Swart |
|-------------------------------|----------------|----------------|------------------------|------------------------------|-------------------|--------------------|--------------------|----------------------|
| Name of Service provider | FKF | Attorneys | ADSA | Valuers Pty Ltd | Nextec | Пента | Reticulation and | Consultancy |
| | | Accorneys | | valuel31 ty Ltu | | | Flow | Consortancy |
| Directorate | Municipal | Financial | Financial | Financial | Civil Engineering | Civil Engineering | Financial Services | Financial Services |
| | Manager | Services | Services | Services | | | | |
| Type of services required | Internal Audit | Litigation | Provision of | Compilation and | Consulting and | Road Construction: | Reading of Water | Providing Short Term |
| | Co-Service | | Banking | Maintenance of | site Supervision | Tabata Street | and electricity | Insurance |
| | | | | General | | | meters and other | |
| | | | | valuation roll, | | | meter related | |
| | | | | Supplementary | | | services | |
| | | | | Valuations and Supplementary | | | | |
| | | | | Valuation Rolls | | | | |
| Supply Chain Contract | MM017/209 | FIN013/2017 | FIN011/2013 | FIN010/2016 | T/ING/033/2016 | T/ING/03182018 | FIN001/2015 | FIN004/2016 |
| No | 14114101//209 | 1 111013/201/ | 1111011/2013 | 1114010/2010 | 1/11/0/053/2010 | 1/11/0/03102010 | 1111001/2013 | 1114004/2010 |
| Available Budget (R'000) | R3 784 000.00 | R1 001 047.45 | R4 812 930.00 | R1 026 411.84 | R1 473 000.00 | R12 700 000.00 | R2 143 830.00 | R10 454 993.00 |
| Actual Spending (R'ooo) | R3 704 093.95 | R4 261 215.28 | R1 305 940.04 | R719 112.25 | R2 706 863.00 | R32 197 823.15 | R2 042 468.30 | R7 357 797.12 |
| | | | Grading of serv | vice rendered | | | | |
| | | 1 Poor / 2 Ur | nsatisfactory / 3 Sati | | 5 Excellent | | | |
| Contract work to | 5 | 4 | 4 | 3 | 4 | 0 | 2 | 4 |
| specification | | | | | | | | |
| Contract still within | 5 | 4 | 4 | 4 | 4 | 0 | 3 | 4 |
| budget | | | | | | | | |
| Contract within time frame | 5 | 4 | 4 | 3 | 4 | 0 | 3 | 3 |
| Compliance with | | , | , | | , | 0 | 2 | , |
| contract requirement | 5 | 4 | 4 | 3 | 4 | 0 | 2 | 4 |
| Claims | 5 | 0 | 0 | 4 | 4 | 0 | 3 | 4 |
| Incidents on site | 5 | 0 | 0 | 4 | 4 | 0 | 3 | 0 |
| Suitably | 5 | 4 | 4 | 3 | 5 | 0 | 4 | 0 |
| qualified/experienced | | | · | | | | , | |
| personnel | | | | | | | | |
| Job creation/training | 5 | 0 | 0 | 4 | 5 | 0 | 3 | 3 |
| Other comments | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 0 |
| Overall rating | 0 | 4 | 4 | 3.5 | 5 | 0 | 0 | 4 |
| Action taken with regard | NONE | Improve | NONE | Regular | NONE | Project have been | Limited reading | NONE |
| to poor and | | process – e.g. | | meetings and | | suspended via a | due to ongoing | |
| unsatisfactory service | | phone clients | | good | | supplementary | lockdown | |
| providers | | also | | communication | | agreement which | | |
| | | | | helps to | | have been entered | | |
| | | | | overcome problems | | into between the | | |
| | | | | problems | | | | |

| Name of service provider | PKF | Nico Smith Attorneys | ABSA | CDV Property Valuers Pty Ltd | Nextec | Henra | Ikapa Reticulation and Flow | ICO Swart Consultancy |
|--|---|---------------------------------------|------|---------------------------------|--------|--------------------------|--|--------------------------|
| | | | | | | contractor and client | | |
| Overall recommendation and comments | All projects are performed in line with the approved Internal Audit plan | Ongoing continuously to improve | NONE | NONE | NONE | Work being suspended | Monthly meetings with service provider to address issues. Item wat taken to Council to insource service. New Service Provider to be appointed (March 2020) | NONE |

| Name of service provider | iCon Construction | Aurecon | Quantra Consulting | Royal Haskoning DHV | Charles Rowe Associated | IX Engineers | AFSOL Public Transport |
|--------------------------------|--|---|---|--|---|---------------------------|--|
| Directorate | Civil Engineering | Civil Engineering | Civil Engineering | Civil Engineering | Civil Engineering | Civil Engineering | Protection Services |
| Type of services required | Upgrading of the Outeniqua WwTW Civil Works (Phase 2) | Raising of Garden Route Dam Spillway and Associated Works | MIG Stormwater Projects: Andersonville; New Dawn Park; Thembalethu Zone 1; Thembalethu Zone 9 | Consulting Services: 10 MI/d Upgrading of Outeniqua WwTW: Phase 2 (Civil) & 3(M&E) | Construction and supervision: Merriman street | Design: Makriel Street | Repairs and Maintenance to existing tracking and camera units as well as the purchase of new units for municipal vehicles and Go George Busses |
| Supply Chain Contract No | T/ING/030/2016 | T/ING/033/2016 | T/ING/033/2016 | T/ING/033/2016 | T/ING/022/2016 | T/ING/033/2016 | PS001/2019 |
| Available Budget (R'000) | R65 549 090,75 | R15 140 287.00 | R15 186 817.00 | R13 173 018.00 | R1 407 759.97 | R500 000.00 | R500 220.00 |
| Actual Spending (R'000) | 5 888 875.81 | 560 601.04 | 277 747.24 | 5 191 605.71 | 1 060 526.21 | 4 158 432.27 | 0.00 |
| | | 1 Poor / 2 l | Grading of service ren Unsatisfactory / 3 Satisfactor | | | | |
| Contract work to specification | 4 | 4 | 2 | 2 | 0 | 4 | 4 |
| Contract still within budget | 4 | 5 | 2 | 3 | 0 | 4 | 4 |

| Name of service provider | iCon Construction | Aurecon | Quantra Consulting | Royal Haskoning DHV | Charles Rowe Associated | IX Engineers | AFSOL Public Transport |
|---|---|---|---|------------------------|--|--------------|---------------------------|
| Contract within time frame | 4 | 4 | 3 | 2 | 1 | 4 | 4 |
| Compliance with contract requirement | 4 | 5 | 3 | 3 | 1 | 4 | 4 |
| Claims | 4 | 4 | 2 | 3 | 0 | 4 | 0 |
| Incidents on site | 4 | 5 | 0 | 0 | 0 | 4 | 0 |
| Suitably qualified/experienced personnel | 4 | 5 | 3 | 3 | 0 | 4 | 4 |
| Job creation/training | 4 | 0 | 0 | 0 | 0 | 4 | 4 |
| Other comments | 4 | 4 | 0 | 2 | 0 | 3 | 0 |
| Overall rating | 4 | 4 | 3 | 3 | 5 | 5 | 4 |
| Action taken with regard to poor and unsatisfactory service providers | All issues addressed | The matters are dealt with as they arise. | Monthly meetings are held to discuss RHDHV projects | NONE | NONE | NONE | NONE |
| Overall recommendation and comments | Work seems to be of very good quality to date | Consultant quite weak and needs help with standards and to adhere to municipal reporting requirements | NONE | NONE | Service provider work of excellent quality | NONE | NONE |

3.2.4 Municipal Functions

The municipal functional areas are as indicated below:

| Municipal Function | Municipal Function: Yes / No |
|---|---------------------------------|
| Constitution Schedule 4, Part B functions: | 1 63 / 140 |
| Air pollution | Yes |
| Building regulations | Yes |
| Child care facilities | Yes |
| Electricity and gas reticulation | Only electricity |
| Firefighting services | Yes |
| Local tourism | Yes |
| Municipal airports | No |
| Municipal planning | Yes |
| Municipal health services | No |
| Municipal public transport | No |
| Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law | Yes |
| Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto | No |
| Storm water management systems in built-up areas | Yes |
| Trading regulations | Yes |
| Water and sanitation services limited to potable water supply systems and domestic | No |
| waste-water and sewage disposal systems | |
| Constitution Schedule 5, Part B functions: | |
| Beaches and amusement facilities | Yes |
| Billboards and the display of advertisements in public places | Yes |
| Cemeteries, funeral parlours and crematoria | Yes |
| Cleansing | Yes |
| Control of public nuisances | Yes |
| Control of undertakings that sell liquor to the public | Yes from 2013 |
| Facilities for the accommodation, care and burial of animals | Yes |
| Fencing and fences | Yes |
| Licensing of dogs | No |
| Licensing and control of undertakings that sell food to the public | Yes |
| Local amenities | Yes |
| Local sport facilities | Yes |
| Markets | No |
| Municipal abattoirs | No |
| Municipal parks and recreation | Yes |
| Municipal roads | Yes |
| Noise pollution | Yes |
| Pounds | Yes |
| Public places | Yes |
| Refuse removal, refuse dumps and solid waste disposal | Yes |
| Street trading | Yes |
| Street lighting | Yes |
| Traffic and parking | Yes |

Municipal Functional Areas

COMPONENT A: BASIC SERVICES

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

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

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

| National Key Performance Area | Indicators | 2018/2019 | 2019/2020 |
|----------------------------------|--|-----------|-----------|
| Basic Service Delivery (BSD) | The percentage of households with access to basic level of water | 98.13% | 98% |
| | The percentage of households with access to basic level of sanitation | 97.85% | 98% |
| | The percentage of households with access to basic level of electricity | 85.85% | 83.6% |
| | The percentage of households with access to basic level of solid waste removal | 100% | 100% |
| Local Economic Development (LED) | Create Full Time Equivalents (FTEs) through government expenditure with EPWP | 402 | 222 |

National Key Performance Areas: Basic Service Delivery and Local Economic Development

3.3 WATER PROVISION

3.3.1 Introduction to Water Provision

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

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

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

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

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

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

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

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

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

3.3.2 Total Use of Water by Sector

| | Total Use of Water by Sector (cubic meters) | | | | | | |
|---------|---|--------|------------|----------|-------------------------------|--|--|
| | Community | Other | Industrial | Domestic | Unaccountable water losses | | |
| 2018/19 | 1403356 | 629872 | 476833 | 5261290 | 3242988 | | |
| 2019/20 | 1328021 | 547676 | 481605 | 5574801 | 1926618 | | |

The water use per sector indicates a decrease in water consumption for each sector. This can be contributed to the implementation of the George Municipality WDM measures which is still being imposed to improve water demand management.

3.3.3 Highlights: Water Provision

The table below specifies the highlights for the year:

| Highlight | Description | | | | | |
|---|---|--|--|--|--|--|
| Quality water provided throughout state of emergency | Personnel affected by COVID led to operational personnel constraints and required careful planning and extraordinary measures to ensure continued, uninterrupted service delivery | | | | | |
| Completion of the George Municipality Water Service Development Plan (WSDP) | The WSDP is the primary instrument of planning in the water services sector. | | | | | |

Highlights: Water Provision

3.3.4 Challenges: Water Provision

The table below specifies the challenges for the year:

| Challenge | Actions to address |
|------------------------------|--|
| COVID 19 state of disaster | Address project backlogs in 2020/21 and beyond |
| Complexity of major projects | Allow additional time for implementation of large complex projects |

Challenges: Water Provision

3.3.5 Service Delivery Levels: Water

Below the table specifies the different water service delivery levels per households for the financial years 2018/2019 and 2019/2020:

| Description | 2018/19 | 2019/20 | | | | |
|--|-------------------------------------|---------|--|--|--|--|
| | Actual | Actual | | | | |
| ! | Household | | | | | |
| <u>Water:</u> (above minimum level) | <u>Wαter:</u> (above minimum level) | | | | | |
| Piped water inside dwelling | 38 677 | 39 340 | | | | |
| Piped water inside yard (but not in dwelling) | 21319 | 17 877 | | | | |
| Using public tap (within 200m from dwelling) | 3399 | 6 284 | | | | |
| Other water supply (within 200m) | _ | - | | | | |
| Minimum Service Level and Above Sub-total | 63 395 | 63 501 | | | | |
| Minimum Service Level and Above Percentage | 98% | 96% | | | | |
| <u>Water: (</u> below minimum level) | | | | | | |
| Using public tap (more than 200m from dwelling) | 74 | 74 | | | | |
| Other water supply (more than 200m from dwelling | 46 | 46 | | | | |
| No water supply | 995 | 2 629 | | | | |
| Below Minimum Service Level sub-total | 1115 | 2 749 | | | | |
| Below Minimum Service Level Percentage | 2% | 4% | | | | |
| Total number of households | 64 510 | 66 250 | | | | |

Water Provision Delivery Levels

3.3.6 Access to Water

| | | Access to Water | |
|---------------|---|---|--|
| Period | Proportion of households with access to water points* | Proportion of households with access to piped water | Proportion of households receiving 6 kl free# |
| 2017/18 | 5.2% | 93% | 100% |
| 2018/19 | 5.2% | 93% | 100% |
| 2019/20 | 9% | 96% | 100% |
| * Means acces | s to 25 litres of potable water per day sup | plied within 200m of a household and wit | h a minimum flow of 10 litres per |

^{*} Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute

Access to water

^{# 6,000} litres of potable water supplied per formal connection per month

3.3.7 Total Employees: Water Services

The following table indicates the staff composition for Water Services:

| Job level | 2018/19 | | 2019/20 | | | |
|-----------|---------|-------------------|-----------|-----------|--|--|
| (T-grade) | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) | |
| | | | Number | | | |
| 0-3 | 4 | 1 | 1 | 0 | 0% | |
| 4-6 | 59 | 71 | 58 | 13 | 18% | |
| 7-9 | 14 | 20 | 18 | 2 | 10% | |
| 10-12 | 25 | 26 | 23 | 3 | 12% | |
| 13-15 | 0 | 1 | О | 1 | 100% | |
| 16-18 | 1 | 1 | 0 | 1 | 100% | |
| 19-20 | 0 | О | 0 | 0 | 0% | |
| Total | 103 | 120 | 100 | 20 | 17% | |

Employees:Water Services

3.3.8 Capital Expenditure 2019/2020: Water Provision

| Capital Expenditure 2019/2020: Water Provision | | | | | |
|--|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Raising Garden Route Dam - RBIG | 15 140 287.00 | 10 327 383.00 | 10 025 398.38 | | |
| Dam Safety Construction | 0.00 | 1 400 000.00 | 353 970.73 | | |
| Raising Garden Route Dam - RBIG | 5 528 696.00 | 5 841 600.00 | 5 841 600.00 | | |
| Wilderness Heights - Bulk Water Supply Pipeline | 450 000.00 | 0.00 | 0.00 | | |
| Pacaltsdorp Link (Erf 325 East) | 0.00 | 3 510 000.00 | 2 550 399.00 | | |
| Installation of Water Meters | 350 000.00 | 350 000.00 | 348 281.95 | | |
| Provision of Water Tanks | 80 000.00 | 80 000.00 | 0.00 | | |
| Network Rehabilitation - Water | 2 000 000.00 | 1 380 000.00 | 364 880.67 | | |
| Wilderness Heights - Upgrade Existing Water Pump Station | 780 000.00 | 0.00 | 0.00 | | |
| Telemetry & Loggers - Water Distribution | 300 000.00 | 300 000.00 | 0.00 | | |
| Air-conditioning at Pump Stations - Water Purification | 90 000.00 | 90 000.00 | 34 433.00 | | |
| Uniondale Reservoir (500kl) | 800 000.00 | 600 000.00 | 155 118.20 | | |
| Malgas Water Pump Station Rehabilitation | 280 000.00 | 430 000.00 | 0.00 | | |
| Wilderness Waterworks | 45 000.00 | 45 000.00 | 0.00 | | |
| Filter Sand at Waterworks | 500 000.00 | 0.00 | 0.00 | | |
| Replace Fencing at Water Treatment Infrastructure | 405 000.00 | 0.00 | 0.00 | | |
| Rehabilitation of Old WTW (6ml Module) | 2 200 000.00 | 0.00 | 10 148.48 | | |
| Pressure Reducing Valves | 800 000.00 | 800 000.00 | 0.00 | | |
| Extension of Waterworks 20ml | 16 220 836.00 | 4 957 422.00 | 1 746 836.93 | | |
| H&S Extractor Fans - Chlorine Rooms | 1 500 000.00 | 0.00 | 0.00 | | |

| Capital Expenditure 2019/2020: Water Provision | | | | |
|--|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| Telemetry - Water Purification | 90 000.00 | 90 000.00 | 0.00 | |
| Extension of Waterworks 20ml | 18 500 000.00 | 6 500 000.00 | 468 131.42 | |
| Rehabilitation of Old WTW (6ml Module) | 1 500 000.00 | 0.00 | 0.00 | |
| Instrumentation | 90 000.00 | 90 000.00 | 36 892.11 | |
| Tools & Equipment - Water Purification | 23 000.00 | 23 000.00 | 20 821.53 | |
| Tools & Equipment - Water | 100 000.00 | 100 000.00 | 39 468.51 | |
| Generators - Water Purification | 0.00 | 600 000.00 | 0.00 | |
| Uniondale Waterworks Office Building (Process Control) | 500 000.00 | 400 000.00 | 255 418.42 | |
| Haarlem Waterworks Office Building | 446 500.00 | 200 000.00 | 0.00 | |
| Bakkies - Water Distribution | 700 000.00 | 0.00 | 0.00 | |
| Trailers for Tools and Equipment | 200 000.00 | 200 000.00 | 0.00 | |
| Thembalethu UISP - Water | 574 624.00 | 630 000.00 | 283 209.30 | |
| Upgrading of Asbestos Pipes - Greater George | 1 500 000.00 | 1 000 000.00 | 5 000.00 | |
| Kaaimans Transnet Bridge Upgrading | 500 000.00 | 500 000.00 | 23 505.00 | |
| Property Development - Sweatpea Street Residential | 140 000.00 | 140 000.00 | 0.00 | |
| Airport Mainline Upgrade | 500 000.00 | 500 000.00 | 0.00 | |
| N2 Thembalethu Crossing Upgrade | 500 000.00 | 500 000.00 | 79 875.00 | |
| Property Development - Diamond Road Industrial Erv | 60 000.00 | 60 000.00 | 0.00 | |
| Installation of Smart Meters | 1 500 000.00 | 1 500 000.00 | 0.00 | |
| Kaaimans Water Pump Station Rehabilitation | 300 000.00 | 300 000.00 | 81 589.85 | |
| Balancing Dam - Water Treatment Works | 1 000 000.00 | 500 000.00 | 0.00 | |
| UF Plant - Rehabilitation | 200 000.00 | 0.00 | 0.00 | |
| Sand Filter At New Waterworks | 400 000.00 | 0.00 | 0.00 | |
| Settling Tanks (Uniondale & Wilderness) - Roofs | 800 000.00 | 0.00 | 0.00 | |
| Two-Way Radio Systems | 100 000.00 | 100 000.00 | 78 525.00 | |
| Security Wall | 100 000.00 | 100 000.00 | 97 579.53 | |
| Upgrading Depot Facilities | 100 000.00 | 210 000.00 | 210 000.00 | |
| Water - Bluegum Informal Settlement | 0.00 | 25 000.00 | 0.00 | |
| Industrial Water Pipeline Re-Alignment | 0.00 | 300 000.00 | 0.00 | |
| Pipework Rehabilitation: Garden Route Dam | 0.00 | 500 000.00 | 0.00 | |
| Bakkies - Water Distribution | 0.00 | 1 200 000.00 | 684 860.87 | |
| TOTAL | 77 893 943.00 | 46 379 405.00 | 23 795 943.88 | |

77 893 943.0 Capital Expenditure2019/20: Water Provision

3.3.9 Overall Performance: Water Services

Water service's performance is affected by budgetary constraints and allowances. The ability to plan and execute the stipulated masterplan priorities can only be realized if funding is made available. This places pressure upon the operational and maintenance component of the Municipality.

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

Some of the largest priority projects there were completed and in progress are the raising of the Garden Route Dam Spillway, the extension of the water purification capacity by an additional 20Ml, an additional 14 ML reservoir and water tower to provide for low cost housing opportunities on Erf 325 East and West, an additional reservoir in Thembalethu to accommodate growth and low-cost housing opportunities, and an additional 30Ml raw water balancing dam.

3.4 WASTE WATER (SANITATION) PROVISION

3.4.1 Introduction to Waste Water (Sanitation) Provision

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

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

3.4.2 Highlights: Waste Water (Sanitation) Provision

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

| Highlight (s) | Description |
|---|---|
| Uninterrupted service delivery throughout state of disaster | Personnel affected by COVID led to operational personnel constraints and required careful planning and extraordinary measures to ensure continued, uninterrupted service delivery |

Highlights: Waste Water (Sanitation) Provision

3.4.3 Challenges: Waste Water (Sanitation) Provision

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

| Challenges | Actions to address |
|---|---|
| Sewer pipeline blockages and pump station failure and damage due to foreign objects being discharged into sewer network | Ongoing monitoring of vulnerable frequently impacted infrastructure and measures implemented to protect infrastructure to minimise damage and |
| Vandalism of infrastructure resulting in pipeline blockages and pump station failure | Security measures improved on an ongoing basis |

Challenges: Waste Water (Sanitation) Provision

3.4.4 Waste Water (Sanitation) Service Delivery Levels

The table below specifies the different sanitation service delivery levels per households for the financial years 2018/19 and 2019/20:

| Pagaintian | 2018/19 | 2019/20 | | | | | |
|---|---|---------|--|--|--|--|--|
| Description | Actual | Actual | | | | | |
| Hou | <u>sehold</u> | | | | | | |
| Sanitation/sewerage: | <u>Sanitation/sewerage: (above minimum level)</u> | | | | | | |
| Flush toilet (connected to sewerage) | 53 ² 75 | 50 372 | | | | | |
| Flush toilet (with septic tank) | 5 589 | 5 713 | | | | | |
| Chemical toilet | 18 | 18 | | | | | |
| Pit toilet (ventilated) | 811 | 811 | | | | | |
| Other toilet provisions (above minimum service level) | 3 525 | 8099 | | | | | |
| Minimum Service Level and Above Sub-total | 63 218 | 65 013 | | | | | |
| Minimum Service Level and Above Percentage | 98% | 98% | | | | | |
| <u>Water:</u> (below minimum level) | | | | | | | |
| Bucket toilet | 155 | 155 | | | | | |
| Other toilet provisions (below minimum service level) | 812 | 812 | | | | | |
| No toilet provisions | 325 | 270 | | | | | |
| Below Minimum Service Level Sub-total | 1 292 | 1 2 3 7 | | | | | |
| Below Minimum Service Level Percentage | 2.1% | 2% | | | | | |
| Total number of households | 64 510 | 66 250 | | | | | |

Waste Water(Sanitation) Service Delivery Levels

3.4.5 Total Employees: Waste Water (Sanitation) Services

| Job level | 2018/19 | 2019/20 | | | |
|-----------|---------|-------------------|-----------|-----------|---|
| (T-grade) | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) |
| | | | Number | |] |
| 0-3 | 2 | 1 | 1 | 0 | 0% |
| 4-6 | 33 | 36 | 32 | 4 | 11% |
| 7-9 | 21 | 21 | 19 | 2 | 10% |
| 10-12 | 4 | 5 | 4 | 1 | 20% |
| 13-15 | 1 | 1 | 1 | 0 | 0% |
| 16-18 | О | 0 | 0 | 0 | 0% |
| 19-20 | О | 0 | 0 | 0 | 0% |
| Total | 61 | 64 | 57 | 7 | 11% |

Employees: Waste Water (Sanitation) Services

3.4.6 Capital Expenditure 2019/2020: Waste Water (Sanitation) Services

| Capital Expenditure 2019/2020: Waster Water (Sanitation) Services | | | | | |
|---|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| 6 Ton Trucks for Towing of New Jet Machines | 0.00 | 486 934.00 | 426 890.00 | | |
| Boreholes - WWTW's Plants | 1 200 000.00 | 0.00 | 0.00 | | |
| Network Rehab - Sewerage | 1 750 000.00 | 1 849 000.00 | 1 901 920.73 | | |
| Fencing at Sewer Pump Stations | 500 000.00 | 700 000.00 | 689 432.69 | | |
| Upgrade Pump Stations - Sewer | 1 000 000.00 | 1 955 000.00 | 864 935.80 | | |
| Wilderness Kleinkrantz Main Sewer Line Upgrade | 1 750 000.00 | 910 000.00 | 261 358.11 | | |
| Refurbishment of Horizontal Bridge for Aerators | 800 000.00 | 0.00 | 0.00 | | |
| Replacement of Aerators and Mixers | 1 900 000.00 | 0.00 | 0.00 | | |
| Upgrade Electrical Switchgear at Sewer Pump Station | 800 000.00 | 770 000.00 | 431 289.37 | | |
| Thembalethu Bulk Sewer | 400 000.00 | 400 000.00 | 21 361.67 | | |
| Refurbishment of Belt-Press at Gwaiing WWTW | 200 000.00 | 200 000.00 | 199 370.57 | | |
| Wilderness Kleinkrantz Main Sewer Line Upgrade | 1 500 000.00 | 0.00 | 0.00 | | |
| Europe Bulk Sewer Rising Main - Relocate | 280 000.00 | 0.00 | 0.00 | | |
| Metro grounds Bulk Sewer and Water Connections | 200 000.00 | 0.00 | 0.00 | | |
| Generator Shelters and Security Booths at Pump Station | 300 000.00 | 200 000.00 | 195 440.70 | | |
| Installation of Syphon Chambers – Pump Stations | 80 000.00 | 0.00 | 0.00 | | |
| Outeniqua 10ml Addition - WWTW | 12 219 778.00 | 13 173 018.00 | 1 750 226.85 | | |
| Outeniqua 10ml Addition - WWTW | 30 000 000.00 | 0.00 | 0.00 | | |
| Sludge Dewatering Plant - Sludge Silo | 1 000 000.00 | 0.00 | 0.00 | | |
| Fence at Gwaiing WWTW | 500 000.00 | 0.00 | 0.00 | | |
| Upgrading of Pump Stations for Plants - Heroldsbay | 180 000.00 | 160 000.00 | 159 854.47 | | |

| Capital Expenditure 2019/2020: W | aster Water (Sanitati | on) Services | |
|--|-----------------------|----------------|---------------|
| Capital Projects | Original Budget | Amended Budget | Actuals Total |
| Access Control Gwaiing WWTW | 20 000.00 | 16 000.00 | 15 748.00 |
| High Mast Lighting Outeniqua WWTW | 640 000.00 | 536 000.00 | 532 240.00 |
| Replace Flowmeter (Gwaiing) | 150 000.00 | 0.00 | 0.00 |
| Outeniqua WWTW - Rehabilitation of Carousel | 8 850 000.00 | 0.00 | 0.00 |
| Gwaiing Sewer Treatment - Reinstate 3.5ml | 1 000 000.00 | 1 000 000.00 | 517 432.18 |
| Erf 325 East Link Sewers (Phases A, B and C) | 0.00 | 760 000.00 | 323 611.55 |
| Erf 325 East Bulk Sewer (96om Plus Pipe Bridge) | 0.00 | 1 540 000.00 | 1 534 561.80 |
| Schaapkop Rising Main Rehabilitation of Bridge Cro | 450 000.00 | 0.00 | 0.00 |
| Laboratory Instruments - WWTW | 90 000.00 | 38 000.00 | 29 950.00 |
| Tools & Equipment - Sewer Network | 100 000.00 | 90 000.00 | 66 781.36 |
| Generators - Water Contamination | 800 000.00 | 0.00 | 0.00 |
| Tools & Equipment - WWTW | 20 000.00 | 50 000.00 | 21 390.00 |
| Furniture and Fittings - Laboratory | 5 000.00 | 57 000.00 | 24 770.43 |
| Furniture and Fittings - Water Contamination Contr | 18 000.00 | 18 000.00 | 17 239.14 |
| Lab Cupboards | 14 000.00 | 14 000.00 | 11 480.00 |
| Aircons for New Offices | 9 000.00 | 9 000.00 | 7 700.00 |
| Upgrading Schaapkop Pump Station (Mechanical) | 1 000 000.00 | 0.00 | 0.00 |
| Vehicles Lab | 600 000.00 | 0.00 | 0.00 |
| Honey Suckers Trucks for Pump Stations | 1 350 000.00 | 1 350 000.00 | 0.00 |
| 4x4 Bakkie - Sewerage | 600 000.00 | 0.00 | 0.00 |
| 6 M ₃ Tipper Truck - Sewerage | 850 000.00 | 0.00 | 0.00 |
| Schaapkop Pump Station (Install Inlet Screens) | 650 000.00 | 0.00 | 0.00 |
| Access Control Outeniqua WWTW | 20 000.00 | 16 000.00 | 15 748.00 |
| Property Development - Sweatpea Street Residential | 420 000.00 | 420 000.00 | 0.00 |
| Upgrading of Meul Street Pump Station | 1 000 000.00 | 1 900 000.00 | 533 642.34 |
| Schaapkop Rising Main to Tamsui Upgrade | 825 000.00 | 0.00 | 0.00 |
| Upgrading of Eden Pump Station (Mechanical) | 0.00 | 4 175 000.00 | 0.00 |
| Herolds Bay Pump Station | 400 000.00 | 400 000.00 | 148 000.00 |
| Access Control Kleinkrantz WWTW | 27 000.00 | 27 000.00 | 25 390.00 |
| Thembalethu UISP - Sewer | 1 696 034.00 | 1 820 000.00 | 838 863.64 |
| Property Development - Diamond Road Industrial Erv | 180 000.00 | 180 000.00 | 8 550.00 |
| Fencing - Outeniqua WWTW | 600 000.00 | 0.00 | 0.00 |
| Telemetry and Service Network System | 300 000.00 | 300 000.00 | 0.00 |
| Thembalethu Sewer Network Upgrade | 250 000.00 | 0.00 | 0.00 |
| Upgrade Gwaiing/Proefplaas Pump Station | 500 000.00 | 0.00 | 0.00 |
| Access Control Uniondale WWTW | 27 000.00 | 27 000.00 | 25 390.00 |
| Paving Roads -Kleinkrantz WWTW | 600 000.00 | 702 000.00 | 640 572.20 |

| Capital Expenditure 2019/2020: Waster Water (Sanitation) Services | | | | | | |
|---|------------|------------|------------|--|--|--|
| Capital Projects Original Budget Amended Budget Actu | | | | | | |
| Two-Way Radio Systems | 100 000.00 | 80 000.00 | 78 525.00 | | | |
| Jetting Machine - Sewerage | 500 000.00 | 500 000.00 | 0.00 | | | |
| Upgrading Depot Facilities | 100 000.00 | 201 000.00 | 200 272.58 | | | |
| 45 M Security Wall Around Perimeter | 100 000.00 | 100 000.00 | 95 161.91 | | | |
| Sewer - Bluegum Informal Settlements | 0.00 | 50 000.00 | 0.00 | | | |
| Vehicles Lab | 0.00 | 600 000.00 | 484 722.25 | | | |
| 4x4 Bakkie - Sewerage | 0.00 | 600 000.00 | 485 163.85 | | | |
| 6 M ₃ Tipper Truck - Sewerage | 0.00 | 850 000.00 | 720 776.00 | | | |
| Total 81 420 812.00 39 229 952.00 14 305 70 | | | | | | |

Capital Expenditure2019/20: Waste Water(Sanitation)

3.4.7 Sanitation: Overall Performance Comment

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

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

3.5 ELECTRICITY

3.5.1 Introduction to Electricity

The 2019/20 financial year will be remembered in future as the year of COVID19 and its associated lockdown. A focus change had to be made away from capital projects towards maintaining electricity supplies as an essential service. Regardless of this focus change, Electrotechnical still managed to spend 60% of its capital budget – something that could only be achieved by special efforts from staff, consultants and contractors.

From 26 March up to 30 June 2020 officials have been swamped by new regulations, the interpretation thereof by the political structures of the various national portfolios, followed by implementation suggestions by various and many national administrations. Much of the implementation side however, fell back on the shoulders of municipal officials.

With the new focus set on COVID19, the containment of the spread thereof and the implementation of health and safety precautions, it was foreseen that normal service delivery to the public would suffer. However, staff now working from their vehicles instead of from the office, adapted well to the difficult circumstances and managed to maintain service delivery at acceptable levels.

Much of our ability to maintain services to reasonable levels, can be attributed to staff that was prepared to do much more than their bit. However, one of the toughest lessons learned from the unexpected pandemic, is to have proper contingency plans in place and to always operate at optimum staff levels. Electrotechnical, to and extend, suffered the consequences of entering the pandemic period with a crippled staff complement due to far too many vacancies in critical positions.

3.5.2 Highlights: Electricity

The table below specifies the highlights for the year:

| Highlights | Description | | |
|---|--|--|--|
| | Completion of the Thembalethu /Glenwood 66kV line. Electrification | | |
| Electrification | of 40 Informal houses at Dube Village as well as 103 formal houses at | | |
| | Thembalethu Area 3. | | |
| Cub station into quation into CCADA quators | 14 Additional substations were outfitted with communications | | |
| Substation integration into SCADA system | equipment and can now be monitored on the SCADA system. | | |
| | The following appointments have been made: Three (3) Specialized | | |
| New Appointments | Electricians, Eight (8) Electrical Assistants, One (1) Crane Truck Driver, | | |
| | Three (3) Principal Clerks and Five (5) General Assistants. | | |
| | We were fortunate enough to be able to appoint a person for three | | |
| ID/Tue is in a contra | months in order to provide much needed HV operating training. The | | |
| HV Training centre | training is currently progressing well, unfortunately, the three months | | |
| | will not be sufficient. | | |

Highlights: Electricity Services

3.5.3 Challenges: Electricity

The table below specifies the challenges for the year:

| Challenges | Actions to address |
|---|--|
| Streetlights | Damages to infrastructure caused by vandalism remain a huge |
| | challenge, however most of the backlogs on streetlights bulbs have |
| | been replaced with LED lights. |
| Maintenance | Budget constraints is a huge restraining factor in getting maintenance |
| | done throughout the entire network. Covid-19 and storm winds also |
| | impacted on above. |
| Shortage of vehicles | Due to additional staff employed there is a shortage of municipal |
| | vehicles to provide service delivery and vehicles have to be hired. |
| | Additional budget to purchase additional municipal vehicles must be |
| | provided to curtail the cost of hiring. |
| Staff quota still inadequate and in need of | Training is being provided but takes time. We are aiming to have at |
| training | least three additional authorized persons within the next 4 months. |
| | This is a very roughly estimated timeline. |

Challenges: Electricity Services

3.5.4 Service Delivery Levels: Electricity

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

| Description | 2018/19 | 2019/20 |
|---|-----------------------|---------|
| Description | Actual | Actual |
| | <u>Household</u> | |
| <u>Energy: (</u> | (above minimum level) | |
| Electricity (at least minimum service level) | 1 023 | 648 |
| Electricity - prepaid (minimum service level) | 43 220 | 45 918 |
| Minimum Service Level and Above Sub-total | 44 243 | 46 918 |
| Minimum Service Level and Above Percentage | 85,85% | 83,6% |
| <u>Energy: (</u> | (below minimum level) | |
| Electricity (< minimum service level) | 0 | 0 |
| Electricity - prepaid (< min. service level) | 0 | 0 |
| Other energy sources | 0 | 0 |
| Below Minimum Service Level Sub-total | 0 | 0 |
| Below Minimum Service Level Percentage | 0% | 0% |
| Total number of households | 5 1 537 | 56 483 |

Electricity Service Delivery Levels

3.5.5 Total Employees: Electricity

| Job level | 2018/19 | | | 2019/20 | |
|-----------|---------|-------------------|-----------|-----------|---|
| (T-grade) | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) |
| | | Numb | per | | |
| 0-3 | 4 | 10 | 10 | 0 | 0% |
| 4-6 | 46 | 49 | 43 | 6 | 12% |
| 7-9 | 34 | 41 | 35 | 6 | 15% |
| 10-12 | 29 | 36 | 29 | 7 | 19% |
| 13-15 | 20 | 20 | 19 | 1 | 5% |
| 16-18 | 4 | 5 | 4 | 1 | 20% |
| 19-20 | 1 | 1 | 1 | 0 | 0% |
| Total | 138 | 162 | 141 | 21 | 13% |

Employees: Electricity services

3.5.6 Capital Expenditure 2019/2020: Electricity

| Capital Expenditure 2019/2020: Electricity | | | | |
|--|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| 2x4 Bakkie Sc - Street Light Attendants | 270 000.00 | 0.00 | 0.00 | |
| Replace Cherry Picker Truck - Elec | 1 800 000.00 | 1 800 000.00 | 0.00 | |
| Crane Truck (Additional) | 2 700 000.00 | 2 700 000.00 | 0.00 | |
| Rebuild Herolds Bay 66kv Line | 100 000.00 | 160 000.00 | 155 824.27 | |
| Replace Redundant 66kv Switch Gear | 1 000 000.00 | 600 000.00 | 0.00 | |
| Refurbish Existing 10mva Transformers | 1 400 000.00 | 2 968 102.00 | 155 620.40 | |
| Thembalethu/Ballots Bay 66/11 Substation | 0.00 | 1 148 188.00 | 1 105 536.85 | |
| Glenwood Second Load Cell | 500 000.00 | 250 000.00 | 0.00 | |
| Load Control and Power Factor | 600 000.00 | 774 309.00 | 173 649.44 | |
| Replace Overloaded 11kv Switchgear | 1 500 000.00 | 1 850 000.00 | 1 652 126.95 | |
| Thembalethu Glenwood 66kv Overhead Line | 100 000.00 | 100 000.00 | 91 895.00 | |
| Extension Of 11kv Network - Lawaaikamp | 800 000.00 | 805 000.00 | 801 669.75 | |
| Extension Of 11kv Network - George Inner City | 1 000 000.00 | 670 000.00 | 545 072.54 | |
| Extension Of 11kv Network - Uniondale | 500 000.00 | 500 000.00 | 27 553.00 | |
| Extension Of 11kv Network - Thembalethu | 1 000 000.00 | 1 400 000.00 | 1 399 169.41 | |
| Extension Of 11kv Network - Wilderness | 300 000.00 | 150 000.00 | 4 000.00 | |
| L/T Lines - Wilderness | 300 000.00 | 300 000.00 | 2 154.24 | |
| Replace Bulk Meters | 450 000.00 | 450 000.00 | 499 940.30 | |
| Overloaded Networks: Replacement - Elec | 1 000 000.00 | 970 000.00 | 866 144.93 | |
| L/T Lines - George | 800 000.00 | 795 000.00 | 590 423.20 | |
| Streetlights: Uniondale, Haarlem And Herold | 300 000.00 | 440 000.00 | 269 006.95 | |
| Reticulation Fill in Schemes - Ad Hoc | 150 000.00 | 150 000.00 | 81 357.64 | |
| Uniondale Electrification | 200 000.00 | 150 000.00 | 34 019.52 | |
| Prt Golden Valley | 135 000.00 | 135 000.00 | 134 974.65 | |
| Reticulation Schemes - Pacs (Erf 325 East) | 0.00 | 230 000.00 | 218 504.29 | |
| L/T Lines - Pacaltsdorp | 400 000.00 | 400 000.00 | 136 428.68 | |
| L/T Lines - Uniondale | 300 000.00 | 100 000.00 | 93 168.64 | |
| Ad Hoc Lighting Requests | 90 000.00 | 90 000.00 | 88 271.43 | |
| High Mast Lighting | 500 000.00 | 500 000.00 | 499 352.99 | |
| Upgrade of Obsolete Streetlight Network (Replace 4 | 500 000.00 | 610 000.00 | 608 214.62 | |
| Lighting Informal Areas | 135 000.00 | 25 000.00 | 22 747.42 | |
| Formal Areas Underground Connection - UISP Area | 817 915.00 | 817 915.00 | 816 056.30 | |
| Street Lightning: Greater George | 400 000.00 | 355 000.00 | 184 394.96 | |
| Reticulation Schemes Bulk Services | 0.00 | 160 000.00 | 154 851.43 | |

| Capital Expenditure 2019/2020: Electricity | | | | |
|--|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| Mobile Radios - Elec | 45 000.00 | 30 000.00 | 26 085.00 | |
| Testing Equipment - Elec | 400 000.00 | 410 000.00 | 370 628.23 | |
| Safety Equipment - Elec | 100 000.00 | 115 000.00 | 57 790.02 | |
| Infrastructure Skills Development Equipment - Elec | 200 000.00 | 0.00 | 0.00 | |
| Tools and Equipment - Elec | 50 000.00 | 80 000.00 | 58 139.79 | |
| Drone - Electricity | 0.00 | 50 000.00 | 42 607.83 | |
| FURNITURE &Amp FITTINGS - ELEC | 50 000.00 | 50 000.00 | 36 534.77 | |
| End User Equipment (Pc's Laptops and Peripheral De | 50 000.00 | 120 000.00 | 73 970.57 | |
| Protection System | 675 000.00 | 675 000.00 | 616 603.85 | |
| Communication System | 350 000.00 | 430 000.00 | 365 612.55 | |
| Control Centre: 11kv Safety | 20 000.00 | 20 000.00 | 8 930.43 | |
| Security Wall at Major Substations | 400 000.00 | 400 000.00 | 163 620.03 | |
| Safety Additions to Elec Building (Ohsa) | 27 000.00 | 27 000.00 | 0.00 | |
| Upgrading of Buildings - Elec | 70 000.00 | 74 000.00 | 56 499.10 | |
| Training Centre - Elec | 10 000.00 | 10 000.00 | 8 482.68 | |
| Entrance Control and Security Measures - Elec | 300 000.00 | 530 000.00 | 394 610.70 | |
| Reticulation Schemes - Pacs (Erf 325 East) | 6 184 174.00 | 6 184 174.00 | 5 654 588.59 | |
| Computer Software - Elec | 400 000.00 | 0.00 | 0.00 | |
| 4x4 Bakkie Dc - Mechanical Works | 460 000.00 | 0.00 | 0.00 | |
| New 20mva Transformers - Glenwood | 1 000 000.00 | 1 000 000.00 | 305 205.26 | |
| Thembalethu/Ballots Bay 66/11 Substation | 27 198 188.00 | 0.00 | 0.00 | |
| Protea 66/11kv Transformer Capacity Increase | 250 000.00 | 250 000.00 | 81 642.00 | |
| Refurbish 66kv Overhead Line | 400 000.00 | 735 500.00 | 587 850.48 | |
| Proefplaas Heroldsbaai 66kv Feeder | 1 600 000.00 | 540 000.00 | 255 693.80 | |
| Formal Areas Underground Connection - UISP Area | 2 549 739.00 | 2 549 739.00 | 2 388 598.03 | |
| Reticulations Schemes - Informal | 800 000.00 | 1 032 000.00 | 925 497.76 | |
| Festive Lights | 400 000.00 | 400 000.00 | 0.00 | |
| Energy Efficient Lighting | 5 700 566.00 | 5 700 566.00 | 3 775 567.49 | |
| Civic Centre PV Panels/Carports | 2 000 000.00 | 0.00 | 0.00 | |
| Storage Containers: Electo-Techincal Services | 100 000.00 | 145 000.00 | 142 500.00 | |
| Infrastructure Skills Development Equipment - Elec | 0.00 | 300 000.00 | 158 419.73 | |
| 2x4 Bakkie Sc - Street Light Attendants | 0.00 | 270 000.00 | 192 793.12 | |
| 4x4 Bakkie Dc - Mechanical Works | 0.00 | 460 000.00 | 293 725.84 | |
| Civic Centre PV Panels/Carports | 0.00 | 50 000.00 | 10 185.04 | |
| Total | 71 837 582.00 | 45 191 493.00 | 28 464 512.49 | |

Capital Expenditure 2019/20: Electricity

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

3.6.1 Introduction to Waste Management

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

3.6.2 Highlights: Waste Management

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

| Highlights | Description |
|---|-------------|
| Extension of Transfer station | Gwaing |
| Building of a new Transfer station | Uniondale |
| Building of 1st platform for composting | George |

Highlights: Waste Management

3.6.3 Challenges: Waste Management

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

| V | Actions to address |
|--|---|
| Breakages of refuse trucks – redundant trucks | Replacement trucks on 2019/2020 budget |
| Cleaning of illegal dumpsites in residential areas | Although illegal dumps are regularly cleaned by |
| | municipality, residents keep on dumping green and |
| | household waste. |

Challenges: Waste Management

3.6.4 Waste Management Service Delivery Levels

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

| Description | 2018/19 | 2019/20 | | |
|--|---------|---------|--|--|
| Description | Outcome | Actual | | |
| <u>Household</u> | | | | |
| Refuse Removal: (Minimum level) | | | | |
| Removed at least once a week | 62 722 | 62 722 | | |
| Minimum Service Level and Above Sub-total | 62 722 | 62 722 | | |
| Minimum Service Level and Above Percentage | 100 | 100 | | |

| Description | 2018/19 | 2019/20 |
|---|------------------|---------|
| Description | Outcome | Actual |
| | <u>Household</u> | |
| <u>Refuse Removal: (</u> Below minimum level) | | |
| Removed less frequently than once a week | N/A | N/A |
| Using communal refuse dump | N/A | N/A |
| Using own refuse dump | N/A | N/A |
| Other rubbish disposal | N/A | N/A |
| No rubbish disposal | N/A | N/A |
| Below Minimum /Service Level Sub-total | o | 0 |
| Below Minimum Service Level percentage | o | O |
| Total number of households | 62 722 | 62 722 |

Service Delivery Levels: Refuse Removal

3.6.5 Total Employees: Solid Waste Services

| Job level | 2018/19 | 2019/20 | | | |
|-----------|---------|-------------------|-----------|-----------|--|
| (T-grade) | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) |
| | | Number | | | |
| 0-3 | 13 | 10 | 8 | 2 | 20% |
| 4-6 | 65 | 71 | 59 | 12 | 17% |
| 7-9 | 18 | 23 | 22 | 1 | 4% |
| 10-12 | 2 | 2 | 2 | 0 | 0% |
| 13-15 | 2 | 2 | 2 | 0 | 0% |
| 16-18 | 2 | 2 | 1 | 1 | 50% |
| 19-20 | 0 | 0 | 0 | 0 | 0% |
| Total | 102 | 110 | 94 | 16 | 15% |

Employees: Sold Waste Services

3.6.6 Capital Expenditure 2019/2020: Waste Management Services

| Capital Expenditure 2019/2020: Waste Management Services | | | | |
|--|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| Bakkies - Foremen - Refuse Removal | 320 000.00 | 0.00 | 0.00 | |
| JCB Rubber Wheels | 63 000.00 | 0.00 | 0.00 | |
| Transfer Facility Uniondale | 500 000.00 | 1 979 433.00 | 1 848 265.74 | |
| Rehabilitation of Landfill Site | 1 500 000.00 | 0.00 | 0.00 | |
| Rehabilitation of Uniondale Landfill Site | 500 000.00 | 0.00 | 0.00 | |
| Building of Compost Plant | 1 000 000.00 | 1 800 000.00 | 1 596 456.47 | |
| Bulk Refuse Containers | 150 000.00 | 29 100.00 | 0.00 | |
| Recycling Equipment - Transfer Station | 800 000.00 | 777 000.00 | 650 000.00 | |
| Weed Eater - Cleansing Services | 7 500.00 | 7 500.00 | 5 563.48 | |
| Furniture for Transfer Station | 20 000.00 | 20 000.00 | 5 758.67 | |

| Capital Expenditure 2019/2020: Waste Management Services | | | | |
|--|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| Extension of Transfer Station | 0.00 | 1 766 220.00 | 1 561 849.85 | |
| Upgrade Public Toilets | 150 000.00 | 386 587.00 | 69 930.79 | |
| Upgrade Cleansing Camp | 100 000.00 | 100 000.00 | 98 014.98 | |
| 2xtrucks - Refuse | 2 000 000.00 | 0.00 | 0.00 | |
| Weighbridge for Transfer Station | 500 000.00 | 0.00 | 0.00 | |
| Upgrade of Refuse Camp | 100 000.00 | 539 024.00 | 495 497.91 | |
| Skips | 500 000.00 | 500 000.00 | 0.00 | |
| Bin Lifters | 300 000.00 | 751 800.00 | 0.00 | |
| Skip Truck | 1 500 000.00 | 2 000 000.00 | 0.00 | |
| Equipment for Laundry at The Transfer Station | 150 000.00 | 170 000.00 | 139 442.00 | |
| Under Roof Parking for Vehicles and Machinery | 100 000.00 | 0.00 | 0.00 | |
| Transfer Station - Generator | 0.00 | 194 997.00 | 0.00 | |
| Refuse Compactor Nissan - Replacement | 0.00 | 100 653.00 | 0.00 | |
| Bakkies - Foremen – Refuse Removal | 0.00 | 320 000.00 | 192 793.13 | |
| 2xTrucks - Refuse | 0.00 | 1 500 000.00 | 0.00 | |
| Total | 10 260 500.00 | 12 942 314.00 | 6 663 573.02 | |

Capital Expenditure 2019/20: Waste Management

3.7 HOUSING

3.7.1 Introduction to Housing

In the National context, George is no exception in facing severe backlogs in the provision of housing opportunities to both the lower income and affordable housing/GAP sections of the community. The backlog is \pm 16 801 families in the lower income sector and \pm 1 785 in the affordable/GAP sector, which are officially captured on the Housing Demand Database.

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

In collaboration with the Provincial Department of Human Settlements, the Title Deed Restoration Project was initiated with the aim of transferring old housing stock to the rightful owners. An amount of R4 857 854.00 was received for this project and since the initiation of this project (1 April 2016) a total of 1 023 properties were registered. In the 2019/2020 financial year 236 transfers were registered.

The main Human Settlements Projects and Initiatives in 2019/2020 were as follows:

i) THEMBALETHU UISP HOUSING PROJECT

The project has been approved and will provide 4350 families with a serviced site with access to water, sanitation and electricity. A total of 113 erven were serviced during the 2019/20 financial year and a total of 154 houses were built and handed over to beneficiaries.

ii) EXTENSION 42 & 58 HOUSING PROJECT

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

iii) ERF 325 HOUSING PROJECT

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

All 173 FLISP houses have been completed. The construction of the BNG houses on 4 of the phases is in progress. Most of the civil services have been completed. All unskilled labour is sourced locally.

iv) METRO GROUNDS HOUSING PROJECT

The Metro Grounds Housing project consists of 664 housing opportunities. The installation of the civil services is in an advanced stage where after the construction of the top structures will commence.

v) GOLDEN VALLEY HOUSING PROJECT

A total of 65 foundations have been completed with 31 top structures having roofs. The contract of the contractor has been terminated due to non-performance and the procurement of a new contractor is in an advanced stage.

HUMAN SETTLEMENTS PLAN

The George Municipality is in the process of compiling a new Human Settlements Plan. The Provincial Department of Human Settlements has made funding available to the Municipality to appoint a consultant to assist with the compilation of the plan. The procurement is currently in process.

SOCIAL HOUSING

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

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

AFFORDABLE HOUSING - FLISP

In December 2019, a tender for the development of 13 Kleinkrantz erven sold in line with the National Finance Linked Individual Subsidy Programme (FLISP) was awarded to a local Contractor. The developer, as part of the tender, sold these 13 erven to local buyers that qualified in terms of the tender and the FLISP qualifying criteria.

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

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

ACCREDITATION

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

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

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

INFORMAL SETTLEMENTS

The Access to Basic Services (ABS) Project is a continuous programme which deals with the upgrading and installation of communal services (waterborne and chemical ablution facilities as well as taps) in informal settlements. All informal settlements have access to basic services. Chemical toilets were provided to inhabitants in Thembalethu and Pacaltsdorp who invaded land, and this was done in response to the COVID-19 pandemic. These toilets however have not been provided in terms of the National norm which is 1 toilet for 5 structures due to funding limitations. A total of 30 water tanks were installed in rural areas and in informal settlements where the inhabitants had no access to water in these areas. 20 of the water tanks were donated to the George Municipality by the National Department of Water and Sanitation in response to the COVID-19 pandemic.

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

ASSISTANCE DURING EMERGENCIES- FIRE, FLOODS

The Department New Housing assists families during emergencies by verifying the information of affected beneficiaries and responds by providing a 4 x 5 emergency structure to qualifying beneficiaries. During the 2019/20120 financial year a total of 206 emergency structures were provided to beneficiaries who found themselves homeless due to emergency situations and a total of 163 fire cases were reported.

WATER LEAKAGES SEWER (INDIGENT HOUSEHOLDS)

This has been included within the functions rendered by the Directorate of Human Settlements. Teams were constituted and spread throughout the areas that posed critical water losses to the organisation. It is too early to measure the losses and the savings it brought about for the organisation until the new water services audit outcomes is available and can be compared with that of the previous year.

During the 2019/20 financial year approximately 1300 water and sewer related indigent household complaints were attended to. In addition to the water leakages attended to at various indigent households in the George Municipal area, a total of 75 additional taps were provided in Informal settlements in response to the COVID-19 pandemic.

3.7.2 Highlights: Housing

The following details all the achievements for the 2019/20 financial year:

- 619 of the 700 houses within the UISP have been completed and handed over to qualifying beneficiaries
- 30 water tanks installed in rural areas and informal settlements in response to COVID-19 pandemic
- 245 additional toilets installed in informal settlements in response to COVID-19 pandemic.
- 75 additional taps installed in various informal settlements in response to the COVID-19 pandemic

3.7.3 Challenges: Housing

The table below specifies the challenges for the 2019/2020 financial year:

| Challenges | Actions to address |
|---|--|
| Ongoing service delivery protests | Liaison with committees to address service delivery issues |
| Ongoing land invasions on land identified for housing development | Constant monitoring of land to prevent further land invasions |
| 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. |
| Lack of bulk infrastructure for new housing development | Civil Engineering Department to budget accordingly. |

 ${\it Challenges: Human Settlements}$

3.7.4 Housing Service Delivery Levels

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

The following table shows an 8.16% increase in the number of people on the housing waiting list. There are

currently approximately 18 586 housing units on the waiting list:

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

Housing Waiting List

3.7.5 Total Employees: Housing

| Job level | 2018/19 | 2019/20 | | | | | |
|-----------|---------|----------------|-----------|-----------|----------------------------|--|--|
| (T-grade) | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total | | |
| | | Num | ber | | Budgeted Posts) | | |
| 0-3 | 0 | 0 | 0 | 0 | 0% | | |
| 4-6 | 18 | 22 | 20 | 2 | 9% | | |
| 7-9 | 8 | 11 | 10 | 1 | 9% | | |
| 10-12 | 8 | 9 | 8 | 1 | 11% | | |
| 13-15 | 3 | 3 | 2 | 1 | 33% | | |
| 16-18 | 1 | 2 | 2 | 0 | 0% | | |
| 19-20 | 0 | 0 | 0 | 0 | 0% | | |
| Total | 38 | 47 | 42 | 5 | 11% | | |

Employees: Housing

3.7.6 Capital Expenditure 2019/2020: Housing

| Capital Expenditure 2019/2020: Housing | | | | | | | |
|---|-----------------|----------------|---------------|--|--|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | | | |
| Furniture: Office of Director | 9 000.00 | 9 000.00 | 0.00 | | | | |
| Chairs - Maintenance Section | 3 000.00 | 3 000.00 | 2 173.04 | | | | |
| Visitor Chairs Replacement - Existing Housing | 2 000.00 | 2 000.00 | 1 395.42 | | | | |
| Furniture - Maintenance Section | 14 000.00 | 14 000.00 | 13 462.01 | | | | |
| Chairs Replacement - Existing Housing | 3 000.00 | 3 000.00 | 2 320.00 | | | | |
| Filing Cabinets - Existing Housing | 5 000.00 | 5 000.00 | 0.00 | | | | |
| Furniture: Informal Housing | 7 000.00 | 7 000.00 | 0.00 | | | | |
| Furniture: Housing (Existing) | 7 000.00 | 7 000.00 | 0.00 | | | | |
| Furniture: Housing (New) | 7 000.00 | 7 000.00 | 0.00 | | | | |
| Rosedale Creche, Erf 8046: Cover from Classroom To | 100 000.00 | 131 000.00 | 122 575.26 | | | | |
| Isiseko Creche: Replace Fencing and Improve Site Se | 0.00 | 185 000.00 | 0.00 | | | | |
| Lawaaikamp Creche: Paving and Walkways | 80 000.00 | 105 000.00 | 98 100.87 | | | | |
| Masimbambane Creche: Covert Garage into Classroom | 80 000.00 | 70 000.00 | 26 826.09 | | | | |

| Capital Expenditure 2019/2020: Housing | | | | | | |
|---|-----------------|----------------|---------------|--|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | | |
| Lawaaikamp Creche: Burglar Bars | 0.00 | 50 550.00 | 40 978.00 | | | |
| 1x Sedan: Existing Housing | 300 000.00 | 0.00 | 0.00 | | | |
| Replacement Tipper Truck: Informal Housing | 500 000.00 | 0.00 | 0.00 | | | |
| Upgrade Functional Unit - Council Chambers | 80 000.00 | 70 500.00 | 0.00 | | | |
| Building Equipment and Tools | 60 000.00 | 120 000.00 | 59 352.56 | | | |
| Fireproof Safe- Existing Housing | 60 000.00 | 37 000.00 | 18 904.35 | | | |
| Data Projector - Housing | 10 000.00 | 10 000.00 | 0.00 | | | |
| PA System | 82 000.00 | 82 000.00 | 67 363.91 | | | |
| Laptop - New Housing | 12 000.00 | 212 000.00 | 181 816.22 | | | |
| 2x Portable Printers (New Housing) | 20 000.00 | 20 000.00 | 0.00 | | | |
| Laptop - Deputy Director: Housing | 12 000.00 | 25 000.00 | 21 889.57 | | | |
| Isiseko Creche: Replace Fencing and Improve Site Se | 200 000.00 | 0.00 | 0.00 | | | |
| Lawaaikamp Old Age Home: Extension of Building | 400 000.00 | 400 000.00 | 8 700.52 | | | |
| Zamaxolo Creche - Outside Classroom | 400 000.00 | 10 000.00 | 0.00 | | | |
| Kekkel en Kraai Creche: Upgrading of Existing Structure | 400 000.00 | 20 000.00 | 0.00 | | | |
| Mzomhle Creche: Tile Kitchen and Bathroom Areas | 60 000.00 | 39 000.00 | 0.00 | | | |
| Upgrade Water Supply: 5 th Floor | 80 000.00 | 80 000.00 | 0.00 | | | |
| Siembamba Creche: 2500l Water Tanks | 15 000.00 | 15 000.00 | 14 200.00 | | | |
| Kekkel En Kraai Creche: Security Fence | 240 000.00 | 235 000.00 | 193 304.36 | | | |
| Chris Nissan Creche: Palisade Fence | 240 000.00 | 240 000.00 | 1 000.00 | | | |
| Kleinkrantz Creche: Gas Storage | 5 000.00 | 10 000.00 | 9 300.00 | | | |
| 1x Sedan: Existing Housing | 0.00 | 300 000.00 | 0.00 | | | |
| Replacement Tipper Truck: Informal Housing | 0.00 | 500 000.00 | 426 122.00 | | | |
| Nikiwe Creche - Erf 2206, Tyolora | 0.00 | 0.00 | 2 595 000.00 | | | |
| Total | 3 493 000.00 | 3 024 050.00 | 3 904 784.18 | | | |

Capital Expenditure 2019/20: Housing

3.8 FREE BASIC SERVICES AND INDIGENT SUPPORT

3.8.1 Introduction to Free Basic Services and Indigent Support

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

3.8.2 Free Basic Services to Low Income Households

The tables below indicate the households that received free basic services in the 2019/20 and financial year under review:

| | Year | | Number of households | | | | | | | |
|---|---------|--------|----------------------|---|--------|--------|--------|--------|--------|--------|
| 1 | | Total | | Households earning less than R 3 000 per month | | | | | | |
| 1 | | no of | Free Basic | Free Basic Water Free Basic Sanitation Free Basic Electricity Free Basic Refuse Removal | | | | | | |
| ١ | | НН | Access | % | Access | % | Access | % | Access | % |
| | 2018/19 | 49 483 | 20 233 | 40% | 15 832 | 31.90% | 15 397 | 31.11% | 15 558 | 31.44% |
| | 2019/20 | 49 647 | 15 142 | 31% | 14 720 | 30% | 19 730 | 40% | 14 853 | 30% |

Free Basic Services to Households

| | Electricity | | | | | | | | |
|-----------|---------------------|----------------------|-----------|---|---------|----------|-------------|---------------------------|-------------|
| Financial | Indigent Households | | | I Indigent Households Non-indigent households | | | Househ | Households in Eskom areas | |
| year | No of HH | Unit per HH (kwh) | Value pm | HH per HH | | Value pm | No of HH | Unit per HH | Value pm |
| | | | R'ooo | | (kwh) | R'ooo | | (kwh) | R'ooo |
| 2018/19 | 15 397 | 70 | 20 727 | 0 | 0 | 0 | 772 | 50 | 564 |
| 2019/20 | 19 730 | 70 kwh 137.90c | 1 492 643 | 44 467 | o kwh | 0.00 | 745 | 50 kwh 137.90c | 51 367 |
| | | 3, 5, 5 | | | 194.30C | | | 5, 5 | |

Free Basic Electricity Services to Indigent Households

| Water | | | | | | |
|----------------|-------------------------|---------|-----------|----------|-------------------|-----------|
| Financial year | Indigent Households | | | Non | -indigent househo | lds |
| | No of HH Unit per Value | | Value pm | No of HH | Unit per HH | Value pm |
| | | HH (kl) | R'ooo | | (kl) | R'ooo |
| 2018/19 | 20 233 | 6 | 16 916 | 33 651 | 6 | 35 955 |
| 2019/20 | 15 142 | 6kl | 1 459 397 | 39 685 | 6kl | 3 745 470 |
| | | 15.73 | | | 15.73 | |

Free Basic Water Services to Indigent Households

3.8.3 Financial Performance 2019/20: Cost to Municipality FBS Delivered

| Financial Performance 2019/20: Cost to Municipality of Free Basic Services Delivered | | | | | | |
|--|------------|------------|--|--|--|--|
| | 2018/19 | 2019/20 | | | | |
| Services Delivered | Actual | Actual | | | | |
| | R'ooo | | | | | |
| Water | 22 194 101 | 16 404 595 | | | | |
| Electricity | 19 813 219 | 22 689 087 | | | | |
| Sanitation | 36088034 | 38 857 533 | | | | |
| Refuse removal | 33 313 420 | 36 608 096 | | | | |
| Total | | | | | | |

Financial Performance 2019/20: Cost to The Municipality of Free Basic Services Delivered

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

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

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

COMPONENT B: ROAD TRANSPORT

3.9 ROADS

This component includes roads, transport and storm water (storm water drainage).

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

Roads

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

3.9.1 Highlights: Roads

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

| Highlights | Description |
|--|---|
| Completion of the Pavement Management System (PMS) (February 2020) | Assists in the prioritisation of upgrading/repairs of roads |
| Paving in roads | Upgrading of gravel roads in previously disadvantaged areas |
| Rehabilitation of Caledon street (1 250 m) | Completion of the rebuilding of Caledon street, including the upgrading of the sidewalks to universal accessible standard |
| Rehabilitation of Mission street (570m) | Completion of the rebuilding of Mission street, including the upgrading of the sidewalks to universal accessible standard |

| Highlights | Description |
|---|---|
| Rehabilitation of Merriman street (665 m) | Completion of the rebuilding of Merriman street, including the upgrading of the sidewalks to universal accessible standard, installation of new 300 mm PVC pipeline, railway crossing and new electrical street lighting |
| Rehabilitation of Tabata street (1 100 m) | Commencement with complete rebuild of phase 1 of Tabata street. Unfortunately, due to Community disruption, the project was suspended until the outstanding labour issues could be resolve. It is foreseen that construction work will recommence within 2020/21, as soon as sufficient funding is secured. |
| Rehabilitation of Wellington street (400 m) | Commencement of the rebuilding of Wellington street |
| Rehabilitation of Triumph street (330 m) | Commencement of the rebuilding of Triumph street, including the upgrading of the sidewalks and street lighting to universal accessible standard |
| Reseal of 5th avenue (500 m) | Reseal of 5th avenue |
| Reseal of Union street (900 m) | Reseal of Union street |

Highlights: Roads

3.9.2 Challenges: Roads

The table below specifies the challenge(s) for the 2019/20 financial year:

| Challenge | Actions to address |
|--|---|
| Staff Capacity | Currently this Department is understaffed, and filling of vacant positions is slow |
| Budget restraints | PMS and Storm Water Maintenance Plans indicated priorities for repairs/upgrades, but insufficient budget |
| COVID-19 | Already understaffed under further pressure as a result of vulnerable staff with comorbidities on mandatory leave and/or working from home |
| Expansion of George | This causes more road users, putting the road infrastructure under further pressure |
| Access to adequate/decent gravel quarries | The quality of materials is a cause of great concern, since most of the quarries in the region are depleted |
| Community disruption of road maintenance and rebuilding projects | The employment of local labour and contractors from directly affected wards that meet the necessary legislative requirements remains a challenge. All projects focus on maximum creation of job opportunities for unemployed members of affected communities. |
| | Delays due to finalising local labour and contractors resulted in unbudgeted financial cost, leading to reduce project scope. |
| Insufficient and timeously funding | Insufficient funding is provided to maintains of the exiting road network, with additional grand funding only being made available within the last quarter of the financial year |

| Challenge | Actions to address | | |
|---|--|--|--|
| COVID-19 related construction restriction | Covid-19 related delays due to regulations restricting construction work | | |

Challenges: Roads

3.9.3 Gravel Roads

The table below specify the service delivery levels for the 2019/20:

| | Gravel Road Infrastructure: Kilometres | | | | | | |
|---------|---|---|---|-----|--|--|--|
| Year | Total gravel roads New gravel roads Gravel roads Gravel roads constructed upgraded to graded/maintai tar/block paving | | | | | | |
| 2017/18 | 108 | 1 | o | 108 | | | |
| 2018/19 | 108 | 0 | 1 | 107 | | | |
| 2019/20 | 107 | 0 | 5 | 102 | | | |

Gravel Road Infrastructure

3.9.4 Tarred (Asphalted) Roads

| | Tarred Road Infrastructure: Kilometres | | | | | | | |
|---------|--|----------------------------------|---|-------|--|--|--|--|
| Year | Total tarred roads | Existing tar roads maintained | | | | | | |
| 2017/18 | 448,6 | 0 | 3 | 448,6 | | | | |
| 2018/19 | 448.6 | 0 | 8 | 448.6 | | | | |
| 2019/20 | 448.6 | 0 | 3 | 448.6 | | | | |

Tarred Road Infrastructure

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

3.9.5 Cost of Construction/Maintenance

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

| | Cost of Construction/Maintenance | | | | | | |
|---------|----------------------------------|---|---------|----------|------------|---------|--|
| | R' 000 | | | | | | |
| | Gravel Tar | | | | | | |
| | New | New Gravel - Tar Maintained New Re-worked Maintaine | | | Maintained | | |
| 2017/18 | 490000 | 1900000 | 280000 | 2300000 | 1300000 | 600000 | |
| 2018/19 | О | 13293090 | 1211800 | 18108348 | 7605812 | 8066280 | |
| 2019/20 | | | | | | | |

Cost of Construction/Maintenance of Roads

3.9.6 Total Employees: Roads

| Job level | 2018/19 | 2019/20 | | | | |
|-----------|---------|----------------|-----------|-----------|----------------------------|--|
| (T-grade) | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total | |
| | | Nı | umber | | Budgeted Posts) | |
| 0-3 | 0 | О | О | О | ο% | |
| 4-6 | 65 | 56 | 32 | 24 | 42% | |
| 7-9 | 18 | 7 | 5 | 2 | 29% | |
| 10-12 | 2 | 6 | 4 | 2 | 33% | |
| 13-15 | 2 | 3 | 1 | 2 | 66% | |
| 16-18 | 2 | 1 | 1 | o | o% | |
| 19-20 | 0 | 0 | 0 | 0 | 0% | |
| Total | 89 | 73 | 43 | 30 | 41% | |

Employees: Roads

| Job level (T-grade) | 2018/19 | 2019/20 | | | | |
|------------------------|---------|----------------|-----------|-----------|----------------------------|--|
| , , , | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total | |
| | | Nυ | mber | | Budgeted Posts) | |
| 0-3 | 2 | О | o | О | 0% | |
| 4-6 | 0 | 4 | 4 | 0 | 0% | |
| 7-9 | 3 | 0 | 0 | 0 | 0% | |
| 10-12 | 1 | 1 | 1 | 0 | o% | |
| 13-15 | 0 | 1 | 1 | 0 | o% | |
| 16-18 | 0 | 0 | 0 | o | o% | |
| 19-20 | 0 | 0 | 0 | 0 | 0% | |
| Total | 6 | 6 | 6 | 0 | o% | |

Employees: Mechanical workshop

3.9.7 Capital Expenditure2019/2020: Roads

| Capital Expenditure 2019/2020: Roads | | | | | | | |
|---|--------------|---------------|---------------|--|--|--|--|
| Capital Projects Original Budget Amended Budget Actuals | | | | | | | |
| Tools & Equipment - Streets | 100 000.00 | 100 000.00 | 79 275.80 | | | | |
| GIPTN Road Rehabilitation | 0 | 40 797 604.00 | 24 220 315.24 | | | | |
| Street Resealing: Greater George | 8 165 000.00 | 9 322 035.00 | 7 128 608.97 | | | | |
| Rebuilding of Streets: Greater George | 4 950 500.00 | 12 958 650.00 | 12 006 108.17 | | | | |
| Rooidraai Road: Repairs to Slip Failure | 800 000.00 | 600 000.00 | 631 867.97 | | | | |
| GIPTN Road Rehabilitation | 0 | 1 813 725.00 | 0 | | | | |
| Upgrading of PW Botha Boulevard | 1 000 000.00 | 0 | 0 | | | | |
| Upgrade of Voortrekker Street and Longstreet Sidewalk | 250 000.00 | 250 000.00 | 220 373.20 | | | | |
| Peters Road: Repairs to Slip Failure and Associate | 500 000.00 | 1 000 000.00 | 385 192.14 | | | | |

| Capital Expenditure 2019/2020: Roads | | | | | | |
|---|-----------------|----------------|---------------|--|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | | |
| Construction of Perimeter Wall at Street Depot | 750 000.00 | 593 592.00 | 593 584.00 | | | |
| Upgrading of Admin Building and Ablution Facilities | 500 000.00 | 1 068 795.00 | 731 332.94 | | | |
| GIPTN: Bus Shelters | 0 | 3 500 000.00 | 2 636 083.88 | | | |
| Link Road Stream Crossing Erf 325 East | 0 | 570 000.00 | 567 453.40 | | | |
| TLB (UNIONDALE) | 1 000 000.00 | 1 000 000.00 | 994 478.00 | | | |
| 3 Ton Tipper Truck - Streets | 850 000.00 | 982 264.00 | 852 244.00 | | | |
| Bakkie (Road Reserve Maintenance) | 280 000.00 | 0 | 0 | | | |
| GIPTN: Bus Shelters | 4 108 124.00 | 0 | 0 | | | |
| Thembalethu UISP - Roads | 4 357 065.00 | 4 200 000.00 | 2 178 775.68 | | | |
| GIPTN: Traffic Signals | 200 000.00 | 0 | 0 | | | |
| GIPTN: Traffic Signals | 1 800 000.00 | 1 550 000.00 | 0 | | | |
| Delville Park Primary: Parking and Drop-Off Zone | 300 000.00 | 300 000.00 | 297 096.07 | | | |
| GIPTN Traffic Sidewalks | 501 677.00 | 3 000 000.00 | 1 561 955.94 | | | |
| Property Development - Diamond Road Industrial Erv | 360 000.00 | 360 000.00 | 71 149.00 | | | |
| Construction of Sidewalks: George Area | 1 000 000.00 | 952 988.00 | 596 631.84 | | | |
| Upgrading of Ruby Street | 500 000.00 | 202 000.00 | 201 775.00 | | | |
| Mechanic Broom (Road Reserve Maintenance) | 580 000.00 | 0 | 0 | | | |
| Adjustment to Left Boundary Encroachments | 20 000.00 | 0 | 0 | | | |
| Upgrading of Saagmeul Street | 250 000.00 | 145 310.00 | 145 310.00 | | | |
| GIPTN Road Rehabilitation | 15 000 000.00 | 0 | 0 | | | |
| Stabilization of Embankment: Borchards | 500 000.00 | 0 | 0 | | | |
| Property Development - Sweatpea Street Residential | 840 000.00 | 840 000.00 | 369 484.20 | | | |
| GIPTN Transfer Locations | 3 000 000.00 | 0 | 0 | | | |
| Upgrading of Binne & Buite Street Intersection | 500 000.00 | 65 655.00 | 65 655.00 | | | |
| CCTV Cameras (Street Camp) | 150 000.00 | 415 000.00 | 401 989.21 | | | |
| GIPTN Transfer Locations | 0 | 287 500.00 | 0 | | | |
| Bakkie (Road Reserve Maintenance) | 0 | 280 000.00 | 242 581.92 | | | |
| Mechanic Broom (Road Reserve Maintenance) | 0 | 580 000.00 | 0 | | | |
| Total | 53 112 366.00 | 87 735 118.00 | 57 179 321.57 | | | |

Capital Expenditure 2019/20: Roads

3.9.8 Overall Performance: Roads

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

3.10 PUBLIC TRANSPORT

3.10.1 Introduction to Public Transport

The George Integrated Public Transport Network (GIPTN) is a flagship model for the provision of public transport in South Africa's emerging cities. The first services commenced in George in 2014, and currently Phases 1, 2, 3

and Phase 4B are operational. The GIPTN provides the citizens of George with access to social, educational and economic opportunities within the areas where the service has been rolled out. This is facilitated by providing a public transport service that is safer, more affordable, accessible and reliable. The latter is being realised through the transformation of the existing local bus and minibus taxi industries into an integrated bus operator, and the provision of universally accessible and non-motorised transport facilities.

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

3.10.2 Highlights: Public Transport

| Highlight | Description |
|--|---|
| Phase 4B Roll-Out | Expansion of the service into Phase 4B which consists of the |
| | communities of Parkdene, Lawaaikamp, Conville and |
| | Borcherds on 22 March 2020 |
| AFC/ITS (Automated Fare Collection/ Integrated | Partial integration of the ITS and the AFC system has begun |
| transport system) | whereby route, duty, schedule and driver information will be |
| | uploaded from the ITS to the AFC system. Currently only driver |
| | sign-on is integrated. Subsequently, operational information will be passed to the ITS from the AFC driver console to |
| | automate driver to waybill scheduling and deviation alerts. This |
| | two-way integration will drive accuracy with regards to inter- |
| | system master data and operational efficiencies that requires |
| | little or no user intervention. |
| Finance | During the period under review applications for in-year funding |
| | were submitted to the Department of Transport (DoT) and the |
| | Provincial Department of Transport and Public Works (DTPW). |
| | These applications were successful and resulted in the |
| | following in-year allocations being received: |
| | R82.127 million from DoT toward the upgrading of the |
| | N2/Thembalethu bridge widening project. R66 million from DTPW toward the operational requirements |
| | of the project. |
| Industry/Stakeholder Engagement Break through | Disgruntled stakeholders were identified and engaged, and |
| , 3 3 | task teams formed. Through this process undertakings were |
| | sighed with these stakeholders which allowed the roll out of |
| | Phase 4B to take place. In addition, a way forward to engage on |
| | the roll-out of Phase 4A was agreed. |
| Operations | The latter part of 2019/20 saw the successful expansion of |
| | operations through the roll out of Phase 4B (Parkdene, |
| | Conville, Borchards, Lawaaikamp and Ballotsview) adding 3 |
| | main routes and a community route to the GIPTN service which prior to this had consisted of Phases 1 to 3. |
| Safety & Security | The road-based CCTV network was expanded, primarily in |
| | Phase 4B, with improvements implemented to CCTV in Blanco |
| | and Thembalethu. The Public Transport Safety and Security |
| | Operations Committee (PTSOC) continued to convene, |
| | resulting in a successful integrated interagency Operational |
| | plan for Phase 4B roll out. |

Highlights: Public Transport

3.10.3 Challenges: Public Transport

| Challenges | Actions to address |
|--|---|
| Resistance to further roll out of the service by | Task teams were formed during the reporting period which will |
| stakeholders | engage on targeted matters to facilitate a peaceful Phase 4A roll |
| | out. |
| Funding Constraints | The roll-out of Phase 4A is a priority to ensure that the project |
| | can access the additional fare revenue from this Phase. Phase |
| | 4A represents an almost doubling of the demand. |
| | Once Phase 4A is rolled-out it will improve the ability of the |
| | project to obtain an increased share of the performance |
| | component of the Public Transport Network Grant (PTNG). |
| | A further funding application has been submitted through the |
| | Budget Facility for Infrastructure (BFI) grant. If this application is |
| | favourably received it will cover the costs of the long-term |
| | infrastructure requirements for the project which is currently |
| | unfunded. |
| Infrastructure | Limited success with the construction of new infrastructure, |
| | including for Phase 4B mainly due to the Covid-19 Lockdown |
| | restrictions |
| Outbreak of Covid-19 | The impact of COVID-19 on the public transport industry in |
| | George as with the rest of South Africa has been severe as a vast majority of the population depend on public transport to access |
| | essential services and work. Public transport also poses an |
| | associated and heightened risk of contracting COVID-19 even |
| | with all the health, safety, and social distancing measures in |
| | place. |
| | GO GEORGE is doing and continues to do everything in its |
| | power to contribute to limiting the spread of the virus and |
| | promoting the safety of passengers and operational staff |
| | including drivers. Key interventions and safety measures include |
| | daily disinfecting of facilities, cleaning and sanitisation of buses |
| | before and after every duty, wearing of masks by both |
| | passengers and staff and regular hand sanitising by both drivers |
| | and passengers. |
| | The regulations implemented on the public transport sector to prevent the spread of the COVID-19 pandemic has also had a |
| | negative impact on the monthly revenue. For the period April |
| | 2020 to June 2020 there was a reduction in fare revenue of 50%. |
| | Certain infrastructure projects had to be placed on hold due to |
| | the regulations. |

Challenges: Public Transport

Top three service delivery objectives and impact

One of the biggest objectives achieved in the design of the service was the transformation of the existing minibus taxi industry in George into a formalised vehicle operating company (VOC) contracted to government for the provision of the service.

Other major objectives included acquiring and providing a new fleet of Universally Accessible (UA)-compliant vehicles, the provision and upgrading of infrastructure including provision for Non-Motorised Transport (NMT) and UA, and the design of the integrated public transport service with routes and schedules that accommodate all users and provide access to places of work as well as community services.

In designing the service, the policy principles provided the framework by which to determine the design parameters of the service. The detailed choices within those parameters were informed by the context of the public transport environment in George and the envisaged implementation plan, including consideration of various implementation choices and their applicability in the George environment.

The NMP 2050 vision has reinforced that transport is the heartbeat of the economy and the fabric of socio-economic development. The NMP vision 2050, aims to achieve:

An integrated, smart and efficient transport system supporting a thriving economy that promotes sustainable economic growth, supports a healthier lifestyle, provides safe and accessible mobility options, socially includes all communities and preserves the environment.

The above is being achieved through integrated planning between various departments on a municipal and provincial level and expanded upon existing principles of GIPTN. The GIPTN has experienced exponential growth, including into Phase 4B during the reporting period, and wide acceptance as a municipal service and will add substantial further benefit to George and its community as the phases continue to roll out.

Major efficiencies achieved

During the period under review no major efficiencies were achieved. Once the full service is rolled out increased efficiencies are expected. This noted, there have been some improvements with regards to the streamlining of workflows in relation to the extraction and finalisation of pole collar information in the correct format for ease of implementation.

Approach to the Public Bus Operation

The GIPTN is an Integrated Public Transport Network (IPTN) rather than an Integrated Rapid Public Transport Network (IRPTN), which makes use of dedicated bus lanes and is referred to as Bus Rapid Transit (BRT). The reason for choosing an IPTN approach in George is to keep costs to a minimum. Once the system settles, the required additional infrastructure can be constructed where proven to be necessary based on the Operate First, Build Light staged approach (Infrastructure light), which is then linked to the funding is available.

Initially, the focus has been to prioritise implementation of operations over infrastructure. The adoption of this approach was to ensure operations commenced with the premise to refine the operations and only build infrastructure that is required. Whilst this approach has ensured effective spending on infrastructure, a substantial increase in the spending on Infrastructure is now required to ensure the success and sustainability of the Public Transport Service. The implementation of the GO GEORGE bus service is structured in 6 phases, with Phases 1 to 3 and 4B currently operational.

Support given to communities that are living in poverty

The public transport service is subsidised to ensure that fares remain at affordable levels. If fares were set at a level high enough to cover the operating deficit then it is likely that the services would prove to be an unaffordable and poorly utilised, and services would not support those with the greatest need for public transport. The fare tariffs for GIPTN is linked to the minimum wage to ensure affordability.

3.10.4 Municipal Bus Service Data

| Municipal Bus Service Data | | | | | | <u>Table Note</u> <u>References:</u> |
|----------------------------|--|------------|--------------|------------|--------------|---|
| | | 2018/2019 | 2019 | /2020 | 2020/2021 | Δ. |
| | Details | Year -1 | Ye | ar O | Year 1 | Α |
| | | | Estimate No. | Actual No. | Estimate No. | В |
| 1 | Passenger Journeys | 4,123,489 | | 3,529,764 | 4,474,764 | С |
| 2 | Seats available for all journeys | 14,970,828 | | 14,970,828 | 14,970,828 | D |
| 3 | Average Unused Bus Capacity for all journeys | 10,847,339 | | 11,441,064 | 10,496,064 | Е |
| 4 | Size of bus fleet at year end | 114 | | 122 | 122 | F |
| 5 | Average number of buses off the road at any one time | 62 | | 66 | 54 | G |
| 6 | Proportion of the fleet off road at any one time | 54% | | 54% | 44% | Н |
| 7 | No. of Bus journeys scheduled | 259,761 | | 241,017 | 333,065 | I |
| 8 | No. of Bus journeys cancelled | 20,781 | | 26,512 | 16,653 | J |
| 9 | Proportion of journeys cancelled | 8% | | 11% | 5% | K |

- **Table Notes:** Year -1 was taken to be 2018/2019, Year 0 as 2019/2020 and Year 1 as 2020/2021. Year-1 is Phase 1-3 services, Year 0 is Phase 1-3 services and 4B services (only for 3months) and Year 1 is a full Phase 1-3 and 4B services projected. although Phase 4B rolled out at the end of 2019/20, the Covid-19 pandemic had a major impact on services and distorted the actual numbers of Phase 4B. 105,000 passenger trips for Phase 4B is estimated and included in the latter part of 2019/20 and 2020/2021 years and compensates for Covid -19 reduced services impacts based on current trends. Actual numbers were used for 18/19 and 19/20 financial years. A Passenger Journey is defined as having a start point (origin) and an end point (destination) and may include one or more transfers. The data reflects Passenger Trips as an estimate based on ticket sales as trips can include transfers. Based on actual Passenger Trips for 2018/19 and 2019/20. For 2020/21 the average number of trips scheduled and the capacity available on vehicle class scheduled (Mini=15 seats; Midi=79; Std=84) for Ph1-3 were used and includes an estimate for Phase 4B. Phase 4B rolled out end of 2019/20 but is distorted due to the Covid-19 pandemic. Phase 4A is assumed to only roll out after 2020/21. Passenger Seats in this case refers to Passenger Spaces (includes standing and seated passengers). Unused Capacity is the difference between capacity provided per month (Table line 2 above) less the number of passenger trips (Table line 1 above) and is actual numbers for 18/19 and 19/20 and estimated for 20/21. The situation arises out of high levels of directionality in demand on most routes, but the ability to provide several productive trips with a single vehicle, requiring an empty return trip. **F** The size of the bus fleet in hand. The number of bus fleet in hand minus the peak fleet required per year (average) provides the number of buses off the road at any one time H | The percentage of bus fleet off the road = size of bus fleet in hand divided by number of buses off the road at any one time The actual vehicle trips scheduled for 18/19 and 19/20 and projected for 20/21 (includes growth of Phases 1-3 and 4B as well
- as the impact of Covid-19 with the expectation that the system will recover to some extent to normal expectations. Bus Journeys in this case refers to Bus/Vehicle Trips for the GIPTN system.
- Almost no Bus Journey trips are cancelled. However, due to protest/strike actions in 18/19 and 19/20 as well as the impact of Covid-19 reduced services in 19/20 as projected for 20/21, a proportion of bus journeys were cancelled
- **K** Bus Journeys cancelled as a percentage.

3.10.5 Capital Expenditure 2019/2020: Public Transport

| Capital Expenditure 2019/2020: Public Transport | | | | | | | |
|--|--------------|--------------|------------|--|--|--|--|
| Capital Projects Original Budget Amended Budget Actuals Tota | | | | | | | |
| Office Equipment - Public Transport Office | 20 000.00 | 20 000.00 | 0.00 | | | | |
| Optic Bus Camera Equipment | 0.00 | 851 583.00 | 0.00 | | | | |
| Municipal Contribution Infrastructure | 3 814 720.00 | 0.00 | 0.00 | | | | |
| GIPTN Communication Equipment | 150 000.00 | 0.00 | 0.00 | | | | |
| GIPTN Upgrade Premises | 200 000.00 | 0.00 | 0.00 | | | | |
| GIPTN Communication Equipment | 0.00 | 220 000.00 | 219 643.10 | | | | |
| GIPTN Upgrade Premises | 0.00 | 100 000.00 | 50 197.00 | | | | |
| Total | 4 184 720.00 | 1 191 583.00 | 269 840.10 | | | | |

Capital Expenditure 2019/20: Public Transport

3.11 STORMWATER DRAINAGE

3.11.1 Introduction to Storm Water Drainage

The Department is in the process of updating the Storm Water Master Plan. The operation of the storm water network is conducted with the use of a management system which enables the Planning and Maintenance Section to locate shortcomings. It also enables this Section to perform efficient maintenance on the storm water network.

3.11.2 Highlights: Storm Water Drainage

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

| Highlights | Description |
|--|---|
| Updating of the Storm Water Maintenance Plan (Partially completed) | Assists in the prioritisation of upgrading/repairs of storm water |

Highlights: Storm water Drainage

3.11.3 Challenges: Storm Water Drainage

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

| Description | Actions to address |
|----------------------------|--|
| COVID 19 State of Disaster | Measures implemented in terms of the DMA impacted directly on various storm water projects. These projects will be addressed in the 2020/21 financial year |
| Staff Capacity | Currently this Department is understaffed, and filling of vacant positions is slow |
| Budget restraints | PMS and Storm Water Maintenance Plans indicated priorities for repairs/upgrades, but insufficient budget |

Challenges: Storm water Drainage

3.11.4 Storm Water Infrastructure

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

| Financial year | Total km storm | Km new storm | Km storm water | Km storm water |
|----------------|----------------|----------------|-------------------|---------------------|
| | water measures | water measures | measures upgraded | measures maintained |
| 2017/18 | 397,5 | 0 | 0,5 | 399,7 |
| 2018/19 | 399.7 | 0 | 1 | 400.2 |
| 2019/20 | 400.2 | 0 | 2 | 402.2 |

Storm water Infrastructure

3.11.5 Employees: Storm Water

| Job level (T- | 2018/19 | 2019/20 | | | |
|---------------|---------|----------------|-----------|-----------|-------------------------------|
| grade) | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total |
| | | Nun | nber | | Budgeted Posts) |
| 0-3 | 0 | 0 | 0 | 0 | 0% |
| 4-6 | 29 | 98 | 44 | 54 | 55% |
| 7-9 | 1 | 13 | 11 | 2 | 15% |
| 10-12 | 4 | 4 | 2 | 2 | 50% |
| 13-15 | 0 | 1 | 0 | 1 | 0% |
| 16-18 | 1 | 0 | 0 | 0 | 0% |
| 19-20 | 0 | 0 | 0 | 0 | 0% |
| Total | 35 | 116 | 57 | 59 | 50% |

Employees: Storm Water

3.11.6 Cost of Construction/Maintenance: Storm Water

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

| Financial year | Storm water Measures | | | | | | |
|----------------|----------------------|-------------------------|-------|--|--|--|--|
| | New | New Upgraded Maintained | | | | | |
| | | R'000 | | | | | |
| 2017/18 | 0 | 0 | 3200 | | | | |
| 2018/19 | 0 | 2 230 | 3 033 | | | | |
| 2019/20 | 0 | 2 820 | 3 300 | | | | |

 ${\it Cost\ of\ Construction:}\ Storm\ water$

3.11.7 Capital Expenditure 2019/2020: Storm Water

| Capital Expenditure 2019/2020: Storm Water | | | | | |
|---|------------|------------|------------|--|--|
| Capital Projects Original Budget Amended Budget Actuals Total | | | | | |
| 2X 3 Ton Trucks - Streets & Amp; Storm Water | 0 | 427 124.00 | 427 124.00 | | |
| Upgrading of Existing Storm Water Infrastructure | 0 | 169 189.00 | 0 | | |
| Building of Concrete Canals & Drains | 400 000.00 | 400 000.00 | 400 000.00 | | |

| Capital Expenditure 2019/2020: Storm Water | | | | |
|---|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| Upgrading Storm Water Infrastructure (Blanco) | 700 000.00 | 700 000.00 | 501 772.51 | |
| Upgrading of Existing Storm Water Infrastructure (P | 1 000 000.00 | 0 | 0 | |
| Upgrading of Existing Storm Water Infrastructure (T | 1 000 000.00 | 0 | 0 | |
| Andersonville: Storm Water Upgrade | 0 | 2 173 913.00 | 493 399.61 | |
| Andersonville: Storm Water Upgrade | 0 | 304 348.00 | 0 | |
| New Dawn Park: Storm Water Upgrade | 0 | 3 219 163.00 | 838 873.69 | |
| New Dawn Park: Storm Water Upgrade | 0 | 851 150.00 | 0 | |
| Thembalethu Zone 1: Storm Water Upgrade | 0 | 487 120.00 | 0 | |
| Thembalethu Zone 9: Storm Water Upgrade | 0 | 3 880 698.00 | 533 722.75 | |
| Thembalethu Zone 9: Storm Water Upgrade | 0 | 357 382.00 | 0 | |
| Thembalethu Zone 1: Storm Water Upgrade | 0 | 3 913 043.00 | 607 398.08 | |
| Total | 3 100 000.00 | 16 883 130.00 | 3 802 290.64 | |

Capital Expenditure 2019/20: Storm Water

COMPONENT C: PLANNING AND DEVELOPMENT

3.12 PLANNING

3.12.1 Introduction to Planning and Development

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

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

The directorate's challenges with inadequate human capital prevails. The nature of the skills required within the directorate and the scarcity of the required skills have constrained efforts to fill funded critical vacancies. Critical vacancies impact on the efficiency and quality of service rendered by the directorate. Since 2016 the directorate has operated without a director. The resultant strain on existing staff having to fill several portfolios compromises the performance of the directorate.

The spatial planning and environmental management sections remain unstaffed with only one budgeted post available in each section. Specialised skills are needed, and the recruitment process is advanced. The resultant risk is that certain statutory functions related to these functions are not being complied with. The decline in land

development applications submitted to the Land Use Management Section persist and is attributed to the implementation of the George Integrated Zoning Scheme Bylaw in September 2017. The complexity of land development applications, incurred as a result of legislative requirements, renders the process of assessment of these applications, consuming and intensive. The result is that staff must be in possession of intricate town planning knowledge and experience to execute the task.

While the zoning scheme has introduced greater resilience into the land use management system and contributes to improved development facilitation the implementation of the Spatial Planning Land Use Management Act and resultant Land Use Planning By-Law has exposed a skills gap in the existing staff complement where currently only 4 duly experienced town planners are employed. The Planning department is heavily reliant on internships to build capacity. IN the past financial year new interns were recruited, resulting in an added need for mentoring and supervision over trainees and interns.

The need for human capital and specialised skills continues to escalate as the city expands. The COVID-19 pandemic has escalated pending interventions and re-prioritised measures for improvement of processes. The risk adjusted strategies applied during the pandemic has demonstrated that available office space can be utilised on alternating bases and enables addition of more staff without having to incur expenses on additional office space. Forced changes to the application submission and handling processes are constantly improved and are envisaged to yield significant results as improved measures contribute to more efficient operations.

The amended Municipal Spatial Development Framework was adopted in May 2019 and this past financial year has been the first year of its' implementation in decision making. It has induced a shift in focus of applications to outcomes that improves sustainable natural environments, resource frugal developments, spatial transformation and resilience. The directorate continues to rely on partners and stakeholders in both the public and private sector to leverage on skills and knowledge as well as supplementing capacity.

3.12.2 Highlights: Planning and Development

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

| Highlights | Description |
|---|--|
| Electronic Application Submission System | The advent of the Co-Vid 19 lockdown lead to the Planning Department expediting the implementation of a paperless electronic land use application management system using the municipality's existing Collaborator platform. This intervention contributes to the accuracy and efficiency of planning application processes and assist in reduction of the municipality's carbon footprint. |
| Continued service delivery during Co-Vid 19 Lockdown | During Lockdown Level 5, the Planning Department issued laptops and 4g WIFI dongles to essential staff to ensure that a remote planning service can be delivered. In April and May 2020, the department acquired additional hardware and equipped all its staff so that a complete land use planning service, albeit still somewhat constrained by the Lockdown levels 3 and 4 regulations, can be provided. This intervention aids business continuity and ensures enhanced protection of critical staff. |

Highlights: Planning

3.12.3 Challenges: Planning and Development

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

| Challenges | Actions to address |
|---|--|
| Staff Capacity and appointments | Two (2) planning officials left the service of the Planning Department following the institution of disciplinary measures. Posts are in the process of being filled. The recruitment process for senior planner post has been completed and await a decision from the municipal manager. |
| Uncompetitive salary scales and Job Descriptions | It is general difficult to find adequately skilled and experienced equity candidates for these posts due to various factors including uncompetitive salary scales. Job Descriptions were revised and submitted for evaluation towards mid-June 2020 to align tasks and responsibilities with the new planning dispensation and organogram structure. |

Challenges: Planning

3.12.4 Statistics on Land Use Applications

NO OF LAND USE APPLICATIONS FINALISED

| Application Type | 2017/2018 | 2018/2019 | 2019/2020 |
|-------------------------------------|-----------|-----------|-----------|
| Rezoning | 33 | 24 | 22 |
| Subdivision | 29 | 51 | 26 |
| Departures | 350 | 92 | 68 |
| Consent Use | 42 | 38 | 12 |
| Removal of Restrictions | 25 | 7 | 14 |
| Amendment of Conditions of Approval | 5 | 4 | 4 |
| Other | 90 | 32 | 38 |
| TOTAL | 574 | 248 | 184 |

SUMMARY OF LAND USE APPLICATIONS

| Process | 2017/2018 | 2018/2019 | 2019/2020 |
|--|-----------|-----------|-----------|
| Applications received in reporting period | 369 | 281 | 208 |
| Applications still in process | 189 (96*) | 223 (71*) | 163 (35*) |
| Applications still in process 6 months or more | 5 (2*) | 18 (10*) | 45 (12*) |
| Applications still in process at 5 months | 3 | 2 | 12 (1*) |
| Applications still in process at 4 months | 3 | 4 | 8(1*) |
| Applications finalized in reporting period | 574 | 248 | 184 |
| Applications finalized 6 months and older | 78 | 17 | 35 |
| KPI calculation | 86.41% | 93.15% | 80.98% |

* Denotes the number of applications referred back to the applicant

| Delegated Applications | PMS Target | 2017/2018 | 2018/2019 | 2019/2020 |
|--|------------|-----------|-----------|-----------|
| Delegated Application Finalized – 4 months | | 534 | 215 | 170 |
| No delegated applications overtime limit | | 116 | 25 | 48 |
| Compliance Level | 75% | 78.28% | 88.35% | 71.76% |

| Tribunal Applications | PMS Target | 2017/2018 | 2018/2019 | 2019/2020 |
|---|------------|-----------|-----------|-----------|
| Non-Delegated applications finalized – 7 months | | 40 | 33 | 14 |

| Tribunal Applications | PMS Target | 2017/2018 | 2018/2019 | 2019/2020 |
|---|------------|-----------|-----------|-----------|
| No non-delegated applications over time limit | | 16 | 6 | 6 |
| Compliance Level | 75% | 60% | 81.82% | 57.14% |

| Appeal Applications | PMS Target | 2018/19 | 2019/20 |
|--------------------------------------|------------|---------|-----------|
| Appeal applications received | | 10 | 9 |
| Appeal applications overturned | | 3 | 1 |
| Appeals applications over time limit | | 0 | 3 |
| Compliance Level | 100% | 100% | 66.67% ** |

^{**} Note: Appeals over limit due to change in Mayor and Co-Vid 19 Lockdown.

3.12.5 Total Employees: Planning

| Occupational | 2018/19 | 2019/20 | | | | |
|--------------|---------|----------|-----------|-----------|----------------------------|--|
| Level | | Budgeted | Employees | Vacancies | Vacancies (as a % of total | |
| | | Posts | | | Budgeted Posts) | |
| | | Nun | nber | | | |
| 0-3 | 1 | 0 | 0 | 0 | 0% | |
| 4-6 | 1 | 2 | 2 | 0 | 0% | |
| 7-9 | 6 | 5 | 5 | 0 | 0% | |
| 10-12 | 22 | 20 | 17 | 3 | 15% | |
| 13-15 | 1 | 8 | 5 | 3 | 38% | |
| 16-18 | 3 | 3 | 2 | 1 | 33% | |
| 19-20 | 1 | 1 | 1 | 0 | 0% | |
| Total | 35 | 39 | 32 | 7 | 18% | |

Employees: Planning

3.13 ECONOMIC DEVELOPMENT

3.13.1 Overview on Economic Development

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

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

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

A key assignment of the City of George is to create an environment in which investment can grow and employment opportunities can be created, combat poverty, unemployment and inequality. This involves a

multi-pronged strategy that includes attracting investment, encouraging enterprise/ entrepreneurship development, accelerated local economic growth and development through a co-ordinated organisational wide effort, thus, raising the city's appeal as an educational hub in the Garden Route, maximising the value of its geographic location, and investing significantly in infrastructure (strategic), utilities and services.

George's Economy

In the George municipal area, the local economy was dominated by the finance, insurance, real estate and business services (R4.587 billion; 26.7 per cent), followed by the wholesale and retail trade, catering and accommodation sector (R3.157 billion; 18.4 per cent) and manufacturing (R2.592 billion; 15.1 per cent) in 2017. Combined, these top three sectors contributed R10.335 billion (or 60.2 per cent) to George's economy, estimated to be worth R17.183 billion in 2017.

| George GDPR performance per sector, 2008 - 2017 | | | | | | | | | |
|---|-----------------------------|--------------------|-------------|--------------|-------|-----------|------------|-----------|-------|
| | Contribution to GDPR (%) | R million value | l | end | | Average R | eal GDPR g | rowth (%) | |
| Sector | 2017 | 2017 | 2008 - 2017 | 2014 – 2018e | 2014 | 2015 | 2016 | 2017 | 2018e |
| Primary sector | 4.3% | 733.0 | 2.6% | 0.2% | 6.9% | -2.3% | -7.8% | 8.4% | -4.2% |
| Agriculture, forestry & fishing | 4.1% | 703.7 | 2.6% | 0.1% | 6.8% | -2.4% | -8.1% | 8.6% | -4.3% |
| Mining & quarrying | 0.2% | 29.3 | 1.7% | 2.1% | 7.9% | 0.6% | 1.3% | 2.6% | -2.0% |
| Secondary sector | 24.0% | 4 125.8 | 1.4% | 0.9% | 1.3% | 0.8% | 1.2% | 0.2% | 1.0% |
| Manufacturing | 15.1% | 2 591.7 | 1.9% | 1.4% | 1.4% | 1.1% | 2.0% | 0.7% | 1.9% |
| Electricity, gas & water | 3.4% | 586.3 | -1.8% | -1.2% | -1.7% | -2.3% | -2.7% | 0.0% | 0.9% |
| Construction | 5.5% | 947.8 | 1.9% | 0.2% | 2.6% | 1.4% | 0.6% | -1.6% | -2.0% |
| Tertiary sector | 71.7% | 12 324.5 | 3.1% | 2.4% | 3.2% | 2.7% | 2.2% | 1.7% | 2.2% |
| Wholesale & retail trade, catering & accommodation | 18.4% | 3 156.5 | 2.1% | 1.2% | 1.7% | 2.3% | 2.0% | -0.7% | 0.8% |
| Transport, storage & communication | 11.5% | 1 980.9 | 3.4% | 3.0% | 4.7% | 2.4% | 2.5% | 2.3% | 3.1% |
| Finance, insurance, real estate & business services | 26.7% | 4 586.8 | 4.3% | 3.7% | 4.0% | 4.4% | 3.2% | 3.5% | 3.3% |
| General government | 9.0% | 1 539.3 | 1.9% | 0.1% | 2.4% | -0.5% | -0.6% | -0.9% | 0.4% |
| Community, social & personal services | 6.2% | 1 061.1 | 1.5% | 1.2% | 1.5% | 0.9% | 1.5% | 1.4% | 0.5% |
| Total George | 100.0% | 17 183.3 | 2.7% | 2.0% | 2.9% | 2.1% | 1.5% | 1.7% | 1.6% |

The 10-year trend shows that the finance, insurance, real estate and business services sector, also the largest sector in the District, registered the highest average growth rate (4.3 per cent), followed by the transport, storage and communication section (3.4 per cent and the agriculture, forestry and fishing sector (2.6 per cent). The wholesalesale and retail trade, catering and accomodation and manufacturing sectors, the second and third largest respectively, registered modest growth of 2.1 per cent and 1.9 per cent respectively between 2008-2017. Growth in the agriculture, forestry and fishing sector experienced a postive growth rate of 8.6 per ecent in 2017, showing some recovery from the following the contractions experienced in 2015 and 2016, however it is estimated to contract again by 4.3 per cent in 2018. There has been moderate overall growth in 2017 (1.7 per cent); it is estimated that growth in 2018 had fallen back slightly to 1.6 per cent.

The 2017/2022 IDP identified thirteen departmental objectives to Develop and Grow George. This section offers an overview of the progress made against each of these objectives and underpinning programmes as set out below, in the past financial year.

| Objectives | Programmes |
|---|--|
| To create and facilitate an enabling environment for economic development in George | Investment Promotion programme Investment Facilitation and Aftercare South Cape Economic Partnership (SCEP) programme Wesgro Support Service Partnership programme |
| To ensure the development of participatory, practically implementable economic development and business retention and expansion strategies. | Enterprise/ SMME/ Entrepreneurship Development programme Appointed as George Business Chamber Executive Committee Member George Business Forum Established |
| To ensure that industry support is focused on high-growth potential areas, with high job absorption ratios | Identification and promotion of catalytic sectors |
| To leverage construction industry potential through strategic housing related projects | Emerging Contractor and Supplier Development Programme Smart Procurement Programme |
| To focus on building a revitalised and interactive CBD through a City Improvement District | CBD Revitalisation programme Investigated the establishment of the City Improvement District (CID) project i.e. Revitalise the CBD; Clean up Crime and Social Development; Resolve Parking Issues |
| To establish incubators, clusters and centres of excellence to contribute meaningfully to the demands of a growing economy | SEDA Co-location programme George Business development programme |
| Red-tape reduction at all administrative levels | Ease of Doing Business programmeBusiness Process Assessment Initiative |
| To maximise job creation opportunities through government expenditure (e.g. EPWP) | Expanded Public Works Programme (EPWP) |
| To establish a Science Park | Investment Promotion Strategy implementation |
| To swap strategic land and buildings with other government departments to unlock economic potential. | Investigate and leverage all the strategic assets |
| To promote George as a sports tourism and business destination. | Events and Festival programme |
| To identify an educational and research hub and to facilitate the continued growth of NMU in George. | Implementation of the Skills Mega Resolution (Garden Route) |
| To improve planning and regulatory frameworks to encourage job creation. | Planning and regulation programme |

3.13.2 Highlights: Economic Development

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

| Highlights | Description |
|---|--|
| SMME Development | 93 Spaza Shop Permits/Licenses were issued; and 19 Informal Trader Permits/Licenses were issued Referrals with other spheres of government and organisations from the private sector Promotion of local procurement to retain jobs and grow the local economy Red tape reduction initiatives to boost innovation and faster business establishments Destination marketing drive to increase the number of visitors and boost the local spending Promoting business to business cooperation through local networks, committees and forums |
| Investment Promotion | WESGRO Investment Promotion, Trade and Tourism Agreement – PHASE I Implementation Completed |
| A Partnership and Service Level Agreement (PSLA) signed with SEDA for the implementation of various SMME development projects | ◆ ICT Business Incubation - Development of Innovative Technology-based platforms and business incubation towards the realisation of 4IR |
| Improving the business environment | "Ease of doing Business" for online building plan submission and approval https://westerncapecollab.collaboratoronline.com/SignIn.aspx to submit your online building plan application project completed. |
| New Training Facility at Worker Collection Point | The facility was sponsored by Kirsten & Tulleken. The purpose / aim of the training facility is to assist the men registering at WCP to get accredit training to develop their individual skills; painter, carpenter etc. |
| Agriculture and Rural Development Haarlem Mechanisation Centre | Haarlem Mechanisation Centre was built by the Department of Rural Development with the assistance of the LED department for the small farmers of the Haarlem area. |

Highlights: Economic Development

3.13.3 Challenges: Economic Development

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

| | <u> </u> |
|---|--|
| Description | Actions to address |
| Staff/ Capacity: | Budget needs to be allocated for the permanent appointment of an |
| The Division Economic Development (DED) unit | Assistant Manager: Enterprise Development. This post will create |
| remains constrained in its execution of projects by | much needed operational capacity and improve resilience and |
| a very small staff contingent | continuity in the section |
| LED Strategy Implementation: | Care is taken to design annual plans of action that is balanced in |
| LED takes a minimum of 5 years from strategy, | terms of delivering short term results and tangible successes, |
| through implementation to deliver large scale | whilst working actively towards longer |
| tangible results, although some results have been | |

| Description | Actions to address |
|---|--|
| delivered, patience to stay the path and continue | term strategic priorities aligned with the IDP and Municipal Spatial |
| efforts towards greater success will be required | Development Framework. |

Challenges: Economic Development

3.13.4 Capital Expenditure 2019/2020: Economic Development

| Capital Expenditure 2019/2020: Economic Development | | | | |
|---|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| Furniture & Fittings - LED | 50 000.00 | 75 000.00 | 69 248.00 | |
| Vehicles- Rural Development | 500 000.00 | 0.00 | 0.00 | |
| Vehicles- Rural Development | 0.00 | 500 000.00 | 0.00 | |
| Tools - WCP | 15 000.00 | 25 000.00 | 0.00 | |
| Projector and Projector Screen - WCP | 10 000.00 | 40 000.00 | 3 234.74 | |
| Laptops - LED | 50 000.00 | 50 000.00 | 42 842.59 | |
| Construction of New Informal Trading Stands | 500 000.00 | 0.00 | 0.00 | |
| 2 Ablution Facilities - WCP | 60 000.00 | 60 000.00 | 0.00 | |
| Blinds - WCP | 10 000.00 | 8 566.00 | 0.00 | |
| Upgrade Waiting Area - WCP | 20 000.00 | 295 084.00 | 0.00 | |
| Burglar Bars - WCP | 14 000.00 | 10 350.00 | 10 350.00 | |
| Paving and Shading WCP | 50 000.00 | 150 000.00 | 110 847.14 | |
| Electric Fence- WCP | 50 000.00 | 50 000.00 | 0.00 | |
| Total | 1 329 000.00 | 1 264 000.00 | 236 522.47 | |

Capital Expenditure 2019/20: Economic Development

3.14 TOURISM

3.14.1 Introduction to Tourism

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

TOURISM DEVELOPMENT

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

With the resources available, the Tourism department continues to develop small entrepreneurs focussing on cultural and heritage tourism as well as tourism that celebrates the qualities of our natural environment. Given the restrictions imposed by the pandemic the potential of sports tourism will also be harnessed going forward.

Dine with a Local

The concept of opening your home and sharing a meal with a Tourist is practiced all over the world and was fully operational in George. The COVID 19 pandemic brought an abrupt halt to International Tourism, comprising

the dominant market targeted by this project. George lost one of our products to the Northern Cape, and although they operated there only for a few months, they were not kept on due to the pandemic and have returned to George. The hope remains that they will all be in a position to continue, once International Tourists are readmitted.

Pacaltsdorp Historical Walk

The Pacaltsdorp Tourism Office was leased to one of the Dine with a Local hosts for a community coffee and craft shop. The coffee shop took of well, with many functions and local community events, but the craft side has not yet been established.

To this end, a Pacaltsdorp Historical Tour map was developed in conjunction with the training of guides in the Pacaltsdorp area. The tour guides are fully trained and have received their qualifications. They have each developed their own unique tour of the area and have taken staff on a 'try-out' tour. Feedback was given, and the tours refined, and as soon as Tourism is open again, this will be marketed aggressively through all marketing channels. The medicinal garden has faltered due to many factors, but it is hoped that this can be revived in the new near.

Although a large budget was put aside for route signage and interpretation, the pandemic prevented the necessary public participation. This will be done in the new financial year.

Tourism Marketing

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

To this end, the Tourism Department has implemented a new tourism brand for George that will be instantly recognisable and tell the rest of the country and the world what George offers tourists, focussing on what is unique to George as well as it's unique location, making the Garden Route and Klein Karoo uniquely accessible from George, Wilderness and Uniondale. This brand is promoted through partnering, financially and non-financially with flagship events in George and surrounds.

3.14.2 Highlights: Tourism

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

| Highlights | Description |
|--|---|
| New Website went Live | A new Website for George, Wilderness and Uniondale |
| | combined was launched in September 2019. |
| Mailchimp Newsletter & WhatsApp Group for | These proved invaluable in the communication with |
| Stakeholders | Stakeholders, especially during the pandemic |
| Successful Trade Engagements | Participated in several trade engagements to promote the city |
| | both domestically and Internationally, even on Zoom, during |
| | the pandemic. SATSA Roadshow in Cape Town, and SAT India |
| | Roadshow attended |
| Tourism Members Conference | Successful conference held in both George & Wilderness – the |
| | next one will be an online version, due to the pandemic |
| Updated all marketing material into new branding | Most printed. The new brochure was detained by the |
| | pandemic |

| Highlights | Description |
|--|---|
| Road and Access Improvement 124 York street | Upgrade of entire U-road around the Tourism Office to |
| | facilitate parking and easy access to the building in |
| | consultation with Civils Department |
| Refurbishment of Floors of the George Tourism Office | All floors were replaced or refurbished at the George Tourism |
| | Office — 124 York street, George |

Highlights: Tourism

3.14.3 Challenges: Tourism

The table below specifies the challenges for the 2019/20 financial year

| Challenges | Actions to address |
|--|---|
| Inadequate Budgets Allocated | Limited budget needs to be applied to interventions that |
| | will render most efficient short-term outcomes in aid |
| | economic recovery |
| Shows and Exhibitions Cancelled due to Pandemic | Many of the planned events, including SA Tourism Indaba |
| | (Durban), World Travel Market (Cape Town) and ITB |
| | (Berlin, Germany) were cancelled due to the pandemic. |
| Not enough adequate staff and lack of skilled staff in | The Marketing and Development Tourism has changed |
| department | dramatically in the last 10 years, to become almost totally |
| | online focussed. |

Challenges: Tourism

The Tourism Department is committed to responding to enquiries within 24 hours, and have reached an 98% success rate in this regard, with only a few service complaints received during the year, mainly as a result of having to use students and interns to man Information desks.

3.14.4 Capital Expenditure 2019/2020: Tourism

| Capital Expenditure 2019/2020: Tourism | | | | | |
|--|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Billboard - Uniondale Tourism Office | 0.00 | 159 000.00 | 0.00 | | |
| Fridge - George Tourism Office | 4 000.00 | 4 000.00 | 3 477-39 | | |
| Branded Gazebos - Tourism | 30 000.00 | 30 000.00 | 0.00 | | |
| Furniture & Fittings - Tourism Offices | 24 000.00 | 24 000.00 | 5 700.00 | | |
| Laptop Senior Beampte Tourism | 14 000.00 | 14 000.00 | 10 454.79 | | |
| Laptop - Tourism George Office (New Appointment) | 45 000.00 | 94 000.00 | 89 162.63 | | |
| Paving and Shading - George Tourism Office | 68 000.00 | 368 000.00 | 363 244.42 | | |
| Branded Wall Banners | 30 000.00 | 30 000.00 | 0.00 | | |
| Shop Fit - Tourism Offices | 300 000.00 | 94 000.00 | 0.00 | | |
| Fencing- Pacaltsdorp Big Tree | 30 000.00 | 15 000.00 | 0.00 | | |
| New Flooring- George | 100 000.00 | 100 000.00 | 0.00 | | |
| Total | 645 000.00 | 932 000.00 | 472 039.23 | | |

Capital Expenditure 2019/20: Tourism

3.14.5 Total Employees: Economic Development and Tourism

| Job level (T- | 2018/19 | 2019/20 | | | |
|---------------|---------|----------|-----------|-----------|-------------------|
| grade) | | Budgeted | Employees | Vacancies | Vacancies (as a % |
| | | Posts | | | of total Budgeted |
| | | Number | | | Posts) |
| 0-3 | 0 | 1 | 1 | О | 0% |
| 4-6 | 2 | 2 | 2 | 0 | 0% |
| 7-9 | 0 | 0 | 0 | О | o% |
| 10-12 | 2 | 8 | 7 | 1 | 13% |
| 13-15 | 1 | 3 | 3 | О | 0% |
| 16-18 | 0 | 0 | 0 | 0 | o% |
| 19-20 | 0 | 0 | 0 | О | 0% |
| Total | 5 | 14 | 13 | 1 | 7% |

Employee: Economic Development and Tourism

COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: Libraries and Archives; Community Halls; Cemeteries and Crematoria; Child Care; Aged Care and Social Programmes.

3.15 LIBRARIES

3.15.1 Introduction to Libraries

The friendly, caring and "Willing-to-Serve" attitude of all staff members of George Libraries paved the way for strong and collaborative relationships with different communities, the Education Sector, The Department of Correctional Service, The National Library of South Africa and numerous other organs of State, NGO's, NPO's as well as Provincial structures and services. The result of this concerted effort had definite benefits as the public had access to the latest information and technology and enjoyed the benefits of a learning society. By providing places and spaces for community programmes and community involvement, George Libraries ensured that services were rendered in clean, safe, harmonious environments. It was a privilege for all staff members to be of service and to ensure that the cultural, educational, informational and recreational needs of all the citizens of George and surrounding areas including all the people who visited these areas, were addressed.

3.15.2 Highlights: Libraries

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

| Highlights | Description |
|------------------------------------|--|
| National Book Week | This was the tenth year that this reading-for-enjoyment campaign was held. It is a National event that promotes reading as a recreational activity |
| Funda Mzantsi Reading Championship | This was the tenth year that this championship was held. It is a National event that has as its aim the building of a reading nation and serves as a tool to develop, promote and sustain a culture of reading in all local languages and further provide easy access to books for all |

| Highlights | Description |
|-----------------------|---|
| National Library Week | Libraries across the country use this annual event as an opportunity to market their services to their users, the broader community, civil society and decision makers. The theme for Library Week this year was: Collaborate at your Library |
| Read-Aloud Day | This national reading-for-enjoyment campaign has as its aim to spark children's potential through storytelling and reading |

Highlights: Libraries

3.15.3 Challenges: Libraries

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

| Description | Actions to address |
|-------------------|---|
| COVID-19 Pandemic | The Covid-19 Pandemic led to the closure of all libraries (from the 27 th March 2020 until the end of the financial year). Service delivery came to a standstill. Limited services are at present being rendered and by means of a phased process it is our intention to slowly but surely increase services in a responsible and well-structured manner |
| Library Security | Lack of security leads to vandalism of libraries and staff insecurity. Monitoring of premises by means of visible policing and site visits by Protection Services should be encouraged and maintained |

Challenges: Libraries

3.15.4 Service Delivery Levels: Libraries

The table below specifies the service delivery levels for the 2019/20 financial year:

| Type of service | 2018/19 | 2019/20 |
|-------------------------|---------|---------|
| Library members | 49 078 | 51 215 |
| Books circulated | 427 912 | 275 660 |
| Exhibitions held | 436 | 352 |
| Internet users | 57 525 | 13 920 |
| Children programmes | 577 | 197 |
| Visits by school groups | 61 | 156 |

Services Delivery Levels for Libraries

3.15.5 Total Employees: Libraries

| Occupational | 2018/19 | 2019/20 | | | |
|--------------|---------|-------------------|-----------|-----------|---|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) |
| | | Nun | nber | | |
| 0-3 | 0 | 0 | 0 | 0 | 0% |
| 4-6 | 1 | 21 | 20 | 1 | 5% |
| 7-9 | 2 | 8 | 7 | 1 | 13% |
| 10-12 | 11 | 2 | 2 | 0 | 0% |

| Occupational | 2018/19 | 2019/20 | | | |
|--------------|---------|-------------------|-----------|-----------|---|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) |
| | | Number | | | |
| 13-15 | 1 | 1 | 1 | o | 0% |
| 16-18 | 0 | 0 | O | 0 | 0% |
| 19-20 | 0 | 0 | 0 | 0 | 0% |
| Total | 15 | 32 | 30 | 2 | 6% |

Employees: Libraries

3.15.6 Capital Expenditure2019/2020: Libraries

| Capital Expenditure 2019/2020: Libraries | | | | | |
|---|--------------|------------|------------|--|--|
| Capital Projects Original Budget Amended Budget Actuals | | | | | |
| Furniture & Office Equipment - Bib | 14 000.00 | 81 500.00 | 9 995.00 | | |
| Blanco Library | 350 000.00 | 0.00 | 0.00 | | |
| Pacaltsdorp Library | 250 000.00 | 250 000.00 | 153 500.00 | | |
| Thembalethu Library | 250 000.00 | 82 500.00 | 0.00 | | |
| Sedan Vehicle - Bib | 200 000.00 | 200 000.00 | 195 210.04 | | |
| Banners - Libraries | 40 000.00 | 40 000.00 | 0.00 | | |
| Additional Office Space - Libraries | 50 000.00 | 50 000.00 | 0.00 | | |
| Total | 1 154 000.00 | 704 000.00 | 358 705.04 | | |

Capital Expenditure 2019/20: Libraries

3.16 COMMUNITY HALLS, FACILITIES AND THUSONG CENTRES

3.16.1 Highlights: Community Halls, Facilities and Thusong Centres

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

| The table below specifies the highlights for the 2019/20 financial year. | | | | |
|--|--|--|--|--|
| Highlights | Description | | | |
| Safe guarding Conville Community Hall | Putting Beta fencing | | | |
| Safe guarding Lawaaikamp Community Hall | Putting Beta fencing | | | |
| upgrading Pacaltsdorp Community Hall | Upgrading of Bathroom | | | |
| | Removing and replacing of floor | | | |
| Waboomskraal Thusong Centre improvement; | Erecting of a disable toilet; Kitchen upgrade and painting | | | |
| Thembalethu Thusong Centre upgrade to kitchen and | of facility (Thembalethu TSC) | | | |
| painting | | | | |
| Thembalethu Civic Centre face lift | Installation of curtains and blinds | | | |
| Civic Centre kitchen face lift | Removing and replacing floor with tiles | | | |
| Blanco Community Hall face lift | Repairing of the ceiling | | | |
| 2 nd floor kitchen tilling away of bad smell | Installation of an extractor fan | | | |
| National award nomination - Waboomskraal Thusong | Waboomskraal Thusong Service Centre was nominated | | | |
| Service Centre | for best managed Thusong satellite | | | |

| Highlights | Description |
|--|--|
| Provincial & Municipal <i>Thusong</i> outreaches | Provincial outreach was held in Uniondale & Haarlem (+/-1500 attendees); |
| | Municipal outreach was held in Touwsranten (+/-500 |
| | attendees) |

Highlights: Community Halls, Facilities & Thusong Centres

3.16.2 Challenges: Community Halls, Facilities and Thusong Centres

The table below specifies the challenge(s) for the 2019/20 financial year:

| table below specimes and analysis (s) for an 2015/120 milanetal years | | | |
|--|--|--|--|
| Challenge(s) | Action to address | | |
| Insufficient budget for maintenance | To do proper budgeting | | |
| State of disaster management – Covid-19 (personnel with variability (some projects could not proceed and be finalized due to Covid-19) | Adhere to Covid-19 regulations | | |
| Burglaries / security | Risk assessment to properly address and safeguard municipal facilities | | |

Challenges: Community Halls, Facilities & Thusong Centres

3.16.3 Capital Expenditure 2019/2020: Community Halls, Facilities and Thusong Centres

| Capital Expenditure 2019/2020: Community Halls, Facilities and Thusong Centres | | | |
|--|-----------------|----------------|---------------|
| Capital Projects | Original Budget | Amended Budget | Actuals Total |
| Beta Fence - Lawaaikamp Hall | 280 000.00 | 280 000.00 | 243 943.82 |
| Replace Curtains - Main and Banquet Hall | 80 000.00 | 101 570.00 | 0.00 |
| Beta Fencing - Conville Hall | 280 000.00 | 280 000.00 | 224 900.00 |
| Upgrade Air Conditioner: Civic Centre | 450 000.00 | 0.00 | 0.00 |
| Replace Roof: Conville Community Hall | 1 298 350.00 | 298 350.00 | 0.00 |
| Bakkies - Corporate Services | 280 000.00 | 0.00 | 0.00 |
| Fire Pa System - Admin Building | 500 000.00 | 0.00 | 0.00 |
| Beverages Cooler | 12 000.00 | 12 000.00 | 10 241.30 |
| Repairs of Ceiling | 80 000.00 | 40 000.00 | 0.00 |
| Curtains and Blinds | 100 000.00 | 103 870.00 | 0.00 |
| Upgrading of Bathroom | 105 000.00 | 105 000.00 | 0.00 |
| Erecting Disabled Toilet | 95 000.00 | 200 000.00 | 169 200.00 |
| Replacement of Stage Curtains and Blinds | 80 000.00 | 0.00 | 0.00 |
| Ramp to Stage for The Disabled | 50 000.00 | 50 000.00 | 2 500.00 |
| Repair Floor - Pacs Hall | 0.00 | 817 542.00 | 526 552.00 |
| Bakkies - Corporate Services | 0.00 | 280 000.00 | 194 937.70 |
| Total | 3 690 350.00 | 2 568 332.00 | 1 372 274.82 |

Capital Expenditure 2019/20: Community Halls, Facilities and Thusong Centres

3.17 CEMETERIES AND CREMATORIUMS

3.17.1 Introduction to Cemeteries

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

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

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

All cemeteries are running out of space. George Municipality is currently involved in discussions with the Provincial Department of Public Works and the Garden Route District Municipality to secure additional space for this purpose.

3.17.2 Highlights: Cemeteries

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

| Highlight(s) | Description |
|-------------------|---|
| Approved Projects | Allocation of R8m by DEAF to George Municipality from the Environmental Protection and Infrastructure Program for the Upgrading of Cemeteries |
| | Funding held back due to DEAF administrative processes: Consultation is in process |

Highlights: Cemeteries

3.17.3 Challenges: Cemeteries

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

| Challenges | Actions to address |
|-------------------------------|---|
| Availability of suitable land | Appointment of consultant to conduct Geotechnical and Environmental Impact Assessment in George and Uniondale |
| | There was a real risk of not finding suitable property within the 12 months due to current public property identified, being invalidated via Geotechnical and Environmental Impact Assessments completed in George and Uniondale area. Consultation is ongoing with various stakeholders to acquire suitable property |

Cemeteries Challenges

3.17.4 Service Statistics: Cemeteries

| Type of service | 2018/19 | 2019/20 |
|-----------------|---------|---------|
| Inhumations | 806 | 905 |
| Pauper burials | 29 | 35 |

Service stats for Cemeteries

3.17.5 Capital Expenditure 2019/2020: Cemeteries

| Capital Expenditure 2019/2020: Cemeteries | | | |
|---|-----------------|----------------|---------------|
| Capital Projects | Original Budget | Amended Budget | Actuals Total |
| Security Cameras - Cemeteries | 23 000.00 | 0.00 | 0.00 |
| Wall at Cemetery | 23 000.00 | 137 000.00 | 0.00 |
| Grave Cages | 23 000.00 | 0.00 | 0.00 |
| Extension of Cemeteries - George | 500 000.00 | 0.00 | 0.00 |
| Extension of Cemeteries - Uniondale | 200 000.00 | 0.00 | 0.00 |
| Security Lighting at Cemeteries | 68 000.00 | 0.00 | 0.00 |
| TOTAL | 837 000.00 | 137 000.00 | 0.00 |

Capital Expenditure 2019/20: Cemeteries

3.18 SOCIAL DEVELOPMENT

3.18.1 Introduction to Social Development

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

3.18.2 Highlights: Social Development

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

| Highlights | Description |
|---|---|
| Project Hope – Persons Living on the Street | Programme aimed at addressing the social challenges that people living on the street face on a daily basis. This programme entails: Reunification services Provision of basic necessities such as toiletries and clothing Typing of CV's and distributing it to local businesses. Regular information sessions with regards to social challenge House 81 Persons at a safe place during the lockdown. 61 been relocate to different safe heavens in the district. |

| Highlights | Description | | | |
|----------------------------|--|--|--|--|
| | 22 persons were successfully reunified with their families, 15 | | | |
| | persons gained accommodation, 31 persons received | | | |
| | employment opportunities | | | |
| Municipal Crèche Programme | Educators receive regular training as their needs are identified. | | | |
| | Regular monitoring takes place and are working closely with the Dept | | | |
| | Social Development to ensure that the crèches are functioning | | | |
| | optimally. Educational toys been handed over to 23 Municipal | | | |
| | creches | | | |

Highlights: Social Development

3.18.3 Challenges: Social Development

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

| Challenges | Actions to address | |
|-----------------------|---|--|
| Staff shortage | EPWP appointments | |
| Shortage of transport | Hiring of vehicles, Bought a new vehicle. | |

Challenges: Social Development

3.18.4 Delivery of Services: Social Development

| Type of service | 2018/2019 | 2019/2020 |
|---|--|--|
| Soup kitchens established or supported | 145 Established and functioning soup kitchens | 137 soup kitchens been active, number increased due to the covid-19 lockdown. 8 additional (Churches) been operating. |
| Initiatives to increase awareness on child abuse | During Child protection week awareness sessions took place at 24 pre-school centres. (1180 learners reached) Two Holiday programmes also took place where emphasis is placed on Child abuse. 50 children attended each programme which was aimed at Primary School learners. | National Children's Day event took place in November 2019. Approximately 400 learners from Primary schools and Pre-schools attended the event. Emphasis was placed on the rights of Children. Regular awareness sessions also took place at pre-schools and Primary Schools. An aftercare programme is also taking place at 8 primary schools where weekly sessions are done to create awareness amongst learners about child abuse. |
| Youngsters educated and empowered | | Outreached expo's been held throughout the year to inform the youngster, about opportunities to further studies etc. |
| Initiatives to increase awareness on disability and Gender/ Women empowerment | | Support groups been formed to raise awareness on Gender and Disability empowerment |

| Type of service | 2018/2019 | 2019/2020 |
|---|--|---|
| Initiatives to increase awareness on | | Education and Awareness |
| HIV/AIDS | | Support groups |
| | | Special events |
| | | OVC programmes |
| | | Parent and Child programmes |
| Initiatives to increase awareness on substance abuse and high drug and alcohol related crimes | Anti-Drug Abuse Door to doors took place in the community | Anti-drug abuse door to door campaigns took place in Lawaaikamp, Maraiskamp and Parkdene |
| | | Life skills Camp also took place with thirty learners from Lancewood Primary. This also aims to make youngsters aware of other alternatives to negative behaviour |
| | | They are capacitated with information that will enable them to make more informed choices with regards to challenges they might face |
| Special events hosted (World's Aids Day, World Disability Day, Youth Day, | Special events where host in the community, to create awareness. | World Aids day take place in Touwsranten. |
| 16 Days of activism against women abuse), Khomanani day | | Disability day been host in conjunction with Emmaus, sport day |
| | | Khomanani day – women support group was Launched. |

Social Development Statistics

3.18.5 Capital Expenditure 2019/2020: Social Development

| Capital Expenditure 2019/2020: Social Development | | | |
|---|-----------------|----------------|---------------|
| Capital Projects | Original Budget | Amended Budget | Actuals Total |
| Furniture and Office Equipment - Youth Centre | 30 000.00 | 72 300.00 | 36 005.08 |
| Step Ladder | 2 000.00 | 1 700.00 | 0.00 |
| Furniture and Equipment - Social | 50 000.00 | 50 000.00 | 28 791.60 |
| Data Projector | 15 000.00 | 5 000.00 | 4 781.74 |
| Air-Conditioning - Youth Centre | 18 000.00 | 18 000.00 | 12 226.96 |
| 1x 4x4 Bakkie Social | 320 000.00 | 0.00 | 0.00 |
| Sound System - Youth Cafe Uniondale | 20 000.00 | 17 000.00 | 16 655.66 |
| Sound System - Social | 20 000.00 | 13 000.00 | 12 608.69 |
| Projector and White Screen - Youth Centre Uniondale | 20 000.00 | 20 000.00 | 0.00 |
| Step Ladder - Youth Cafe George | 2 000.00 | 0.00 | 0.00 |
| Visitors Chairs and Table - Haarlem | 20 000.00 | 10 000.00 | 9 481.40 |
| 2x Trolleys - Social | 10 000.00 | 2 000.00 | 1 478.26 |
| Urns - Youth Cafe Uniondale | 5 000.00 | 5 000.00 | 0.00 |
| Office Chairs - Youth Centre Uniondale | 20 000.00 | 5 465.00 | 5 464.35 |
| Shredder - Haarlem | 10 000.00 | 10 000.00 | 2 478.26 |
| Fridge - Youth Cafe Uniondale | 15 000.00 | 15 000.00 | 7 824.35 |
| Tables for Outreach - Uniondale And Haarlem | 5 000.00 | 5 000.00 | 0.00 |

| Capital Expenditure 2019/2020: Social Development | | | |
|---|-----------------|----------------|---------------|
| Capital Projects | Original Budget | Amended Budget | Actuals Total |
| Camera - Youth Cafe George | 7 000.00 | 6 000.00 | 3 912.17 |
| Banners - Youth Cafe George | 32 000.00 | 32 000.00 | 0.00 |
| Office Tables - Youth Centre Uniondale | 50 000.00 | 31 448.00 | 22 479.13 |
| Gazebos - Youth Cafe George | 20 000.00 | 20 000.00 | 0.00 |
| Back Drop - Youth Cafe George | 5 000.00 | 5 000.00 | 0.00 |
| Microwave - Youth Centre Uniondale | 7 000.00 | 3 000.00 | 2 173.91 |
| Office Desks - Youth Centre Uniondale | 30 000.00 | 10 000.00 | 5 000.00 |
| Screen - Youth Centre George | 2 000.00 | 2 000.00 | 0.00 |
| Data Projector - Youth Cafe George | 3 000.00 | 3 000.00 | 0.00 |
| Computers: Social Services | 0.00 | 60 087.00 | 41 604.35 |
| 1x 4x4 Bakkie Social | 0.00 | 320 000.00 | 252 914.55 |
| 3x Over lockers - HIV | 10 000.00 | 8 000.00 | 7 823.48 |
| 6x Sewing Machines - HIV | 15 000.00 | 10 000.00 | 9 907.83 |
| Total | 763 000.00 | 760 000.00 | 483 611.77 |

Capital Expenditure 2019/20: Social Development

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: Environmental Protection Services.

3.19 ENVIRONMENTAL PROTECTION

3.19.1 Introduction to Environmental Protection

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

Coastal Management will have an impact on various functions within the Municipality and there is currently no staff member dedicated to this responsibility.

Regarding biodiversity, the Provincial Government is also in process to finalise the Environmental Management Plan for the George area.

George Municipality has a total of 150 parks with a total area of 200 hectares. These parks are maintained on a regular basis (18 cutting cycles per year) by private contractors. Almost 50% of these parks have playing apparatuses. The latter are vandalised on a continued basis costing the Municipality approximately R150 000 per year to maintain. During the previous financial year, very little was done to repair vandalised play parks due to capacity constraints.

Landscaping the urban area of the George Municipality is ongoing with some new beds being made in areas where unsightly vegetation has dominated. The budget for this is limited but innovative means (such as recycling plants) are being employed to keep costs down but still beautify the town as the municipality has no nursery of their own.

Alien clearing is a function that is required on all land infested by alien plant species and a budget for this function has been allocated this financial year, so an alien clearing plan can be compiled thus making the municipality compliant with the law. Small contractors utilizing aliens for firewood has been used to control alien trees whilst awaiting an alien clearing budget.

3.19.2 Highlights: Environmental Protection

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

| Highlights | Description |
|--|--|
| Estuary Management Plans completed by Provincial Government | Gwaiing River and Kaaimans River |
| Alien clearing budget allocated but whilst awaiting an alien clearing budget, small contractors cutting aliens for firewood have been used to control alien trees on municipal properties. | Small contractors cutting aliens for firewood have been used to control alien trees on municipal properties. |

Highlights: Environmental Protection

3.19.3 Challenges: Environmental Protection

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

| Challenges | Description |
|---|---|
| Motivating for an Alien clearing budget | No Alien clearing budget for past few years. Alien clearing must be done by law and if not, huge fines or even jail time can be given to responsible person in municipality |
| Playpark vandalism | Vandalism creates unnecessary expenditures with funds that could have been used for more equipment |
| Vacant EHP Position | Vacant for more than two years. Struggling to fill this position. Currently only one EHP for George |

Challenges: Environmental Protection

3.19.4 Service Delivery Statistics: Environmental Protection

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

| Performance indicators | 2018/19 | 2019/2020 |
|--------------------------------------|---------|-----------|
| Noise nuisance complaints | 23 | 15 |
| Air pollution complaints | 7 | 6 |
| Complaints regarding overgrown erven | 259 | 94 |
| Number of complaints received | 324 | 113 |

| Performance indicators | 2018/19 | 2019/2020 |
|--|---------|-----------|
| Percentage of complaints resolved | 99% | 99% |
| Number of environmental sessions held | 10 | 2 |
| Issuing of business & entertainment licenses | 13 | 12 |
| Keeping of animal complaints | 22 | 26 |
| Pauper burials | | 28 |

Service Delivery Statistics: Environmental Protection

COMPONENT F: SECURITY AND SAFETY

This component includes: Traffic; Law Enforcement; Fire; Disaster Management; Licensing and Control of Animals; and Control of Public Nuisance, etc.

3.20 TRAFFIC AND LICENSING

The Municipal Council aims to ensure the safety of all residents and visitors in the municipal area through law enforcement. Currently, the Municipal Law Enforcement Officers work closely with the South African Police Services (SAPS) to combat crime while the Traffic Law Enforcement Officers are also assisting those agencies. Integrated operations are held to prevent crime increase in this municipal area through proper planning. The willingness of the community to report crime assists the different law enforcement agencies in the fight against crime.

3.20.1 Introduction to Traffic and Licensing Services

Traffic and Licencing Services aims to provide a professional service to all road users and the community of George by promoting road safety and creating a safe road environment through effective management, education, protection and law enforcement.

3.20.2 Highlights: Traffic and Licensing Services

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

| Highlight | Description |
|--|--|
| Driver of the Year competition every year in October | Driver skills tested on all vehicle codes during Transport |
| | Month |
| Transport Month | Roadworthiness of Public Vehicles are checked |
| Welcoming of December visitors to George | Mayoral Committee hands out welcome packs with road |
| | safety awareness flyers to visitors entering George |

Highlights: Traffic and Licensing Services

3.20.3 Challenges: Traffic and Licensing Services

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

| Challenge | Action to address |
|--|---|
| Back log of learners and license appointments due to | Staff are working on weekends including Sunday's to |
| COVID 19 | attend to back log |
| Building which can cater for sufficient numbers | Relocate or expand current building |
| Long queues | Appointment of additional staff |
| Outstanding warrants | Appointment of team to serve warrants |

Challenges: Traffic and Licensing Services

3.20.4 Service Statistics: Traffic and Licensing Services

The table below specifies the service delivery levels for the 2019/20 financial year:

| Details | 2018/19 | 2019/20 |
|---|----------------|----------------|
| Number of road traffic accidents during the year | 547 | 415 |
| Number of Traffic officers in the field on an average day | 15 | 15 |
| Number of Traffic officers on duty on an average day | 19 | 19 |
| Motor vehicle licenses processed | 87440 | 70577 |
| Learner driver licenses processed | 3507 | 3045 |
| R-value of fines collected | R10 972 300.00 | R10 353 770.00 |
| Complaints attended to by Traffic Officers | 691 | 531 |
| Special Functions – Escorts | 333 | 258 |

3.20.5 Total Employees: Traffic and Licensing Services

| Occupational | 2018/19 | 2019/20 | | | |
|--------------|---------|-------------------|-----------|-----------|---|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) |
| | | Nun | nber | | |
| 0-3 | 2 | 2 | 2 | О | 0% |
| 4-6 | 28 | 31 | 28 | 3 | 10% |
| 7-9 | 1 | 1 | 1 | 0 | 0% |
| 10-12 | 3 | 39 | 38 | 1 | 3% |
| 13-15 | 1 | 1 | 1 | 0 | 0% |
| 16-18 | 0 | 0 | 0 | 0 | 0% |
| 19-20 | 0 | 0 | 0 | 0 | 0% |
| Total | 35 | 74 | 70 | 4 | 5% |

Employees: Traffic Services

3.20.6 Capital Expenditure 2019/2020: Traffic and Licensing Services

| Capital Expenditure 2019/2020: Traffic and Licensing Services | | | |
|---|-----------------|----------------|---------------|
| Capital Projects | Original Budget | Amended Budget | Actuals Total |
| Vehicles | 1 000 000.00 | 0.00 | 0.00 |
| Public Seating - Traffic | 11 000.00 | 11 000.00 | 0.00 |
| Furniture - Traffic | 50 000.00 | 50 000.00 | 33 254.70 |
| Upgrading of Building - Vehicle Registration | 250 000.00 | 55 961.00 | 0.00 |
| Carports - Traffic | 100 000.00 | 140 000.00 | 14 653.00 |
| Fencing at Back of Traffic Office | 100 000.00 | 100 000.00 | 0.00 |
| Training Facility: Traffic | 25 000.00 | 25 000.00 | 0.00 |
| Firearms | 60 000.00 | 60 000.00 | 0.00 |
| Upgrading of JTTC-Skate lab | 250 000.00 | 304 480.00 | 103 150.90 |
| Quantum | 690 000.00 | 0.00 | 0.00 |
| Installation of Camera System | 20 000.00 | 0.00 | 0.00 |
| Shotguns | 10 000.00 | 10 000.00 | 0.00 |
| Breathalyser | 100 000.00 | 95 520.00 | 85 570.00 |
| Safety Projects | 50 000.00 | 61 900.00 | 0.00 |
| Dragger | 150 000.00 | 140 100.00 | 140 091.00 |
| Public Seating - Vehicle Testing Station | 23 000.00 | 23 000.00 | 0.00 |
| Furniture – Vehicle Registration | 23 000.00 | 23 000.00 | 21 172.02 |
| End User Equipment (Pc's Laptops and Peripheral De | 50 000.00 | 70 000.00 | 61 192.19 |
| Upgrading of Building - Traffic | 150 000.00 | 150 000.00 | 88 870.00 |
| Upgrade Vehicle Testing Centre | 400 000.00 | 29 500.00 | 0.00 |
| Flood Lights - Vehicle Testing Station | 23 000.00 | 11 000.00 | 0.00 |
| Installation of Camera System - Vehicle Registration | 40 000.00 | 24 000.00 | 0.00 |
| Queue Management System | 20 000.00 | 0.00 | 0.00 |
| Waiting Area and Public Toilets - Vehicle Testing | 70 000.00 | 70 000.00 | 0.00 |
| Vehicles | 0.00 | 1 000 000.00 | 921 347.11 |
| Quantum | 0.00 | 645 000.00 | 642 429.45 |
| Battery Pack - Drivers Licences | 6 000.00 | 16 000.00 | 0.00 |
| Drivers Licences 2nd Testing Track | 300 000.00 | 0.00 | 0.00 |
| Learner & Driver Testing Station - Uniondale | 200 000.00 | 0.00 | 0.00 |
| Total | 4 171 000.00 | 3 115 461.00 | 2 111 730.37 |

Capital Expenditure 2018/19: Traffic Services

3.21 LAW ENFORCEMENT

3.21.1 Introduction to Law Enforcement

Law Enforcement is responsible for enforcing Municipal By-laws and to ensure the Councils objective of Keeping George Green, Safe and Clean is adhered to.

Objectives and priorities are *inter alia* to follow up all complaints as soon and best possible. Issue fines to transgressors and ensure static security at the Municipal Court. Safeguarding the officials from other Departments such as Environmental Health, Building Control etc. while carrying out their duties in volatile areas.

3.21.2 Highlights: Law Enforcement Services

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

| Highlight | Description |
|--|---|
| Enforcing Municipal Bylaws | Municipal Court has improved the handling of cases. |
| Safeguarding/Protecting Council property and staff | Always being alert, use information from the SAPS or other departments to protect and counter actions. |
| Assists on Public Transport system | Provide assistance to Traffic Officers, Rapid response team, Bus monitors and Go George. |
| Successful festive season | With assistance from SAPS, and other Departments including private sector, the transgressions were reduced. |
| Service rendering started in Uniondale/ Haarlem | One Officer deployed to the area. Additional staff including EPWP we will be deployed in future. |

Highlight: Law Enforcement Services

3.21.3 Challenges: Law Enforcement Services

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

| Challenges | Action to address |
|--|---|
| Protest Marches | Monitor situations / Have Triangle meetings / include SAPS for assistance. |
| Assisting on the Public Transport system | Assists as much as possible to keep passengers, staff and property safe and secured. |
| Enforcing Municipal Bylaws/ Dumping etc. | Proactively monitor problem areas, rapid response to complaints and <i>inter alia</i> use CCTV cameras for visual assistance. |

Challenges: Law Enforcement Services

3.21.4 Service Statistics: Law Enforcement Services

The table below specifies the service delivery levels for the 2019/20 financial year:

| Service | 2018/19 | 2019/20 |
|--|--------------|---------|
| Number of By-Law infringements attended | 2293 | 2334 |
| Number of Law Enforcement officers in the field per day (Monday to | 10 Permanent | 8 |
| Friday) | 16 Temporary | 3 |
| Number of Law Enforcement officers on duty on an average weekday | 8 Permanent, | 10 |
| | 20 Temporary | 5 |

Services Delivery Levels for Law Enforcement

3.21.5 Total Employees: Law Enforcement Services

| Occupational Level | 2018/19 | 2019/20 | | | |
|-----------------------|---------|-------------------|-----------|-----------|--|
| Levei | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total Budgeted Posts) |
| | | | Number | | |
| 0-3 | 9 | 9 | 8 | 1 | 11% |
| 4-6 | 6 | 16 | 11 | 5 | 31% |
| 7-9 | 3 | 4 | 2 | 2 | 50% |
| 10-12 | 2 | 18 | 17 | 1 | 6% |
| 13-15 | 1 | 1 | 1 | 0 | 0% |
| 16-18 | 0 | 0 | 0 | 0 | 0% |
| 19-20 | 0 | 0 | 0 | 0 | 0% |
| Total | 21 | 48 | 39 | 9 | 19% |

Employees: Law Enforcement Services

3.21.6 Capital Expenditure 2019/2020: Law Enforcement Services

| Capital Expenditure 2019/2020: Law Enforcement Services | | | | | |
|---|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| CCTV: Extension of Camera System | 500 000.00 | 1 806 122.00 | 1 585 711.28 | | |
| Safety Equipment - Law Enforcement | 70 000.00 | 70 000.00 | 0.00 | | |
| Firearms | 120 000.00 | 120 000.00 | 0.00 | | |
| CCTV: Furniture | 40 000.00 | 0.00 | 0.00 | | |
| Carport - Law Enforcement | 100 000.00 | 288 293.00 | 267 358.90 | | |
| CCTV: Extension of CCTV Building | 500 000.00 | 595 827.00 | 49 151.00 | | |
| CCTV: Access Control Upgrade Gate | 60 000.00 | 0.00 | 0.00 | | |
| Silent Generator | 400 000.00 | 400 000.00 | 0.00 | | |
| CCTV: Inverter and Batteries | 256 000.00 | 178 000.00 | 171 725.00 | | |
| Safety Equipment: Main Building | 200 000.00 | 200 000.00 | 13 645.00 | | |
| Sedans - EHP | 800 000.00 | 0.00 | 0.00 | | |
| Sedans - EHP | 0.00 | 800 000.00 | 693 161.93 | | |
| Bakkie Sc - Anti-Land Invasion Unit | 560 000.00 | 460 000.00 | 296 073.21 | | |
| 6ton Tipper Truck - Anti-Land Invasion Unit | 0.00 | 594 609.00 | 382 845.50 | | |
| Loudhailers - Anti Land Invasion | 40 000.00 | 47 000.00 | 0.00 | | |

| Capital Expenditure 2019/2020: Law Enforcement Services | | | | | |
|---|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Torches - Anti-Land Invasion Unit | 15 000.00 | 6 778.00 | 0.00 | | |
| Office Furniture - Land Management | 50 000.00 | 15 600.00 | 15 600.00 | | |
| Cameras - Anti-Land Invasion Unit | 10 000.00 | 10 000.00 | 8 551.30 | | |
| Public Seating - Anti-Land Invasion Unit | 12 000.00 | 0.00 | 0.00 | | |
| Total | 3 046 000.00 | 4 458 242.00 | 2 780 753.11 | | |

Capital Expenditure 2019/20: Law Enforcement

3.22 FIRE SERVICES

3.22.1 Introduction to Fire Services

The function of this section is to save lives and to protect property. Awareness campaigns in informal areas did reduce the number of fires in those areas as well as the restructuring of Informal Housing to ensure that fire fighting vehicles and fire fighters can reach those in need. Immediate relief is provided to victims of fires in the form of food parcels, blankets and matrasses.

The Fire Services has identified the need to conduct more fire prevention inspections to make George a safer city and to effectively train all fire personnel to a minimum qualification of Fire Fighter 2.

3.22.2 Highlights: Fire Services

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

| Highlight(s) | Description |
|---|---|
| Taking delivery of a 35000 L water tanker | Delivery of a truck and trailer with a water capacity of 35 ooo litres to provide for water at large remote incident, reducing travel time to water sources like hydrants and increasing firefighting capabilities |
| Taking delivery of a jet-ski | Jet Ski allowed for more effective water rescue capabilities especially in the surf and sea conditions A successful summer season with more than 3 effective safes and assistance during an international boating event increased Fire Service rescue capability |
| Taking delivery of a 4x4 tractor | The bigger tractor with cutting and scraping abilities has increased effective Fire break maintenance and construction in the urban interface |
| Successful summer season | Overall reduction in serious incidents and drastic reduction in fatalities at sea/beaches this season speaks to an effective team of Life Guards working together with the Fire Department |

Highlights: Fire and Disaster Management

3.22.3 Challenges: Fire Services

The table below specifies the challenge(s) for the 2019/20 financial year:

| Challenge(s) | Actions to overcome |
|--|---|
| Staff: Staff shortage has a very negative effect on the operations of a Fire Service. The lack of funding to appoint more staff remains an | Additional staff to be appointed subject to the availability of funding. The funding challenge needs to be addressed in conjunction with the Budget Office and the Budget Steering Committee. |
| administrative obstacle. The need for "a fourth shift" to reduce overall working hours | In order to comply with BCEA a fourth shift is required as it will reduce working hours form 56 hrs a week to 45hrs a week. Once this is in place there will be no need to pay shift allowances |
| The need for more officers to increase effective management | Officers are crucial to ensure that policies and procedures are followed especially in dangerous situations as this will ensure the safety of employees and the public and potentially save lives |
| The need for training officer | Internal training is essential to ensure life safety of employees while fighting fires. Ongoing training will reduce repair and maintenance cost on critical, expensive specialised equipment. Continues training is a Legislative requirement |
| The need for more Fire Prevention staff and training to increase inspections and reduce risks and increase compliance | Fire Prevention is a section on its own and is a legislative requirement Municipalities must adhere to. It requires a Specialist with experience to provide training on different levels. Key fire prevention areas and training will include public education (Including children), awareness of hazardous materials, fire Investigations, health and safety, building plan approvals etc. |
| The COVID-19 Pandemic brought about unprecedented challenges to the Fire Service and the Municipality in general | Establishment of a Joint Operations Centre to assist with centralising the management of service delivery in all departments |
| Staff Shortages created critical shortfalls in Managing the effects of the Pandemic while maintaining an effective fire service to the public Keeping staff safe at work, motivating them to stay safe at home remains a challenge | The Municipality appointed a Compliance Officer to assist management OHS and Covid-19 compliance |

Challenges: Fire Services and Disaster Management

3.22.4 Service Statistics: Fire Services

The table below specifies the service delivery levels for the 2019/20 financial year:

| Details | 2018/19 | 2019/2020 |
|--------------------------------------|---------|-----------|
| Total fires attended in the year | 992 | 764 |
| Total Other Emergencies attended | | 989 |
| Reservists and volunteers trained | 0 | 0 |
| Awareness Initiatives on Fire Safety | 2959 | 5242 |
| Average turnout time – urban areas | 8 min | 8 min |
| Average turnout time – rural areas | 18 min | 18 min |

Services Delivery Levels for Fire Services and Disaster Management

3.22.5 Capital Expenditure 2019/2020: Fire Services

| Capital Expenditure 2019/2020: Fire Services | | | | | | |
|---|-----------------|----------------|---------------|--|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | | |
| Upgrading of Radio Communication - George | 300 000.00 | 280 000.00 | 216 083.00 | | | |
| Tools and Equipment | 200 000.00 | 200 000.00 | 91 568.01 | | | |
| Furniture & Office Equipment - Fs (Kleinkrantz) | 50 000.00 | 49 950.00 | 34 046.66 | | | |
| Kleinkrantz Fire Station | 750 000.00 | 750 000.00 | 72 894.40 | | | |
| 4x4 Trekker | 684 000.00 | 0.00 | 0.00 | | | |
| Jet ski - Fire Services | 0.00 | 392 050.00 | 392 045.41 | | | |
| Upgrade George Fire Station | 500 000.00 | 650 000.00 | 0.00 | | | |
| Replace Equipment (Caw14383) - Fire Services | 0.00 | 162 000.00 | 24 704.00 | | | |
| Replace Equipment (Caw36682) - Fire Services | 0.00 | 16 700.00 | 0.00 | | | |
| Bush Cutter for Tractor - Fire Services | 0.00 | 96 000.00 | 0.00 | | | |
| Replace Equipment (Caw 61598) - Fire Services | 0.00 | 18 900.00 | 0.00 | | | |
| Replace Equipment (Caw10782) - Fire Services | 0.00 | 33 710.00 | 25 790.61 | | | |
| Ford Motor Corp Truck - Replacement | 0.00 | 1 011 649.00 | 988 441.30 | | | |
| 4x4 Trekker | 0.00 | 633 000.00 | 632 386.87 | | | |
| Total | 2 484 000.00 | 4 293 959.00 | 2 477 960.26 | | | |

Capital Expenditure 2019/20: Fire Services

COMPONENT G: SPORT AND RECREATION

This component includes: Community Parks; Sports Facilities; Stadiums; Swimming Pools; and Camp Sites.

3.23 HOLIDAY RESORTS AND CAMPSITES

3.23.1 Holiday Resorts and Campsite

The George Municipality is responsible for the management and maintenance of one (1) holiday resort in the municipal area, which is Herolds Bay.

The main priority of the caravan park is for the guests to experience true hospitality and efficient client service. The resort is next to the beach, where the sheer natural beauty of the sea can be experienced. Braai facilities, water taps and refuse bins are positioned at regular intervals at the campsite.

On arrival at the park, the necessary information including the rules and safety evacuation plan is provided.

George manages four beaches namely Herolds Bay, Gwaiing, Victoria Bay and Leentjiesklip in Wilderness. Beaches east of the Touw River are managed by Sanparks. There are ablution facilities at all of these beaches which are serviced by the George Municipality.

A huge challenge is that the playing apparatuses in parks are being vandalised on a continued basis costing the Municipality approximately R150 000 per year to maintain.

3.24 SPORTS AND RECREATION

3.24.1 Introduction to Sports and Recreation

The George Municipality is responsible for the management and maintenance of 14 sport grounds in the municipal area. It is the Municipality's goal to create a healthy lifestyle for all our residents, by offering a wide range of well-maintained and managed sport facilities.

The Sport Development Section aims to deliver sustainable and affordable sport services to contribute to the reconstruction and development of the George community.

3.24.2 Highlights: Sports and Recreation

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

| Highlights | Description | | |
|--|--|--|--|
| Pacaltsdorp Night Race | The annual sporting and fun event for the whole family, took place on 26 December 2019 in Pacaltsdorp. The event, hosted by George Municipality, is aimed at developing local athletics and promoting sports. The race falls within the approved SWD athletics calendar | | |
| | In 2016 the race was named after local athlete Elroy Gelant, from Pacaltsdorp, in honour of him becoming an Olympic athlete that year | | |
| Sport Week for People living with disabilities | The event took place in George from 11 to 14 February 2020 at Rosemoore Sport Stadium and Conville Community Hall. The various participant in this sport week were: a) Emmaus - 120 b) DPSA - 22 c) APD - 30 d) DEAFSA - 12 e) Local Community - 19 f) International - 7 g) Cape Winelands - 20 h) Employees - 11 | | |

Highlights: Sport and Recreation

3.24.3 Challenges: Sports and Recreation

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

| Challenges | Actions to address | |
|---|---|--|
| Continuous vandalism and criminal activities at | Community support and collaboration, to take ownership of these | |
| sport facilities. | community facilities to assist us in our fight to protect these assets. | |
| | Improve existing security measures at facilities. | |
| Budget & Funding constraints | Source of funding for projects | |

Challenges: Sport and Recreation

3.24.4 Service Statistics: Sports and Recreation

| Type of service | 2018/19 | 2019/20 | | | | |
|--|------------|------------|--|--|--|--|
| Number of Sport Grounds/fields | 13 | 13 | | | | |
| Number of events hosted on fields | 164 | 290 | | | | |
| Number of Swimming Pools | 2 | 2 | | | | |
| Number of visitors at swimming pools | 5910 | 8090 | | | | |
| Number of stadiums | 3 | 3 | | | | |
| Number of events hosted in stadiums sport and entertainment | | 1 | | | | |
| Community parks | | | | | | |
| Number of parks with play park equipment | 50 | 39 | | | | |
| Number of wards with community parks | 20 | 27 | | | | |
| Swimming pools | | | | | | |
| R-value collected from entrance fees | R14 015.20 | R27 092.09 | | | | |
| Sport fields/Sport Halls | | | | | | |
| Number of wards with sport fields/sport halls | 12 | 12 | | | | |
| R-value collected from utilisation of sport fields/sport halls | R26 235.88 | R18 512.84 | | | | |
| Number of sport associations utilising sport halls | 12 | 18 | | | | |

Service Statistics Sport Grounds, Parks and Swimming Pools

3.24.5 Total Employees: Parks and Recreation

| Occupational | 2018/19 | 2019/20 | | | |
|--------------|---------|----------------|-----------|-----------|----------------------|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of |
| | | | Number | | total Budgeted |
| | | | | | Posts) |
| 0-3 | 9 | 9 | 8 | 1 | 11% |
| 4-6 | 6 | 16 | 11 | 5 | 31% |
| 7-9 | 3 | 4 | 2 | 2 | 50% |
| 10-12 | 2 | 18 | 17 | 1 | 6% |
| 13-15 | 1 | 1 | 1 | 0 | 0% |
| 16-18 | 0 | 0 | 0 | 0 | 0% |
| 19-20 | О | 0 | 0 | 0 | 0% |
| Total | 21 | 48 | 39 | 9 | 19% |

Employees: Parks & Recreation

3.24.6 Capital Expenditure 2019/2020: Sports and Recreation

| Capital Expenditure 2019/2020: Sport and Recreation | | | | | | |
|---|-----------------|----------------|---------------|--|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | | |
| Trailer X2 | 50 000.00 | 50 000.00 | 0.00 | | | |
| Ride on Lawnmower | 65 000.00 | 84 400.00 | 0.00 | | | |
| Tools | 3 000.00 | 2 300.00 | 0.00 | | | |
| Generator | 4 000.00 | 12 700.00 | 0.00 | | | |
| Welder | 3 000.00 | 0.00 | 0.00 | | | |
| Brush Cutter | 4 000.00 | 5 300.00 | 5 199.00 | | | |
| Electric Drill | 4 000.00 | 4 000.00 | 3 343.95 | | | |
| Ladder | 3 000.00 | 1 000.00 | 0.00 | | | |
| Grinder | 3 000.00 | 1 500.00 | 0.00 | | | |
| Line Marking Machine - Sport | 12 000.00 | 6 500.00 | 6 010.00 | | | |

| Capital Expenditure 2019/2020: Sport and Recreation | | | | | |
|---|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Office Furniture | 11 000.00 | 21 000.00 | 0.00 | | |
| Upgrade Parkdene Sport Facilities | 668 840.00 | 291 305.00 | 96 418.85 | | |
| Thembalethu Upgrade Sport Grounds Phase A | 871 013.00 | 0.00 | 0.00 | | |
| Fencing - Sport Grounds DMA | 200 000.00 | 450 000.00 | 256 200.00 | | |
| Tartan Track - Rosemore Sport Ground Phase 1 | 0.00 | 1 869 560.00 | 0.00 | | |
| Upgrade Swimming pool - Uniondale | 0.00 | 119 870.00 | 98 130.87 | | |
| Floodlights at Pacaltsdorp Sport Ground | 360 000.00 | 360 000.00 | 0.00 | | |
| Fence - Lawaaikamp Sport Ground | 90 000.00 | 90 000.00 | 0.00 | | |
| CCTV Cameras - Sport Facilities | 100 000.00 | 98 000.00 | 0.00 | | |
| Upgrade Hospitality Suites (George) - Sport | 23 000.00 | 23 000.00 | 0.00 | | |
| Upgrade Tennis & Netball Courts | 90 000.00 | 92 700.00 | 2 500.00 | | |
| Blanco Sport grounds (MIG) | 254 415.00 | 0.00 | 0.00 | | |
| Tartan Track - Rosemore Sport Ground Phase 1 | 0.00 | 2 096 990.00 | 3 643.87 | | |
| New Ablution/Public Toilet Facilities: Zone 9 | 200 000.00 | 200 000.00 | 0.00 | | |
| New Ablution/Public Toilet Facilities: Rosedale | 150 000.00 | 150 000.00 | 0.00 | | |
| New Ablution/Public Toilet Facilities: New Dawn Pa | 150 000.00 | 150 000.00 | 0.00 | | |
| Upgrade Rosemore Sport Ground | 3 243 240.00 | 0.00 | 0.00 | | |
| Concrete Cricket Pitch - Lyonville | 200 000.00 | 200 000.00 | 0.00 | | |
| Replacement of Roof - George Sport Clubhouse | 150 000.00 | 150 000.00 | 0.00 | | |
| New Ablution/Public Toilet Facilities: Uniondale | 250 000.00 | 250 000.00 | 0.00 | | |
| Conville Swimming pool - Starting Blocks | 100 000.00 | 80 600.00 | 80 600.00 | | |
| Total | 7 262 508.00 | 6 860 725.00 | 552 046.54 | | |

Capital Expenditure 2019/20: Sport and Recreation

COMPONENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: Corporate Policy Offices, Financial Services, Human Resource Services, ICT Services, property services.

3.25 OFFICE OF THE MUNICIPAL MANAGER

The Office of the Municipal Manager includes the following functions:

- Communications
- Risk and Internal Audit
- Legal Services
- Information Technology(IT) Services

3.25.1 Highlights: Office of the Municipal Manager

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

| Highlights | Description |
|------------------------------------|---|
| Website, redesigned and relaunched | Redesign complete, will go live in July 2020. |
| | Content and photographs finalised, user-friendly, aesthetically |
| | pleasing and functionality improved. |
| | Implemented Corporate Identity. |

Highlights: Office of the Municipal Manager

3.25.2 Challenges: Office of the Municipal Manager

The table below indicates the challenges for the 2019/20 financial year:

| Challenges | Actions to address |
|--|--|
| Staff Capacity (Communication Department) – online | Budget required for dedicated Social Media |
| presence has escalated | Communications Officer. |

Challenges: Office of the Municipal Manager

3.25.3 Total Employees: Office of the Municipal Manager

| Occupational | 2018/19 | 2019/20 | | | |
|--------------|---------|----------------|-----------|-----------|----------------------------------|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a |
| | | Nun | nber | | % of total Budgeted Posts) |
| 0-3 | 3 | 1 | 0 | 1 | 100% |
| 4-6 | 2 | 4 | 4 | 0 | 0% |
| 7-9 | 2 | 2 | 1 | 1 | 50% |
| 10-12 | 10 | 17 | 13 | 4 | 24% |
| 13-15 | 5 | 7 | 6 | 1 | 14% |
| 16-18 | 5 | 7 | 5 | 2 | 29% |
| 19-20 | 2 | 1 | 1 | 0 | 0% |
| Total | 29 | 39 | 30 | 9 | 23% |

Employees: Office of the Municipal Manager

| Occupational | 2018/19 | | 2019/20 | | | |
|--------------|---------|----------------|-----------|-----------|-------------------|--|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % | |
| | | Num | ber | | of total Budgeted | |
| | | | | | Posts) | |
| 0-3 | 0 | 0 | 0 | 0 | 0% | |
| 4-6 | 1 | 1 | 1 | 0 | 0% | |
| 7-9 | 4 | 4 | 4 | 0 | 0% | |
| 10-12 | 4 | 5 | 4 | 1 | 20% | |
| 13-15 | 1 | 1 | 0 | 1 | 100% | |
| 16-18 | 1 | 1 | 1 | 0 | 0% | |
| 19-20 | 0 | 0 | 0 | 0 | 0% | |
| Total | 11 | 12 | 10 | 2 | 17% | |

Employees: Executive and Council

3.26 ADMINISTRATION (COMMITTEE SERVICES, RECORDS MANAGEMENT AND TELECOMMUNICATIONS)

Administration (Committee Services, Records Management and Telecommunication) aims to provide effective records management and telecommunication throughout the entire Municipality and to ensure adherence to all relevant legislation coupled to the function.

3.26.1 Highlights: Administration (Committee Services)

The table below provides the highlight(s) for the 2019/20 financial year:

| Highlights | Description |
|---|--|
| Implementation of Translation Booth during July 2019 | Interpreting simultaneously whilst a speaker talks. |
| Enhancing on existing electronic channels to distribute agendas (Collab and OneDrive) | The volume of paper work for agendas sometimes ranged between 1000 and \pm 2000 pages per agenda for \pm 80 people. The printing of hard copies also had an impact on the copier because the machine constantly jammed, and it caused frustration. The distribution of agendas to the residential addresses of Councillors had its own frustration and challenges because Councillors or relatives were not always available at their addresses. |
| First electronic Council Meeting — 22 May 2020 | Due to the Covid-19 pandemic and regulations in terms of social distancing measures, we had to conduct a Council meeting via Ms Teams. |
| First ever election of Mayor in virtual Council meeting | Due to the Covid-19 pandemic and regulations in terms of social distancing measures, we had to conduct a visual Council meeting via Ms Teams to elect a Mayor. |
| Upload attendance registers and instruction sheets relating to Council and Committee Meetings on Collab on a monthly basis; | Councillors requested to access instruction sheet to monitor the progress of execution of instructions by the various directorates. |

Highlights: Administration

3.26.2 Challenges: Administration (Committee Services)

The table below provides the challenge(s) for the 2019/20 financial year:

| the table selen provides the chancing eqs, for the 2025/20 manetal feat. | | | | |
|--|---|--|--|--|
| Challenges | Actions to address | | | |
| Unprofessionalism and lack of order at certain Committee | Training sessions for Councillors on how to conduct | | | |
| meetings | meetings | | | |
| Lack of compatible tools for staff | Exposure to lower level staff to perform higher level tasks | | | |
| Lack of office space | Put alternative plans in place to make office space | | | |
| | comfortable and convenient for everyone and use outside | | | |
| | buildings belonging to the municipality for office space | | | |
| Unwillingness to use Collab | Training sessions for both Councillors and officials | | | |

Challenges: Administration

3.26.3 Capital Expenditure 2019/2020: Administrative and Corporate Support

| Capital Expenditure 2019/2020: Administrative and Corporate Support | | | | | |
|---|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Buffelsfontein 204: Acquisition of Immovable Property | 300 000.00 | 0.00 | 0.00 | | |
| Bakkie: Civil Engineering Service - DMA | 0.00 | 108 544.00 | 0.00 | | |
| Tools & Equipment - Fleet | 10 000.00 | 10 000.00 | 0.00 | | |
| ISDG Equipment - Civil | 200 000.00 | 0.00 | 0.00 | | |
| Petrol Management System | 150 000.00 | 150 000.00 | 0.00 | | |
| Above Fuel Storage Tank | 400 000.00 | 0.00 | 0.00 | | |
| End User Equipment (Pc's Laptops and Peripheral De | 50 000.00 | 149 000.00 | 119 339.13 | | |
| Ups - Fuel Management System | 35 000.00 | 35 000.00 | 0.00 | | |
| Furniture & Fittings - Corp Admin | 40 000.00 | 30 000.00 | 29 047.81 | | |
| Vacuum Cleaners - Corp Admin | 9 000.00 | 9 000.00 | 0.00 | | |
| Bulk Filers for Central Registry - Corp Admin | 20 000.00 | 15 685.00 | 15 365.44 | | |
| Filling Units for Building Plans - Corp Admin | 45 000.00 | 39 390.00 | 39 152.43 | | |
| Urns - Corp Admin | 6 000.00 | 6 000.00 | 0.00 | | |
| Office Furniture - Vacancies Filled Community | 15 000.00 | 20 100.00 | 14 823.11 | | |
| Tables - 'Link' | 23 000.00 | 23 000.00 | 0.00 | | |
| Furniture & Fittings - Mm | 200 000.00 | 200 000.00 | 0.00 | | |
| Office Equipment - Mm | 150 000.00 | 150 000.00 | 51 088.53 | | |
| Bar Fridge - Mm | 3 000.00 | 3 000.00 | 1 724.02 | | |
| Office Chairs - Records Staff | 2 000.00 | 2 000.00 | 1 165.64 | | |
| Call Centre Furniture | 23 000.00 | 20 000.00 | 0.00 | | |
| Bulk Scanners - Registry | 45 000.00 | 31 600.00 | 30 896.91 | | |
| Furniture - Human Resources | 80 000.00 | 148 288.00 | 15 217.86 | | |
| Filing Cabinets: Building Control | 6 000.00 | 6 000.00 | 0.00 | | |
| Chairs: Building Control | 3 000.00 | 0.00 | 0.00 | | |
| Camera: Planning | 7 000.00 | 7 000.00 | 0.00 | | |
| Furniture and Fittings - Councillors | 50 000.00 | 50 000.00 | 2 166.37 | | |
| Camera - Communication Unit | 16 500.00 | 11 400.00 | 10 467.95 | | |
| Furniture: Planning | 7 000.00 | 77 000.00 | 67 054.75 | | |
| Furniture and Fittings - Civil Admin | 50 000.00 | 51 000.00 | 45 465.21 | | |
| Furniture & Office Equipment - Coms Admin | 9 000.00 | 9 000.00 | 0.00 | | |
| Computer Hardware - Corp Admin | 24 000.00 | 181 960.00 | 179 922.63 | | |
| Computer Hardware - Internal Audit | 100 000.00 | 100 000.00 | 28 774.80 | | |
| End User Equipment (Pc's Laptops and Peripheral De | 50 000.00 | 42 000.00 | 40 137.22 | | |
| End User Equipment (Pc's Laptops and Peripheral De | 50 000.00 | 293 000.00 | 225 146.95 | | |

| Capital Expenditure 2019/2020: Administrative and Corporate Support | | | | |
|---|-----------------|----------------|---------------|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | |
| Upgrading of Haarlem Community Hall | 23 000.00 | 0.00 | 0.00 | |
| Additional Office Space 4th Floor | 60 000.00 | 60 000.00 | 0.00 | |
| Palisade Fence - Uniondale Community Hall | 0.00 | 368 000.00 | 0.00 | |
| Upgrade Vehicle Workshop Building | 200 000.00 | 441 327.00 | 17 977.63 | |
| Security Cameras at Fleet Offices | 50 000.00 | 50 000.00 | 33 188.96 | |
| 7-Seater Vehicle - DMA | 500 000.00 | 0.00 | 429 214.34 | |
| 4x4 Tractor (DMA) | 450 000.00 | 450 000.00 | 0.00 | |
| Sewerage Truck with Tanker (DMA) | 1750 000.00 | 1 750 000.00 | 0.00 | |
| Replace Caw 29932 Opel Club Sedan | 280 000.00 | 0.00 | 0.00 | |
| 4x4 Bakkie: Planning Section | 500 000.00 | 0.00 | 0.00 | |
| Replace Caw 19719 Nissan Bakkie | 450 000.00 | 0.00 | 0.00 | |
| 5 Ton Roll Back Truck | 800 000.00 | 0.00 | 0.00 | |
| Scaffolding (DMA) | 40 000.00 | 40 000.00 | 0.00 | |
| air conditioner - DMA | 80 000.00 | 80 000.00 | 0.00 | |
| Security Cameras | 100 000.00 | 110 000.00 | 109 565.00 | |
| Tools and Equipment (DMA) | 26 500.00 | 26 500.00 | 25 147.73 | |
| Vehicle Tracking System | 150 000.00 | 150 000.00 | 0.00 | |
| Note Recorder | 2 000.00 | 2 000.00 | 0.00 | |
| Jet Machine (DMA) | 500 000.00 | 500 000.00 | 0.00 | |
| Trailers (DMA) | 25 000.00 | 55 000.00 | 0.00 | |
| Furniture and Fittings - Internal Audit (In House) | 45 000.00 | 45 000.00 | 0.00 | |
| Office Equipment | 30 000.00 | 30 000.00 | 11 088.41 | |
| Fridge - Chief Whip | 3 000.00 | 3 000.00 | 0.00 | |
| Office Equipment - IDP | 20 000.00 | 0.00 | 0.00 | |
| Chairs: Property Section | 20 000.00 | 20 000.00 | 5 990.00 | |
| Cabinet (DMA) | 5 000.00 | 5 000.00 | 4 850.00 | |
| Furniture and Fittings (DMA) | 11 000.00 | 11 000.00 | 6 520.00 | |
| Projector Screen | 15 000.00 | 15 000.00 | 9 868.96 | |
| Tables for Hall - DMA | 80 000.00 | 80 000.00 | 0.00 | |
| Microwaves - Corp Admin | 15 000.00 | 15 000.00 | 14 181.75 | |
| Filing Cabinets - DMA | 9 000.00 | 9 000.00 | 6 134.65 | |
| Furniture and Fitting: Property Section | 20 000.00 | 20 000.00 | 0.00 | |
| Furniture and Fittings - IDP | 40 000.00 | 0.00 | 0.00 | |
| End User Equipment (Pc's Laptops and Peripheral De | 250 000.00 | 250 000.00 | 237 240.86 | |
| Projector Screen - DMA | 5 000.00 | 0.00 | 0.00 | |
| Projectors - DMA | 8 000.00 | 13 000.00 | 0.00 | |
| End User Equipment (Pc's Laptops and Peripheral De | | | | |
| End Oser Equipment (PC's Laptops and Peripheral De | 100 000.00 | 100 000.00 | 79 231.83 | |

| Capital Expenditure 2019/2020: Administrative and Corporate Support | | | | | |
|---|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Printer: Property Section | 5 000.00 | 5 000.00 | 0.00 | | |
| Laptops - (IDP Office) | 37 500.00 | 18 500.00 | 15 546.10 | | |
| Computer Equipment - Office Of MM | 60 000.00 | 90 000.00 | 29 332.93 | | |
| Printers - Planning | 15 000.00 | 6 000.00 | 0.00 | | |
| Buildings | 100 000.00 | 0.00 | 0.00 | | |
| Aircon Offices (DMA) | 12 500.00 | 12 500.00 | 0.00 | | |
| Upgrade Civil Service Buildings (DMA) | 60 000.00 | 60 000.00 | 0.00 | | |
| Parking Area and Fencing | 200 000.00 | 120 000.00 | 2 500.00 | | |
| Carports - Haarlem (DMA) | 60 000.00 | 0.00 | 0.00 | | |
| Project Room Stairs - DMA | 120 000.00 | 0.00 | 0.00 | | |
| Renovations Office Spaces 5th Floor | 200 000.00 | 115 000.00 | 0.00 | | |
| ISDG Equipment - Civil | 0.00 | 380 000.00 | 380 289.50 | | |
| Adjustment to Left Boundary Encroachments | 0.00 | 20 000.00 | 0.00 | | |
| Replace Caw 29932 Opel Club Sedan | 0.00 | 280 000.00 | 0.00 | | |
| Replace Caw 19719 Nissan Bakkie | 0.00 | 450 000.00 | 432 041.09 | | |
| 5 Ton Roll Back Truck | 0.00 | 900 000.00 | 758 787.00 | | |
| 7-Seater Vehicle - DMA | 0.00 | 500 000.00 | 0.00 | | |
| Total | 9 711 000.00 | 9 634 794.00 | 3 525 653.50 | | |

Capital Expenditure2019/20: Administrative and Corporate Support

3.27 FINANCIAL SERVICES

3.27.1 Introduction to Financial Services

During the 2019/20 to 2021/22 Medium Term and Revenue Framework (MTRF) the following was taken into account:

- Constraining fiscal environment and in particular the stagnant growth in the local South African economy;
- National and Provincial priorities;
- Policies on tariffs and service charges;
- Determination of prudent levels of cash revenue.

During the current financial year, Council accepted and reviewed the Long-Term Financial Plan and all budget related policies. The Long-Term Financial Plan of the Municipality does not only highlight some of the material, financial and other issues identified, but makes very specific proposals and recommendations regarding the future financial management. Some priorities are highlighted below:

• The need to maximise income through efficiencies and the way we do business was investigated before we decided to increase our rates, service charges and other tariffs;

- A revenue enhancement project is ongoing to ensure that all consumers are billed correctly and are contributing to the municipality's income as set out in our tariff policy;
- The capital contributions policy was reviewed to ensure that the municipality receives fair compensation from bulk capacity sold to developers. The Budget Committee emphasized the principle that developers need to "pay-up-front" before any infrastructure development is carried out by Council;
- A greater emphasis will be placed on improving our cash management practices, within the legal prescripts, to improve our liquidity position;
- The Budget Committee reconfirmed that specific strategic land be identified which may be sold or developed to effect growth in George and to build the CRR.

3.27.2 Total Employees

| Occupational | 2018/19 | | 2019/20 | | | |
|--------------|---------|----------------|-----------|-----------|-----------------|--|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a | |
| | | Nun | nber | | % of total | |
| | | | | | Budgeted Posts) | |
| 0-3 | 1 | 0 | 0 | 0 | 0% | |
| 4-6 | 32 | 43 | 39 | 4 | 9% | |
| 7-9 | 32 | 40 | 37 | 3 | 8% | |
| 10-12 | 28 | 35 | 32 | 3 | 9% | |
| 13-15 | 2 | 15 | 13 | 2 | 13% | |
| 16-18 | 4 | 5 | 4 | 1 | 20% | |
| 19-20 | 3 | 3 | 3 | 0 | 0% | |
| Total | 102 | 141 | 128 | 13 | 9% | |

Employees: Finance

3.27.3 Capital Expenditure 2019/2020: Financial Services

| Capital Expenditure 2019/2020: Financial Service | | | | | |
|---|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Chairs for Clients at Chief Clerks - Client Service | 5 000.00 | 0.00 | 0.00 | | |
| Bakkie - Water and Electricity | 300 000.00 | 0.00 | 0.00 | | |
| Hand Held Devices (Meter Reading/Credit Control) | 44 000.00 | 0.00 | 0.00 | | |
| Shredder – DMA Credit Control | 5 000.00 | 5 000.00 | 4 358.27 | | |
| Air-conditioner Enquiry Desk - Client Services | 15 000.00 | 0.00 | 0.00 | | |
| Microwave - Client Services | 3 000.00 | 1 200.00 | 1 196.07 | | |
| Filing Cabinets - Rates | 15 000.00 | 15 000.00 | 14 473.28 | | |
| Chairs - Valuation | 3 500.00 | 0.00 | 0.00 | | |
| Office Furniture - New Appoint(Creditors) | 15 000.00 | 0.00 | 0.00 | | |
| Chairs - Rates | 10 000.00 | 5 373.00 | 5 263.01 | | |
| Office Furniture - Rates | 16 000.00 | 6 627.00 | 4 752.50 | | |
| Filing Cabinets - Client Services | 10 000.00 | 6 000.00 | 5 971.50 | | |
| Office Furniture - Credit Control | 40 000.00 | 30 000.00 | 10 627.23 | | |

| Capital Expenditure 2019/2020: Financial Service | | | | | |
|--|-----------------|----------------|---------------|--|--|
| Capital Projects | Original Budget | Amended Budget | Actuals Total | | |
| Office Furniture - DMA Credit Control | 12 000.00 | 8 000.00 | 7 908.58 | | |
| Office Furniture - Clint Services | 30 000.00 | 14 000.00 | 10 925.11 | | |
| Cabinets - Valuations | 4 000.00 | 3 335.00 | 3 334-93 | | |
| Filing Cabinets - DMA | 5 000.00 | 2 800.00 | 2 783.33 | | |
| Chairs- Client Services | 7 000.00 | 0.00 | 0.00 | | |
| Chairs for Clients - Credit Control | 14 000.00 | 12 100.00 | 12 044.20 | | |
| Computer Screens- SCM | 25 000.00 | 23 000.00 | 18 166.13 | | |
| Computer Screens - Creditors | 10 000.00 | 0.00 | 0.00 | | |
| Computer Equipment - Creditors | 12 000.00 | 12 000.00 | 11 832.84 | | |
| Laptops -Client Services | 26 000.00 | 315 020.00 | 315 019.91 | | |
| Additional Office Space- Client Services | 60 000.00 | 0.00 | 0.00 | | |
| Office Space: New Appointment (Creditors) | 30 000.00 | 50 000.00 | 0.00 | | |
| Blinds-Credit Control | 20 000.00 | 0.00 | 0.00 | | |
| Additional Office Space- Credit Control | 40 000.00 | 22 045.00 | 12 312.50 | | |
| Blinds - Client Services | 25 000.00 | 0.00 | 0.00 | | |
| Renovation of Office Space - Client Services | 30 000.00 | 0.00 | 0.00 | | |
| Bakkie - Water and Electricity | 0.00 | 300 000.00 | 246 556.44 | | |
| TOTAL | 831 500.00 | 831 500.00 | 687 525.83 | | |

Capital Expenditure 2019/20: Financial Services

3.28 HUMAN RESOURCE SERVICES

3.28.1 Introduction to Human Resource Services

The Human Resources Section is responsible for ensuring that the organisation's most valuable asset (i.e. its employees), are taken care of.

Enhanced staff performance is fundamentally part of the Municipality's primary objectives. The Municipality continually strives to promote a culture of good governance and an environment where the needs of employees can be addressed in a manner that is conducive for persistent advancement of the interests of our local communities.

The Human Resources functions include, but are not limited to, administration of employee benefits, recruitment and selection of competent staff, organisational efficiency improvement, employment equity, training and development of staff, sound labour relations, occupational health and safety and general support services to enhance staff capacity in the process of realising organisational strategic objectives of service delivery to the community.

3.28.2 Highlights: Human Resources Services

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

| Highlight | Description |
|---------------------------|--|
| Organisational resilience | The manner in which Human Resources managed to guide the organisation under extremely difficult conditions during the COVID-19 pandemic |
| Dispute resolution | Despite an overwhelming number of disputes George Municipality successfully defended most of its disputes. |
| Directives | Human Resources has been the originator of numerous directives regulating and advising on legislative, policy and technical issues that ensured the smooth running of the workforce and ensured effective service delivery |

Highlights: Human Resource Services

3.28.3 Challenges: Human Resource Services

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

| Challenge | Actions to address |
|---|--|
| Capacity challenges in Labour Relations | Recruitment of one additional suitably qualified LR Officer |
| Capacity challenges in Occupational Health and Safety | Recruitment of two additional OHS officers to service the entire organisation |
| The changed work environment created by COVID 19 pandemic | COVID 19 has drastically challenged the manner in which we work, and the technological age will have to be embraced creating the need to new policies and guidelines from Working from Home Policies to Virtual recruitment assessment tools need to be developed. |

Challenges: Human Resources Services

3.28.4 Total Employees: Human Resource Services

| Occupational | 2018/19 | 2019/20 | | | | | |
|--------------|---------|----------------|-----------|-----------|-------------------------------|--|--|
| Level | | Budgeted Posts | Employees | Vacancies | Vacancies (as a % of total | | |
| | | Nun | nber | | Budgeted Posts) | | |
| 0-3 | 1 | 0 | 0 | 0 | 0% | | |
| 4-6 | 6 | 5 | 5 | 0 | 0% | | |
| 7-9 | 0 | 0 | 0 | 0 | 0% | | |
| 10-12 | 16 | 16 | 16 | 0 | 0% | | |
| 13-15 | 4 | 4 | 4 | 0 | 0% | | |
| 16-18 | 2 | 2 | 2 | 0 | 0% | | |
| 19-20 | 0 | 0 | 0 | 0 | 0% | | |
| Total | 29 | 27 | 27 | 0 | o% | | |

Employees: Human Resource Services

3.29 LEGAL SERVICES

3.29.1 Introduction to Legal Services

During the applicable period the municipal court became fully operational.

3.29.2 Service Statistics: Legal Services

Possible Contingent Liabilities:

| Municipality s. George issued. Municipality not beer Coastal setting Municipality Coastal Armature Winders and Supplies The cou | claim for the loss of equipment and amount to R528 437.88. Summons was this case was handed over to Goussard Attorneys. To date the matter has a enrolled for hearing. Armature Winders & Supplies CC applied to the High Court for an order aside the award of a tender to Delacom Solutions by the George ality. The Municipality did not oppose the application. | | |
|--|--|--|--|
| setting Municip Coastal Armature Winders and Supplies The cou | aside the award of a tender to Delacom Solutions by the George ality. The Municipality did not oppose the application. | | |
| Supplies The cos | rt awarded a partial cost order against the Municipality. | | |
| The cos | | | |
| estillati | ts have not been claimed by the opposing side and must still be taxed. I the costs to be paid to be between R50 000.00 and R150 000.00. | | |
| | re financial exposure for audit purposes can be assumed to be R75 000.00. uilding works, court order to have it removed. | | |
| | man passed away in the meantime and we are trying to ascertain who the r of the estate is. | | |
| | oo for costs, R100 000 for breaking down illegal structures to be claimed eceased estate. | | |
| R100 00 | R100 000 for removing of illegal structures. | | |
| | Tender for upgrading of Nelson Mandela Boulevard. Claim for damages due breach of contract, against contractor, engineer and insurer. | | |
| contract | ns issued and served; plea received from engineer. Awaiting plea from or. Insurer seems to have stopped trading. Parties indicated that they see to start settlement negotiations. | | |
| R23 231 | 624,99, being the estimated cost for remedial work to the road. | | |
| Should | ve not settle and have to go to arbitration, legal costs of R1 million. | | |
| | unfair labour practice referred to the Bargaining Council, potentially the labour court dispute. | | |
| Reginald Wesso Awaiting | date for arbitration in bargaining council. | | |
| | y of salary for one year on higher level than currently remunerated. | | |
| Legal co | sts R150 000,00 should the matter go to Labour Court. | | |
| | unfair dismissal. Review application of bargaining councilion award. | | |
| Tommy Klaasen Opposi | ng papers due, will take at least another year to be heard. | | |
| , | atement. | | |
| R150 00 | 00,00 | | |
| , | Opposing an application for the election of the current mayor of council to be set aside. Matter to be heard on 7 August 2020. | | |
| None | | | |

| CASES | STATUS/OUTCOME/PROCESS |
|---|---|
| | R500 000,00 |
| | Dispute about the cancellation of a tender agreement. |
| Western Purification Chemical & Plant CC | First phase of dispute resolution in terms of FIDIC. No claim received yet, foresee that they will claim unlawful termination of the contract, damages. Potentially legal costs of R1 million |

3.29.3 Capital Expenditure 2019/2020: Legal Services

| Capital Expenditure 2019/2020: Legal Services | | | | | | | |
|---|------------|------------|-----------|--|--|--|--|
| Capital Projects Original Budget Amended Budget Actuals T | | | | | | | |
| Furniture & Amp; Fittings - Legal Services | 23 000.00 | 23 000.00 | 16 927.66 | | | | |
| Air-conditioner - Legal | 17 000.00 | 17 000.00 | 6 486.92 | | | | |
| Burglar Bars - Legal | 20 000.00 | 20 000.00 | 0.00 | | | | |
| Wheel Chair Platform - Stair Lift (Legal) | 500 000.00 | 620 000.00 | 0.00 | | | | |
| TOTAL | 560 000.00 | 680 000.00 | 23 414.58 | | | | |

Capital Expenditure 2019/20: Legal Services

COMPONENT I: ORGANISATIONAL PERFOMANCE SCORECARD

This component includes: Annual Performance Scorecard Report for the 2020/21.

3.30 DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2019/20

The main development and service delivery priorities for 2020/21 are captured in the Municipality's Top Layer SDBIP are shown in the table below:

3.30.1 Affordable Quality Services

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Area | Original Annual Target |
|-----------------|---|--|--|---------------------------------|------------------------------|
| 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 Municipal Area: All | 25.00% |
| 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 endevour to improve the reseal of roads such as an extent that potholes are prevented altogether | Whole Municipal Area: All | 85.00% |
| 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 endevour to improve the reseal of roads such as an extent that potholes are prevented altogether | Whole Municipal Area: All | 85.00% |
| TL ₇ | 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 | 85.00% |
| 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 | % of budget spend | To provide world class water services in George to promote development and fulfil basic needs | Whole Municipal Area: All | 85.00% |

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Area | Original Annual Target |
|------|---|--|--|---------------------------------|------------------------------|
| | total approved budget) x 100} | | | | |
| 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 Municipal Area: All | 85.00% |
| 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 | 85.00% |
| 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 | 85.00% |
| TL12 | Achieve 90% compliance to general standards with regards to waste water outflow by 30 June 2021 | % compliance achieved | To provide and maintain safe and sustainable sanitation management and infrastructure | Whole Municipal Area: All | 90.00% |
| TL13 | 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 Municipal Area: All | 95.00% |
| TL17 | 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 Municipal Area: All | 1 |
| TL18 | Complete the re- construction of the Touwsranten library by 30 June 2021 | re-construction of the Touwsranten library completed | To revitalise the current community facilities to increase the access to services for the public | Whole Municipal Area: All | 1 |
| 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 Municipal Area: All | 10.00% |

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Area | Original Annual Target |
|------|--|--|--|---------------------------------|------------------------------|
| TL24 | 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 | To provide sufficient electricity for basic needs | Whole Municipal Area: All | 85.00% |
| TL25 | Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2021 | Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2021 | To provide world class water services in George to promote development and fulfil basic needs | Whole Municipal Area: All | 39 000 |
| TL26 | Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June 2021 | Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2021 | To provide sufficient electricity for basic needs | Whole Municipal Area: All | 44 000 |
| TL27 | Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2021 | Number of residential properties which are billed for sewerage as at 30 June 2021 | To provide and maintain safe and sustainable sanitation management and infrastructure | Whole Municipal Area: All | 38 000 |
| 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 Municipal Area: All | 36 500 |
| 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 basic needs | Whole Municipal Area: All | 15 000 |
| 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 | 19 500 |

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Area | Original Annual Target |
|-------------------|---|--|--|---------------------------------|------------------------------|
| TL ₃ 1 | 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 | 15 000 |
| TL32 | 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 Municipal Area: All | 15 000 |
| TL36 | 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 | To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner | Whole Municipal Area: All | 85.00% |
| 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 Municipal Area: All | 40 |
| 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 Municipal Area: All | 83 |
| 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 Municipal Area: 1 | 50 |
| TL42 | Appoint a consultant to review the Human Settlements Master Plan by 30 June 2021 | Consultant appointed | To accelerate delivery in addressing housing | Whole Municipal Area: All | 1 |
| 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 Municipal Area: All | 13 |

Service Delivery Priorities for 2020/21: Affordable Quality Services

3.30.2 Develop and Grow George

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Region | Original Annual |
|------|--|---|--|--------------------|--------------------|
| | | | | | Target |
| TL14 | Create Full Time Equivalents (FTE's) | Number of FTE's created by 30 June 2021 | To maximise job creation opportunities through | Whole Municipal | 222 |
| | through government expenditure with EPWP | 2, 30 00 2022 | government expenditure | Area: All | |
| | by 30 June 2021 | | | | |

Service Delivery Priorities for 2020/21: Develop and Grow George

3.30.3 Good Governance and Human Capital

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Region | Original Annual Target |
|------|--|---|--|---------------------------------|------------------------------|
| TL1 | 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) | 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 | Whole Municipal Area: All | 1 |
| 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, control and governance processes and develop actions to address key risks identified | Whole Municipal Area: All | 1 |
| TL3 | Achieve 100% of the planned audits in terms of 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 | 100.00% |
| TL20 | 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 municipality's personnel budget actually spent on implementing its workplace skills plan as at 30 June 2021 | To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes | Whole Municipal Area: All | 0.50% |

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Region | Original Annual Target |
|------------------|---|--|---|---------------------------------|------------------------------|
| TL21 | 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 | 1 |
| TL22 | 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 | 1 |
| TL33 | 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 | To develop mechanisms to ensure viable financial management and control | Whole Municipal Area: All | 45.00% |
| TL ₃₄ | 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 | 16.00% |
| 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 | 2 |
| TL ₃₇ | 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 | 90.00% |

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Region | Original Annual Target |
|-------------------|---------------------------|---------------------------------------|-----------------------------|-----------|------------------------------|
| TL ₃ 8 | Review the Long Term | Reviewed Long Term | To develop mechanisms | Whole | 1 |
| | Financial Plan and submit | Financial Plan submitted | to ensure viable financial | Municipal | |
| | to Council by 31 March | to Council by 31 March | management and control | Area: All | |
| | 2021 | 2021 | | | |

Service Delivery Priorities for 2019/20: Good Governance and Human Capital

3.30.4 Participative Partnerships

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Region | Original Annual Target |
|------|---|---------------------------------------|---|---------------------------------|------------------------------|
| TL44 | 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 | 1 |
| TL45 | 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 | 1 |
| 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 | 1 |

Service Delivery Priorities for 2020/21: Participation Partnerships

3.30.5 Safe, Clean and Green

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Region | Original Annual Target |
|------|--|---|--|--------------------------------|------------------------------|
| 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 | 85.00% |
| 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 city needs by aligning all strategic documents and efforts | Whole Municipal Area: 23 | 1 |
| TL19 | Spend 85% of the approved project budget for the rehabilitation of the Uniondale landfill site by 30 June 2021 | % of budget spend | To provide integrated waste management services for the entire municipal area | Whole Municipal Area: 25 | 85.00% |

| Ref | KPI Name | Description of Unit of Measurement | Pre-determined Objective | Region | Original Annual Target |
|------|---|---|--|---------------------------------|------------------------------|
| 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 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 Municipal Area: All | 1 |
| TL48 | 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 | 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 Municipal Area: All | 1 |
| 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 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 Municipal Area: All | 4 |

Service Delivery Priorities for 2020/21: Safe, Clean and Green

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

NATIONAL KEY PERFORMANCE INDICATORS: MUNICIPAL TRANSFORMANTION AND ORGANISATIONAL DEVELOPMENT

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

| Indicator | 2018/19 | 2019/20 |
|--|---------|---------|
| The number of people from employment equity target groups employed (newly | 2 | 0 |
| appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2020 | | |
| The percentage of a municipality's budget actually spent on implementing its workplace | 0.37% | 0.65 |
| skills plan | | |

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

The George Municipality currently employs 1291 (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of the municipality's objectives. The primary objective of Human Resource Management is to render an innovative Human Resource service that addresses both skills development and an administrative function.

4.1.1 Employment Equity Targets and Actuals Racial Classification

Section 15 (1) of the Employment Equity Act (1998) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer.

| Black | | | | Coloured | | | Indian | | White | | | |
|----------------|----------------|-------------------------|----------------|----------------|-------------------------|----------------|----------------|-------------------------|----------------|----------------|-------------------------|--|
| Target June | Actual June | % of Target reach | |
| 494 | 379 | 77% | 702 | 771 | 110% | 28 | 6 | 21% | 236 | 129 | 55% | |

2019/20 EE targets/Actual by Racial Classification

| | Male | | Female | | | | | |
|-------------|---------------------------------------|------|-------------|----------------------|-----|--|--|--|
| Target June | et June Actual June % of Target reach | | Target June | % of Target reach | | | | |
| 713 | 785 | 110% | 747 | 500 | 67% | | | |

2019/20 EE targets/Actual by Gender Classification

4.1.2 Occupational Category: Race

Below is a table that indicates the number of employees by race within the specific occupational categories:

| | | Р | osts fille | d . | | | | | |
|--|-----|------|---------------|------|-----|-----|------|----|-------|
| Occupational | | M | ale | | | Fen | nale | | Tatal |
| Categories | A | С | ı | w | Α | С | ı | w | Total |
| Legislators, senior officials and managers | 8 | 16 | 0 | 11 | 10 | 5 | 0 | 5 | 55 |
| Professionals | 0 | 1 | 0 | 3 | 0 | О | 0 | 2 | 6 |
| Technicians and associate professionals | 2 | 26 | 1 | 13 | 1 | 13 | 1 | 11 | 68 |
| Clerks | 37 | 83 | 2 | 20 | 24 | 70 | 2 | 23 | 261 |
| Service and sales workers | 14 | 40 | О | 12 | 6 | 17 | О | 11 | 100 |
| Craft and related trade workers | 60 | 62 | 0 | 32 | 70 | 87 | 0 | 34 | 345 |
| Plant and machine operators and assemblers | 16 | 84 | 0 | 21 | 23 | 71 | 0 | 13 | 228 |
| Elementary occupations | 110 | 28 | 0 | 0 | 32 | 101 | 0 | 0 | 271 |
| Total | 247 | 340 | 3 | 112 | 166 | 364 | 3 | 99 | 1334 |
| | | Coun | cillors inclu | ıded | | | | | |

Occupational Categories

4.1.3 Occupational Levels: Race

The table below categorises the number of employees by race within the occupational levels:

| Occupational | Male | | | | Female | | | | Total |
|---|------|-----|---|----|--------|----|---|----|-------|
| Levels | Α | С | 1 | W | Α | С | ı | W | Total |
| Top Management | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 6 |
| Senior management | 0 | 1 | 0 | 3 | 0 | 0 | 0 | 2 | 6 |
| Professionally qualified and experienced specialists and mid- management | 2 | 26 | 0 | 13 | 1 | 13 | 0 | 11 | 66 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents | 58 | 123 | 1 | 32 | 30 | 87 | 1 | 34 | 366 |

| Occupational | Male | | | | Female | | | | Total | |
|--|------|-----|---|----|--------|-----|---|----|-------|--|
| Levels | Α | С | ı | W | Α | С | 1 | W | 100 | |
| Semi-skilled and discretionary decision making | 169 | 284 | 2 | 21 | 79 | 172 | 2 | 13 | 742 | |
| Unskilled and defined decision making | 16 | 28 | 0 | 0 | 23 | 32 | 0 | 0 | 99 | |
| Total permanent | 246 | 467 | 3 | 69 | 133 | 304 | 3 | 60 | 1285 | |
| Non- permanent employees | 26 | 41 | 0 | 2 | 19 | 34 | 0 | 2 | 124 | |
| Grand total | 272 | 508 | 3 | 71 | 152 | 338 | 3 | 62 | 1409 | |

Occupational Levels – Race

4.1.4 Departments: Race

The following table categorises the number of employees by race within the different departments:

| Department | Male | | | Female | | | Tatal | | |
|---------------------------------|------|-----|---|--------|-----|-----|-------|----|-------|
| | Α | С | 1 | W | Α | С | I | W | Total |
| Office of the Municipal Manager | 3 | 7 | 0 | 4 | 0 | 12 | 0 | 6 | 32 |
| Financial Services | 9 | 33 | 0 | 7 | 14 | 44 | 0 | 22 | 129 |
| Human Settlements | 11 | 13 | 0 | 1 | 4 | 13 | 0 | 1 | 43 |
| Planning and Development | 2 | 12 | 0 | 4 | 7 | 13 | 0 | 8 | 46 |
| Corporate Services | 18 | 38 | 0 | 1 | 27 | 53 | 0 | 3 | 140 |
| Community Services | 63 | 86 | 0 | 7 | 27 | 49 | 0 | 3 | 235 |
| Electro Technical Services | 32 | 52 | 2 | 23 | 14 | 20 | 2 | 6 | 151 |
| Civil Engineering Services | 88 | 160 | 1 | 10 | 19 | 45 | 0 | 3 | 326 |
| Protection Services | 24 | 67 | 0 | 12 | 21 | 55 | 1 | 9 | 189 |
| Total permanent | 250 | 468 | 3 | 69 | 133 | 304 | 3 | 61 | 1291 |
| Non- permanent | 26 | 41 | 0 | 2 | 19 | 34 | 0 | 2 | 124 |
| Grand total | 252 | 442 | 3 | 59 | 131 | 283 | 2 | 54 | 1415 |

Department: Race

4.1.5 Vacancy Rate

The approved organogram for the municipality had **2815 posts** for the 2019/20 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. **1524** Posts were vacant at the end of 2019/20, resulting in a vacancy rate of **54%**.

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

| zeron is a caste chae materials the talameter members from the street and the str | | | | | |
|--|----|----|--|--|--|
| Per Post Level | | | | | |
| Post level Filled Vacant | | | | | |
| Top Management | 6 | 3 | | | |
| Senior Management | 6 | 1 | | | |
| Middle management | 66 | 76 | | | |

| Per Post Level | | | | | |
|---------------------------------|----------------------|--------|--|--|--|
| Post level | Filled | Vacant | | | |
| Skilled | 366 | 398 | | | |
| Semi-Skilled | 742 | 837 | | | |
| Unskilled | 99 | 215 | | | |
| Total | 1285 | 1530 | | | |
| | Per Functional Level | | | | |
| Functional area | Filled | Vacant | | | |
| Office of the Municipal Manager | 32 | 47 | | | |
| Financial Services | 129 | 72 | | | |
| Corporate Services | 140 | 63 | | | |
| Human Settlements | 43 | 134 | | | |
| Planning & Development | 46 | 91 | | | |
| Community Services | 235 | 313 | | | |
| Electro Technical Services | 151 | 181 | | | |
| Civil Engineering Services | 326 | 308 | | | |
| Protection Services | 189 | 315 | | | |
| Total | 1291 | 1524 | | | |

Vacancy Rate

4.1.6 Turn-over Rate

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. Below is a table that reflects the turnover rate within the Municipality.

The table below provides the turn-over rate over the last two years:

| Financial year | Total no. of appointments at the end of each Financial Year | New appointments | No. of Terminations during the year | Turn-over Rate |
|----------------|---|------------------|--|----------------|
| 2018/19 | 1247 | 124 | 62 | 4.97% |
| 2019/20 | 1291 | 44 | 27 | 2.09% |

Turnover Rate

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.2 MANAGING THE MUNICIPAL WORKFORCE

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

4.2.1 Human Resources Policies and Plans

Policies and plans provide guidance for a fair and equitable staff treatment and a consistent approach to the managing of staff.

| Approved policies | |
|--|---|
| Name of policy | Date approved/ revised |
| Acting Policy, Latest provisions of Conditions of Service incorporated into new draft and sent to management for further instruction (June 2017) | 29 November 2017 |
| Overtime Policy (Last changes made Feb 2017 but during workshop held on 23 April 2018 more changes requested.) | 28 November 2012 |
| Placement Policy | 28 November 2012 |
| Succession and Career Path Policy | 28 November 2012 |
| Training and Development Policy | 27 September 2017 |
| Scarce Skills and Staff Retention Policy (Latest amendments sent for comments on 18 April 2016) | March 2008 |
| Organisational Performance Management Framework | 12 February 2018 |
| Experiential Training Policy | 28 November 2012 |
| Personal Protective Equipment Policy | 28 November 12 |
| Recruitment and Selection Policy (Latest changes to be added by R&S section for workshop with Council) | Policy has been workshopped numerous times in 2019 but referred back for additions to be made. Last approved policy - 2014 |
| Bursary policy (Income threshold increased) | 31 January 18 |
| Private Work Policy | 19 June 2013 |
| Smoking Policy | 19 September 2007 |
| Disability and Gender Policy | 23 September 2008 |
| HIV/ AIDS Policy (Last drafted October 2016) | 2008 |
| EAP Policy (Last drafted September 2015) | 2008 |
| Fleet Management Policy (Policy currently resorts under Electro- Technical Services but last amended by HR in 2012) | 2 November 2012 |
| Occupational Health and Safety Policy (Last draft was sent to OHS section for further inputs in December 2016) | 05 July 2007 |
| Travel & Subsistence Policy and Procedures | 30 June 2020 |
| Relocation Policy (New policy: Drafted 14 February 2017) | Not submitted for approval |
| Bouquet Policy (New policy: Drafted March 2016) | Changes to be made to policy suggested to author |
| Leave Policy | Policy drafted but not submitted for comments |
| Policy on the payment of professional licenses (Draft finalized on 14 July 2017: sent to management for input) | Item requested by Council on the financial implication of approval of policy: item submitted 29 May 2018 to serve on HR Committee |
| TASK Job Evaluation Policy | 29 November 2017 |

HR Policies and Plans

The Human Resources Department submits policies to the Local Labour Forum on a regular basis for review purposes.

4.2.2 Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

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

| Directorates | 2018-19 | 2019/20 |
|---------------------------------|---------|---------|
| Office of the Municipal Manager | 4 | 5 |
| Financial Services | 7 | 2 |
| Corporate Services | 11 | 19 |
| Human Settlements | 1 | 4 |
| Planning & Development | 0 | 0 |
| Community Services | 82 | 31 |
| Protection Services | 37 | 25 |
| Electro Technical Services | 14 | 6 |
| Civil Engineering Services | 77 | 56 |
| Total | 233 | 148 |

Injuries

4.2.3 Sick Leave

The number of sick leave days taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The table below provides the total number sick leave days taken within the different directorates:

| Department | 2018/19 | 2019/20 |
|---------------------------------|---------|---------|
| Office of the Municipal Manager | 264 | 372 |
| Financial Services | 1 723 | 1420 |
| Corporate Services | 1 570 | 1394 |
| Human Settlements | 250 | 383 |
| Planning and Development | 596 | 576 |
| Community Services | 1 682 | 1591 |
| Protection Services | 2 170 | 2260 |
| Electro Technical Services | 1 429 | 1198 |
| Civil Engineering Services | 2 708 | 2724 |
| Total | 12679 | 11918 |

Sick Leave

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.3 CAPACITATING THE MUNICIPAL WORKWORCE

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose, the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

4.3.1 Skills Matrix

The table below indicates the number of employees that received training in the year under review:

| Management level | Gender | Number of employees identified for training at start of the year | Number of Employees that received training |
|-------------------------------------|--------|--|---|
| Legislators | Female | - | - |
| Legislators | Male | - | - |
| MM and Directors | Female | - | - |
| Wilvi and Directors | Male | 3 | 2 |
| Professionals | Female | 12 | 2 |
| FIGUESSIONALS | Male | 6 | О |
| Technicians | Female | 6 | 3 |
| recinicians | Male | 14 | 5 |
| Community and Personal Service | Female | 13 | 9 |
| workers | Male | 28 | 3 |
| Clerical and Administrative Workers | Female | 18 | 26 |
| Clerical and Administrative Workers | Male | 7 | 14 |
| Machine enerators and drivers | Female | 6 | 5 |
| Machine operators and drivers | Male | 22 | 20 |
| Labarrana | Female | 28 | 8 |
| Labourers | Male | 49 | 38 |
| Sub total | Female | 83 | 53 |
| 300 total | Male | 129 | 82 |
| Total | | 212 | 135 |

Skills Matrix

4.3.2 Skills Development and Training

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilisation and training of staff.

| Occupational | Gender | Number of | | Training | provided | within th | e reportir | ng period | |
|--------------------------------|--------|--|--------|----------|------------------|---------------------------------|------------|-----------|---------------|
| categories | | employees as at the beginning of the financial year | Learne | rships | prograi other | ills nmes & short rses | | Total | |
| | | | Actual | Target | Actual | Target | Actual | Target | % achieved |
| Legislators | Female | 20 | - | - | - | - | - | - | - |
| | Male | 33 | - | - | - | - | - | - | - |
| MM and S57 | Female | - | - | - | - | - | - | - | - |
| | Male | 8 | 2 | 0 | - | 3 | 2 | 3 | 67% |
| Professionals | Female | 50 | 1 | 10 | - | 2 | 1 | 12 | 8% |
| | Male | 54 | 1 | 3 | - | 3 | 1 | 6 | 17% |
| Technicians | Female | 48 | | 6 | - | 0 | 0 | 6 | 0% |
| | Male | 55 | 3 | 6 | - | 8 | 3 | 14 | 21% |
| Community and Service | Female | 67 | 9 | 9 | - | 4 | 9 | 13 | 69% |
| workers | Male | 87 | 3 | 14 | - | 14 | 3 | 28 | 11% |
| Clerical and Administrative | Female | 173 | 17 | 9 | - | 9 | 17 | 18 | 94% |
| Workers | Male | 40 | 11 | 3 | - | 4 | 11 | 7 | 157% |
| Machine | Female | 32 | 5 | 4 | - | 2 | 5 | 6 | 83% |
| operators and drivers | Male | 128 | 22 | 12 | - | 10 | 22 | 22 | 100% |
| Labourers | Female | 91 | 8 | 12 | 6 | 16 | 14 | 28 | 50% |
| | Male | 245 | 38 | 22 | 9 | 27 | 47 | 49 | 96% |
| Sub total | Female | 481 | 40 | 50 | 6 | 33 | 46 | 83 | 55% |
| | Male | 650 | 80 | 60 | 9 | 69 | 89 | 129 | 69% |
| Total | | 1131 | 120 | 110 | 15 | 102 | 135 | 212 | 64% |

Skills Development

4.3.3 Skills Development: Budget Allocation

The table below provides that a total amount of **R500 000** was allocated to the Workplace Skills Plan and 65.03 % of the total amount was spent in the 2019/20 financial year:

| Year | Total personnel budget (R) | Total Allocated (R) | Total Spend (R) | % Spent |
|---------|-------------------------------|---------------------|-----------------|---------|
| 2018/19 | 560 009 160 | 2 077 830 | 1 272 229 | 41.10% |
| 2019/20 | 555 666 034 | 500 000 | 325 136 | 65.03% |

4.3.4 Municipal Finance Management Act (MFMA) Competencies

In terms of Section 83 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the Accounting Officer, Senior Managers, the Chief Financial Officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key for

the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role-players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in Municipal Finance Management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice 179 of 14 March 2014 and again as per Government Gazette 40593 of 3 February 2017), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations".

The table below provides details of the financial competency development progress as required by the regulation:

| Description | Total number of officials employed by municipality (Regulation 14(4)(a) and (c)) | Competency assessments completed (Regulation 14(4)(b) and (d)) | Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f)) | Total number of officials that meet prescribed competency levels (Regulation 14(4)(e)) |
|---|--|--|--|--|
| | Financ | ial Officials | | |
| Accounting Officer | 1 | | 1 | 1 |
| Chief Financial Officer | 0 | | 0 | 0 |
| Senior Managers | 6 | | 3 | 6 |
| Any other financial officials | 29 | | 27 | 29 |
| | Supply Chain M | anagement Officials | | |
| Heads of supply chain management units | 1 | | 1 | 1 |
| Supply chain management senior managers | 4 | | 3 | 4 |
| Sub Total | 43 | | 31 | 43 |
| | r officials for the purpose | of acting and succes | ssion planning | |
| Other Officials | 6 | | | 6 |
| Total | 48 | | | 48 |

Financial Competency Development: Progress Report

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.4 EMPLOYEE EXPENDITURE

Section 66 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) states that the Accounting Officer of a Municipality must report to the Council on all expenditure incurred by the Municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.4.1 Municipal Finance Management Act (MFMA) Competencies

The percentage personnel expenditure is essential in the budgeting process, as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowances for the two financial years, confirming the Municipality is well within the National norm of between 35 to 40%:

| Financial year | Total Expenditure salary and allowances | Total Operating Expenditure | Percentage |
|----------------|---|--------------------------------|------------|
| | | | % |
| 2018/19 | 520 124 491 | 1 926 029 423 | 27.00% |
| 2019/20 | 533 149 696 | 2 088 760 822 | 25.52% |

Below is a summary of Councillors and staff benefits for the year under review:

| Financial year | 2018/19 | | 2019/20 | |
|---|----------------------|--------------------|-------------|-------------|
| Description | Actual | Original Budget | Adjusted | Actual |
| | | | Budget | |
| <u>Councillors</u> | (Political Office Be | earers Plus Other) | | |
| All-inclusive package | 22 017 242 | 23 942 803 | 23 942 803 | 22 516 337 |
| Sub Total | 22 017 242 | 23 942 803 | 23 942 803 | 22 516 337 |
| % Yearly increase/ (decrease) | | | | 2,27% |
| <u>Senio</u> | r Managers of the | Municipality | | |
| Basic Salaries | 8 196 700 | 10 482 655 | 11 591 825 | 9 154 961 |
| Pension Contributions | 634 889 | 833 944 | 833 944 | 431 751 |
| Medical Aid Contributions | 148 353 | 131 901 | 131 901 | 181 801 |
| Motor vehicle allowance | 324 000 | 360 000 | 504 000 | 301 290 |
| Cell phone allowance | 91 650 | 35 208 | 35 208 | 81 910 |
| Housing allowance | 0 | 0 | 0 | 0 |
| Performance Bonus | 456646 | 1 891 387 | 1 863 387 | 878 567 |
| Other benefits or allowances | 260 889 | 446 310 | 551 148 | 263 581 |
| In-kind benefits | | | | |
| Sub Total - Senior Managers of Municipality | 10 113 127 | 14 181 405 | 15 511 413 | 11 293 861 |
| % yearly increase/ (decrease) | | | | 12% |
| | Other Municipal | <u>Staff</u> | | |
| Basic Salaries and Wages | 308 852 351 | 360 437 938 | 351 220 295 | 317 496 040 |
| Pension Contributions | 46 360 148 | 54 964 809 | 54 815 269 | 50 933 442 |
| Medical Aid Contributions | 20 321 911 | 32 921 943 | 32 882 093 | 22 362 840 |
| Motor vehicle allowance | 14 870 307 | 15 422 579 | 15 732 169 | 15 107 363 |
| Cell phone allowance | 1 105 061 | 1 105 896 | 1 275 446 | 1 260 746 |
| Housing allowance | 2 124 680 | 4 115 924 | 4 105 694 | 2 219 764 |
| Overtime | 41 737 218 | 32 350 840 | 41 878 811 | 42 012 830 |
| Other benefits or allowances | 73 138 169 | 81870734 | 84526828 | 70462812 |
| Sub Total - Other Municipal Staff | 508 509 846.00 | 583 190 663 | 586 436 605 | 521 855 837 |
| | rease/ (decrease) | | | 10.37% |
| Total Municipality | 540 640 215 | 621 314 871 | 625 890 821 | 555 666 035 |
| % increase/ (decrease) | | | | 2,78% |

CHAPTER 5 – FINANCIAL PERFORMANCE

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

5.1 FINANCIAL SUMMARY

The Statement of financial performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

5.1.1 Financial Performance

The table below highlights the summary of the financial performance for the 2019/20 financial year:

| Description R thousand | 2018/19 Actual (Audited | Original | Final | 2019/20 | | | |
|---|----------------------------|---------------|-----------------------|------------------------|---|---|--|
| | Outcome) | Budget | Adjustments Budget | Pre-Audited Outcome | Variance between Actual and Final Adjustments Budget | Actual Outcome as % of Final Adjustments Budget | Actual Outcome as % of Original Budget |
| | | | inancial Perform | nance | | | |
| Revenue by Source | - | | | | | | |
| Property rates | 270 172 863 | 279 613 000 | 289 613 000 | 302 109 389 | 12 496 389 | 104% | 108% |
| Service charges - electricity revenue | 623 449 586 | 723 026 230 | 727 026 230 | 674 896 622 | -52 129 608 | 93% | 93% |
| Service charges - water revenue | 129 255 985 | 127 469 170 | 131 469 170 | 137 666 170 | 6 197 000 | 105% | 108% |
| Service charges - sanitation revenue | 98 989 249 | 101 019 867 | 105 019 867 | 110 678 138 | 5 658 271 | 105% | 110% |
| Service charges - refuse revenue | 81 726 654 | 85 162 937 | 88 162 937 | 92 266 008 | 4 103 071 | 105% | 108% |
| Service charges - other | 0 | 0 | 0 | 0 | 0 | 0% | 0% |
| Rental of facilities and equipment | 3 130 158 | 6 183 220 | 6 183 220 | 2 871 434 | -3 311 786 | 46% | 46% |
| Interest earned - external investments | 46 245 723 | 43 179 623 | 47 061 413 | 45 170 443 | -1 890 970 | 96% | 105% |
| Interest earned - outstanding debtors | 4 079 781 | 6 095 910 | 6 095 910 | 3 000 389 | -3 095 521 | 49% | 49% |
| Dividends received | 0 | 0 | 0 | 0 | 0 | 0% | 0% |
| Fines, penalties and forfeits | 94 581 387 | 76 125 676 | 76 125 676 | 76 282 875 | 157 199 | 100% | 100% |
| Licences and permits | 2 322 083 | 3 515 785 | 3 515 785 | 0 | -3 515 7 ⁸ 5 | 0% | 0% |
| Agency services | 11 140 288 | 8 848 100 | 8 848 100 | 12 270 160 | 3 422 060 | 139% | 139% |
| Transfers and subsidies - operational | 452 232 722 | 605 092 063 | 791 806 045 | 548 390 041 | -243 416 004 | 69% | 91% |
| Other revenue | 92 963 689 | 151 618 049 | 98 956 144 | 98 031 109 | -925 035 | 99% | 65% |
| Total Revenue (excluding capital transfers and contributions) Expenditure by Type | 1 910 290 168 | 2 216 949 630 | 2 379 883 497 | 2 103 634 524 | -276 248 973 | 88% | 95% |

| Description | 2019/20 | | | | | | | | | |
|---|--|--------------------|--------------------------------|------------------------|---|---|--|--|--|--|
| R thousand | 2018/19 Actual (Audited Outcome) | Original Budget | Final Adjustments Budget | Pre-Audited Outcome | Variance between Actual and Final Adjustments Budget | Actual Outcome as % of Final Adjustments Budget | Actual Outcome as % of Original Budget | | | |
| Employee related costs | 520 124 491 | 597 372 068 | 601 948 018 | 533 149 697 | -68 798 321 | 89% | 89% | | | |
| Remuneration of councillors | 22 017 242 | 23 942 803 | 23 942 803 | 22 516 337 | -1 426 466 | 94% | 94% | | | |
| Debt impairment | 97 354 416 | 71 386 200 | 71 386 200 | 125 303 664 | 53 917 464 | 176% | 176% | | | |
| Depreciation & asset impairment | 142 899 550 | 162 816 890 | 162 816 890 | 158 186 241 | -4 630 649 | 97% | 97% | | | |
| Finance charges | 42 264 372 | 36 143 780 | 34 873 400 | 43 771 580 | 8 898 180 | 126% | 121% | | | |
| Bulk purchases | 428 852 192 | 498 974 880 | 494 974 880 | 485 199 057 | -9 775 823 | 98% | 97% | | | |
| Other materials | 57 574 310 | 38 86o 876 | 66 287 143 | 59 353 971 | -6 933 172 | 90% | 153% | | | |
| Contracted services | 430 073 297 | 641 852 316 | 677 036 507 | 418 293 331 | -258 743 176 | 62% | 65% | | | |
| Transfers and grants | 65 525 472 | 69 450 380 | 147 035 510 | 146 141 322 | -894 188 | 99% | 0% | | | |
| Other expenditure | 119 270 252 | 128 532 741 | 144 879 116 | 112 595 617 | -32 283 499 | 78% | 88% | | | |
| Loss on disposal of PPE | 709 406 | 674 160 | 674 160 | 1 476 153 | 801 993 | 219% | 219% | | | |
| Total Expenditure | 1 926 665 001 | 2 270 007 094 | 2 425 854 627 | 2 105 986 970 | -319 867 657 | 87% | 93% | | | |
| Surplus/(Deficit) | -16 374 832 | -53 057 464 | -45 971 130 | -2 352 446 | 43 618 684 | | | | | |
| subsidies - capital (monetary allocations) (National / Provincial and District) Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Nonprofit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) Transfers and subsidies - capital (inkind - all) Surplus/(Deficit) | 0 | o 9 421 427 | 0 | o 60 819 466 | 0 | - 262% | - 646% | | | |
| after capital transfers & contributions | | - | | - | | | | | | |
| | | <u>Capital</u> | expenditure & fu | | | | | | | |
| | | | Capital expendi | ture | | | | | | |
| Transfers recognised - capital | 113 832 965 | 61 220 697 | 109 314 305 | 56 450 194 | -41 936 047 | 52% | 92% | | | |
| Public contributions & donations | 0 | 0 | 0 | 0 | 0 | - | - | | | |
| Borrowing | 18 776 017 | 144 695 032 | 22 815 475 | 4 548 507 | -3 593 441 | 20% | 3% | | | |

| Description | | | | 2019/20 | | | |
|--|--|--------------------|--------------------------------|------------------------|---|---|--|
| R thousand | 2018/19 Actual (Audited Outcome) | Original Budget | Final Adjustments Budget | Pre-Audited Outcome | Variance between Actual and Final Adjustments Budget | Actual Outcome as % of Final Adjustments Budget | Actual Outcome as % of Original Budget |
| Internally generated funds | 110 626 967 | 138 856 552 | 159 920 785 | 90 896 122 | -36 024 424 | 57% | 65% |
| Total sources of capital funds | 243 235 949 | 344 772 281 | 292 050 565 | 151 894 823 | -81 553 912 | 52% | 44% |
| | | | Financial Positi | ion | | | |
| Total current assets | 875 806 066 | 919 816 346 | 919 816 346 | 1 120 018 865 | 0 | - | - |
| Total non-current assets | 3 130 835 856 | 3 035 023 660 | 3 035 023 660 | 3 123 640 701 | 0 | - | - |
| Total current liabilities | 393 016 236 | 394 006 368 | 394 006 368 | 589 077 640 | 0 | - | - |
| Total non-current liabilities | 533 010 469 | 545 264 920 | 545 264 920 | 533 117 867 | 0 | - | - |
| Community wealth/Equity | 3 080 615 217 | 3 015 568 718 | 3 015 568 718 | 3 121 464 059 | 0 | | |
| | | | Cash Flows | | | | |
| Cash/cash equivalents at the beginning of the year | 617 784 461 | 562 603 736 | 562 603 736 | 562 603 736 | | | |
| Net cash from (used) operating | 232 277 171 | 156 986 629 | 156 986 629 | 358 640 298 | 201 653 669 | 228% | 228% |
| Net cash from (used) investing | -242 917 164 | -343 282 100 | -343 282 100 | -150 371 705 | 192 910 395 | 44% | 44% |
| Net cash from (used) financing | -44 540 732 | 100 653 832 | 100 653 832 | 28 633 317 | -72 020 515 | 28% | 28% |
| Cash/cash equivalents at the year end | 562 603 736 | 476 962 097 | 476 962 096 | 799 505 646 | 322 543 549 | - | - |

Financial Performance 2019/20

5.1.2 Revenue Collection by Vote

| I ne table belo | The table below indicates the Revenue collection performance by vote: | | | | | | | | |
|-----------------------|---|-------------|-------------|-------------|-------------|---------|------------------|--|--|
| | 2018/19 | | | 2019/2 | 20 | | | | |
| | Actual | Original | Final | Actual | Variance | Actual | Actual Outcome | | |
| | (Audited | Budget | Adjustment | Outcome | between | Outcome | as % of Original | | |
| Description | Outcome) | | Budget | | Actual and | as % of | Budget | | |
| | | | | | Final | Final | · | | |
| | | | | | Adjustments | Budget | | | |
| | | | | | Budget | | | | |
| | REVENUE COLLECTION BY VOTE | | | | | | | | |
| Executive and council | 22 913 | 4 678 400 | 4 678 400 | 463 022 | (4 215) | 10% | 10% | | |
| Finance and | | | | | | | | | |
| administration | 352 044 056 | 358 189 759 | 372 577 764 | 372 481 623 | (96) | 100% | 104% | | |
| Internal audit | 439 189 | 0 | 0 | 0 | 0 | 0% | 0% | | |
| Community and social | 16.050.30/ | 15 726 223 | 17.176.222 | 10 2/1 /0/ | 2 065 | 112% | 122% | | |
| services | 16 959 384 | 15 /20 223 | 17 176 223 | 19 241 494 | 2 005 | 11290 | 12290 | | |
| Sport and recreation | 5 131 946 | 7 080 134 | 3 771 995 | 562 665 | (3 209) | 15% | 8% | | |
| Public safety | 93 442 770 | 73 867 663 | 73 867 663 | 75 394 820 | 1 527 | 102% | 102% | | |

| | 2018/19 | | | 2019/2 | 20 | | |
|-------------------------------|--------------------------------|--------------------|-------------------------------|-------------------|---|---|--|
| Description | Actual (Audited Outcome) | Original Budget | Final Adjustment Budget | Actual Outcome | Variance between Actual and Final Adjustments Budget | Actual Outcome as % of Final Budget | Actual Outcome as % of Original Budget |
| | | REV | ENUE COLLECTIO | N BY VOTE | | | |
| Housing | 75 118 419 | 161 594 577 | 234 310 186 | 30 512 477 | (203 798) | 13% | 19% |
| Health | 92 220 | 80 000 | 80 000 | 18 181 | (62) | 23% | 23% |
| Planning and development | 11 662 961 | 12 335 840 | 12 450 930 | 8 095 505 | (4 355) | 65% | 66% |
| Road transport | 332 416 133 | 390 893 046 | 449 853 963 | 456 626 519 | 6 773 | 102% | 117% |
| Environmental protection | 1023 | 1600 | 1600 | 1741 | 0 | 109% | 109% |
| Energy sources | 670 325 839 | 770 611 622 | 774 611 622 | 716 189 968 | (58 422) | 92% | 93% |
| Water management | 184 272 965 | 185 303 031 | 183 327 567 | 184 749 450 | 1 422 | 101% | 100% |
| Waste water management | 171 496 405 | 172 133 278 | 192 361 244 | 168 594 579 | (23 767) | 88% | 98% |
| Waste management | 118 981 285 | 126 874 710 | 129 874 710 | 133 556 915 | 3 682 | 103% | 105% |
| Other | 35 759 | 58 638 | 158 638 | 317 476 | 159 | 200% | 541% |
| Total Revenue - Functional | 2 032 443 266 | 2 279 428 521 | 2 449 102 505 | 2 166 806 434 | (282 296) | 88% | -12% |

Revenue Collection by Vote

5.1.3 Functional Services Performance

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

| | 2018/19 | | | 2019/20 | | | |
|-------------------------------|-----------------------------|--------------------|--------------------------------|-------------------|-----------|---|--|
| Description | Actual (Audited Outcome) | Original Budget | Final adjustments budget | Actual Outcome | Variance | Actual Outcome as % of Final Budget | Actual Outcome as % of Original Budget |
| | | <u>Expenditu</u> | re - Functional | | | | |
| Executive and council | 65 251 726 | 85 463 787 | 88 819 564 | 48 363 827 | (40 456) | 54% | 57% |
| Finance and administration | 242 184 842 | 268 131 419 | 271 859 911 | 255 459 729 | (16 400) | 94% | 95% |
| Internal audit | 11 542 453 | 13 790 110 | 13 690 728 | 11 419 274 | (2 271) | 83% | 83% |
| Community and social services | 50 655 569 | 58 314 088 | 59 893 375 | 53 115 327 | (6 778) | 89% | 91% |
| Sport and recreation | 30 698 400 | 29 963 878 | 31 938 709 | 31 695 425 | (243) | 99% | 106% |
| Public safety | 138 989 151 | 106 883 263 | 109 401 024 | 137 514 287 | 28 113 | 126% | 129% |
| Housing | 102 008 282 | 197 227 592 | 272 472 379 | 53 082 009 | (219 390) | 19% | 27% |
| Health | 2 742 696 | 3 921 187 | 3 917 817 | 2 873 470 | (1044) | 73% | 73% |
| Planning and development | 27 138 603 | 31 763 093 | 31 195 430 | 25 531 903 | (5 664) | 82% | 80% |
| Road transport | 302 131 829 | 421 902 154 | 485 133 641 | 370 858 226 | (114 275) | 76% | 88% |
| Environmental protection | 1 593 498 | 2 283 124 | 2 243 902 | 1 413 107 | (831) | 63% | 62% |
| Energy sources | 541 826 079 | 632 269 597 | 629 398 256 | 611 508 576 | (17 890) | 97% | 97% |
| Water management | 112 808 069 | 122 025 022 | 125 034 671 | 138 476 700 | 13 442 | 111% | 113% |
| Waste water management | 169 416 358 | 196 554 417 | 200 586 567 | 184 588 370 | (15 998) | 92% | 94% |
| Waste management | 113 916 568 | 85 456 419 | 86 086 854 | 83 122 945 | (2 964) | 97% | 97% |

| | 2018/19 | | 2019/20 | | | | | |
|--------------------------------|-----------------|---------------|---------------|---------------|-----------|---------|----------|--|
| | Actual (Audited | Original | Final | Actual | Variance | Actual | Actual | |
| | Outcome) | Budget | adjustments | Outcome | | Outcome | Outcome | |
| Description | | | budget | | | as % of | as % of | |
| | | | | | | Final | Original | |
| | | | | | | Budget | Budget | |
| Other | 13 760 877 | 14 057 944 | 14 181 799 | 14 836 798 | 655 | 105% | 106% | |
| Total Expenditure - Functional | 1 926 665 001 | 2 270 007 094 | 2 425 854 627 | 2 023 859 974 | (401 995) | 83% | -18% | |

Functional Revenue Expenditure: 2019/20

5.2 FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION

5.2.1 Water Services

| Financial Performance 2019/20: Water Services | | | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|--|--|--|
| Details | 2018/19 | 2019/20 | | | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | |
| | | Budget | Budget | | Budget | | | |
| Total Operational Revenue | 200 470 577 | 198 600 951 | 196 625 487 | 200 755 988 | 0% | | | |
| | Ex | penditure: | | | | | | |
| Employees | 33 220 485 | 39 666 622 | 40 256 622 | 36 208 645 | 9% | | | |
| Contracted Services | 11 264 436 | 16 047 360 | 12 416 606 | 9 106 707 | -19% | | | |
| Other | 95 317 000 | 94 949 040 | 100 999 443 | 119 584 046 | 25% | | | |
| Total Operational Expenditure | 139 801 921 | 150 663 022 | 153 672 671 | 164 899 398 | 18% | | | |
| Net Operational Expenditure | -60 668 656 | -47 937 929 | -42 952 816 | -35 856 590 | -41% | | | |

5.2.2 Electricity Services

| Financial Performance 2019/20: Electricity Services | | | | | | | | |
|---|--------------|--------------|--------------|--------------|-------------|--|--|--|
| Details | 2018/19 | | 2019/ | 20 | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | |
| | | Budget | Budget | | Budget | | | |
| Total Operational Revenue | 723 990 798 | 823 669 042 | 828 773 122 | 772 947 392 | 7% | | | |
| | Ex | penditure: | | | | | | |
| Employees | 62 819 753 | 77 645 742 | 77 990 631 | 71 310 136 | 14% | | | |
| Contracted Services | 33 103 837 | 36 711 110 | 30 292 690 | 25 518 491 | -23% | | | |
| Other | 480 401 436 | 562 069 249 | 565 951 519 | 547 652 358 | 14% | | | |
| Total Operational Expenditure | 576 325 026 | 676 426 101 | 674 234 840 | 645 617 395 | 12% | | | |
| Net Operational Expenditure | -147 665 772 | -147 242 941 | -154 538 282 | -127 329 997 | -14% | | | |

5.2.3 Waste Management Services

| Financial Performance 2019/20: Waste Management Services | | | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|--|--|--|
| Details | 2018/19 | | 2019/ | 20 | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | |
| | | Budget | Budget | | Budget | | | |
| Total Operational Revenue | 120 175 678 | 127 514 630 | 130 514 630 | 134 238 752 | 12% | | | |
| | Exp | oenditure: | | | | | | |
| Employees | 37 283 723 | 32 808 583 | 33 633 583 | 32 012 000 | -14% | | | |
| Contracted Services | 21 087 254 | 32 024 200 | 26 357 130 | 25 489 532 | 21% | | | |
| Other | 60 709 944 | 27 071 500 | 32 469 565 | 31 359 880 | -48% | | | |
| Total Operational Expenditure | 119 080 921 | 91 904 283 | 92 460 278 | 88 861 412 | -25% | | | |
| Net Operational Expenditure | -1 094 757 | -35 610 347 | -38 054 352 | -45 377 340 | 4045% | | | |

5.2.4 Housing

| Financial Performance 20119/20: Housing | | | | | | | | |
|---|------------|-------------|-------------|------------|-------------|--|--|--|
| Details | 2018/19 | | 2019/2 | .0 | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | |
| | | Budget | Budget | | Budget | | | |
| Total Operational Revenue | 71 150 096 | 160 338 177 | 233 053 786 | 24 971 890 | -65% | | | |
| | E | xpenditure: | | | | | | |
| Employees | 15 555 553 | 17 632 838 | 17 864 838 | 17 333 557 | 11% | | | |
| Contracted Services | 75 183 261 | 163 412 407 | 237 644 856 | 27 510 335 | -63% | | | |
| Other | 6 557 583 | 8 585 359 | 10 149 576 | 9 275 486 | 41% | | | |
| Total Operational Expenditure | 97 296 397 | 189 630 604 | 265 659 270 | 54 119 379 | -44% | | | |
| Net Operational Expenditure | 26 146 301 | 29 292 427 | 32 605 484 | 29 147 489 | 11% | | | |

5.2.5 Wastewater Management Services

| Financial Performance 2019/20: Waste Water Management Services | | | | | | | | |
|--|-------------|--------------------|----------------------|-------------|-----------------------|--|--|--|
| Details | 2018/19 | | 2019/2 | 20 | | | | |
| | Actual | Original Budget | Adjustment Budget | Actual | Variance to Budget | | | |
| Total Operational Revenue | 173 728 297 | 169 323 788 | 174 543 980 | 169 715 751 | -2% | | | |
| | I | Expenditure: | | | | | | |
| Employees | 36 295 519 | 39 814 532 | 39 435 532 | 38 554 603 | 6% | | | |
| Contracted Services | 20 875 079 | 23 307 970 | 19 037 622 | 16 468 370 | -21% | | | |
| Other | 69 082 510 | 65 158 390 | 73 835 606 | 80 358 538 | 16% | | | |
| Total Operational Expenditure | 126 253 108 | 128 280 892 | 132 308 760 | 135 381 511 | 7% | | | |
| Net Operational Expenditure | -47 475 189 | -41 042 896 | -42 235 220 | -34 334 240 | -28% | | | |

5.2.6 Roads Transport

| Financial Performance 2019/20: Roads Transport | | | | | | | | | |
|--|-------------|--------------|-------------|-------------|----------|--|--|--|--|
| Details | 2018/19 | | 2019/20 | | | | | | |
| | Actual | Original | Adjustment | Actual | Variance | | | | |
| | | Budget | Budget | | to | | | | |
| | | | | | Budget | | | | |
| Total Operational Revenue | 334 795 970 | 400 062 421 | 474 031 112 | 462 148 360 | 38% | | | | |
| | | Expenditure: | | | | | | | |
| Employees | 29 993 407 | 38 819 419 | 36 283 487 | 30 041 655 | ο% | | | | |
| Contracted Services | 200 352 735 | 285 290 438 | 262 636 255 | 244 009 110 | 22% | | | | |
| Other | 157 710 741 | 174 371 954 | 261 762 372 | 272 742 050 | 73% | | | | |
| Total Operational Expenditure | 388 056 883 | 498 481 811 | 560 682 114 | 546 792 815 | 41% | | | | |
| Net Operational Expenditure | 53 260 913 | 98 419 390 | 86 651 002 | 84 644 455 | 59% | | | | |

5.2.7 Planning

| Financial Performance 2019/20: Planning | | | | | | | | | |
|---|------------|--------------|------------|------------|-------------|--|--|--|--|
| Details | 2018/19 | | 201 | 9/20 | | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | | |
| | | Budget | Budget | | Budget | | | | |
| Total Operational Revenue | 10 702 870 | 11 680 840 | 11 795 930 | 7 807 255 | -27% | | | | |
| | | Expenditure: | | | | | | | |
| Employees | 16 412 446 | 20 123 179 | 20 084 504 | 17 277 928 | 5% | | | | |
| Contracted Services | 1 491 607 | 1 272 870 | 736 470 | 374 722 | -75% | | | | |
| Other | 7 174 785 | 4 633 249 | 4 457 161 | 4 792 996 | -33% | | | | |
| Total Operational Expenditure | 25 078 838 | 26 029 298 | 25 278 135 | 22 445 645 | -10% | | | | |
| Net Operational Expenditure | 14 375 968 | 14 348 458 | 13 482 205 | 14 638 390 | 2% | | | | |

5.2.8 Health

| Financial Performance 2019/20: Health | | | | | | | | | |
|---------------------------------------|-----------|--|-----------|-----------|------|--|--|--|--|
| Details | 2018/19 | | 2019/20 | | | | | | |
| | Actual | Original Adjustment Actual Variance to Budget Budget Budget | | | | | | | |
| Total Operational Revenue | 1023 | 1600 | 1600 | 1 741 | 70% | | | | |
| | | Expenditure: | | | | | | | |
| Employees | 1 334 321 | 1 788 714 | 1 527 714 | 891 695 | -33% | | | | |
| Contracted Services | 73 065 | 249 370 | 227 760 | 98 009 | 34% | | | | |
| Other | 290 913 | 363 020 | 324 818 | 426 657 | 47% | | | | |
| Total Operational Expenditure | 1 698 298 | 2 401 104 | 2 080 292 | 1 416 361 | -17% | | | | |
| Net Operational Expenditure | 1 697 276 | 2 399 504 | 2 078 692 | 1 414 620 | -17% | | | | |

5.2.9 Community Development

| Financial Performance 2019/20: Community Development | | | | | | | | | |
|--|------------|--------------|------------|------------|-------------|--|--|--|--|
| Details | 2018/19 | | 2019 | 9/20 | | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | | |
| | | Budget | Budget | | Budget | | | | |
| Total Operational Revenue | 13 802 826 | 20 007 957 | 17 899 818 | 17 727 197 | 28% | | | | |
| | | Expenditure: | | | | | | | |
| Employees | 26 764 450 | 37 848 908 | 38 181 118 | 33 854 182 | 26% | | | | |
| Contracted Services | 12 981 703 | 15 623 630 | 17 504 500 | 15 036 495 | 16% | | | | |
| Other | 16 745 440 | 16 693 340 | 17 553 734 | 19 904 897 | 19% | | | | |
| Total Operational Expenditure | 56 491 593 | 70 165 878 | 73 239 352 | 68 795 574 | 22% | | | | |
| Net Operational Expenditure | 42 688 767 | 50 157 921 | 55 339 534 | 51 068 377 | 20% | | | | |

5.2.10 Public Safety

| Financial Performance 2019/20: Public Safety | | | | | | | | |
|--|-------------|------------------------|-------------|-------------|-------------|--|--|--|
| Details | 2018/19 | | 2019/20 | | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | |
| | | Budget | Budget | | Budget | | | |
| Total Operational Revenue | 108 742 248 | 86 406 786 | 86 406 786 | 25 525 712 | -77% | | | |
| | Ex | penditure: | | | | | | |
| Employees | 66 613 872 | 75 ⁸ 95 979 | 80 639 192 | 79 339 691 | 19% | | | |
| Contracted Services | 8 387 788 | 12 170 430 | 12 455 800 | 10 533 402 | 26% | | | |
| Other | 108 774 418 | 70 279 077 | 71 886 145 | 34 230 798 | -69% | | | |
| Total Operational Expenditure | 183 776 077 | 158 345 486 | 164 981 137 | 124 103 890 | -32% | | | |
| Net Operational Expenditure | 75 033 830 | 71 938 700 | 78 574 351 | 98 578 179 | 31% | | | |

5.2.11 Public Finance and Administration

| Financial Performance 2019/20: Finance and Administration | | | | | | | | | |
|---|--------------|--------------|--------------|--------------|-------------|--|--|--|--|
| Details | 2018/19 | 2019/20 | | | | | | | |
| | Actual | Original | Adjustment | Actual | Variance to | | | | |
| | | Budget | Budget | | Budget | | | | |
| Total Operational Revenue | 347 096 713 | 356 710 896 | 371 092 686 | 383 695 421 | 11% | | | | |
| | E | Expenditure: | | | | | | | |
| Employees | 52 561 549 | 61 018 270 | 61 793 270 | 55 944 258 | 6% | | | | |
| Contracted Services | 17 088 203 | 21 406 161 | 20 351 921 | 16 677 857 | -2% | | | | |
| Other | 40 709 090 | 47 259 727 | 46 671 494 | 57 820 656 | 42% | | | | |
| Total Operational Expenditure | 110 358 842 | 129 684 158 | 128 816 685 | 130 442 771 | 18% | | | | |
| Net Operational Expenditure | -236 737 872 | -227 026 738 | -242 276 001 | -253 252 650 | 7% | | | | |

5.2.12 Executive and Council

| Financial Performance 2019/20: Executive and Council | | | | | | | |
|--|-------------|--------------------|----------------------|-------------|-----------------------|--|--|
| Details | 2018/19 | 2019/20 | | | | | |
| | Actual | Original Budget | Adjustment Budget | Actual | Variance to Budget | | |
| Total Operational Revenue | 39 374 430 | 42 722 990 | 41 733 820 | 58 076 915 | 47% | | |
| | E | xpenditure: | | | | | |
| Employees | 60 476 373 | 78 883 793 | 78 781 190 | 45 075 587 | -25% | | |
| Contracted Services | 4 184 249 | 9 354 460 | 11 553 812 | 6 109 509 | 46% | | |
| Other | 65 841 373 | 81 812 040 | 82 466 640 | 81 823 081 | 24% | | |
| Total Operational Expenditure | 130 501 995 | 170 050 293 | 172 801 642 | 133 008 176 | 2% | | |
| Net Operational Expenditure | 91 127 565 | 127 327 303 | 131 067 822 | 74 931 262 | -18% | | |

5.2.13 Other

| Financial Performance 2019/20: Other | | | | | | | |
|--------------------------------------|-------------|--------------------|----------------------|-------------|-----------------------|--|--|
| Details | 2018/19 | 2019/20 | | | | | |
| | Actual | Original Budget | Adjustment Budget | Actual | Variance to Budget | | |
| Total Operational Revenue | 84 247 882 | 77 722 343 | 77 963 648 | 77 843 137 | -8% | | |
| | Ex | penditure: | | | | | |
| Employees | 67 419 406 | 73 399 301 | 73 478 149 | 74 156 033 | 10% | | |
| Contracted Services | 21 128 917 | 24 981 910 | 23 941 085 | 20 709 731 | -2% | | |
| Other | 66 463 233 | 34 376 673 | 36 799 177 | 40 678 412 | -39% | | |
| Total Operational Expenditure | 155 011 555 | 132 757 884 | 134 218 411 | 135 544 175 | -13% | | |
| Net Operational Expenditure | 70 763 673 | 55 035 541 | 56 254 763 | 57 701 038 | -18% | | |

5.3 GRANTS

5.3.1 Grant Performance

The Municipality had a total amount of R790 582 019 for operational and R117 466 667 capital expenditure available that was received in the form of grants from National and Provincial Governments during the 2019/20 financial year. The performance in the spending of these grants is summarised as follows:

| | 2018/19 | Bu | 2019/20 Variance | | | |
|---|--------------------|--------------------|--------------------|-------------------|--------------------------------|--------------------------------|
| Description | Audited Outcome | Original Budget | Adjusted Budget | Year TD actual | Original Budget variance | Adjusted Budget variance |
| Operating Transfers and Grants Receipts | | | | | | |
| National Government: | 265 264 021 | 328 280 483 | 363 188 056 | 355 537 123 | 8% | -2% |
| Local Government Equitable Share | 137 401 000 | 149 978 000 | 149 978 000 | 149 978 000 | 0% | 0% |
| Finance Management | 1 550 000 | 1 550 000 | 1 550 000 | 786 460 | -49% | -49% |

| | 2018/19 | Bu | dget Year 2019/2 | 20 | 2019/20 | Variance |
|---|--------------------|--------------------|--------------------|-------------------|--------------------------------|--------------------------------|
| Description | Audited Outcome | Original Budget | Adjusted Budget | Year TD actual | Original Budget variance | Adjusted Budget variance |
| EPWP Incentive | 5 466 000 | 5 111 000 | 5 111 000 | 4 298 963 | -16% | -16% |
| Energy Efficiency and Demand Management | 378 238 | 0 | 0 | 0 | 0% | 0% |
| Infrastructure Skills Development Grant | 5 897 210 | 7 040 000 | 6 718 000 | 6 059 382 | -14% | -10% |
| Municipal Infrastructure Grant - PMU | 1 531 873 | 1 604 160 | 1 604 160 | 1 604 160 | 0% | 0% |
| Public Transport Network Operating Grant | 113 039 700 | 162 997 323 | 197 720 896 | 192 304 158 | 15% | -3% |
| Municipal Disaster Relief Grant | | | 506 000 | 506 000 | 100% | 0% |
| Provincial Government: | 119 625 980 | 275 019 277 | 412 947 277 | 191 814 260 | -30% | -54% |
| Housing | 2 878 354 | 156 872 277 | 216 614 277 | 1 137 228 | -99% | -99% |
| Proclaimed Roads | 5 168 098 | 422 000 | 10 542 000 | 10 086 965 | 2290% | -4% |
| Local Government Master Planning Grant Local Government Internship Grant | 6 506 | 600 000 | 600 000 80 000 | 0 | 0% | -100% -2% |
| Library Grant | 56 695 | 0 5/3 000 | | 78 013 | 3% | 1% |
| Community Development Workers | 9 239 000 | 9 543 000 | 9 743 000 | 9 797 790 | 370 | |
| Operating Grant | 15 214 | 0 | 186 000 | 22 937 | 0% | -88% |
| Integrated Pubic Transport Grant | 101 237 380 | 106 747 000 | 172 747 000 | 168 901 989 | 58% | -2% |
| Financial Management Capacity Building Grant | 0 | 380 000 | 380 000 | 0 | -100% | -100% |
| Financial Management Support Grant | 755 000 | 255 000 | 755 000 | 589 338 | 131% | -22% |
| Thusong Services Centres Grant | 200 000 | 200 000 | 200 000 | 200 000 | 0% | 0% |
| Financial Management Support Grant (Government Support) | 0 | 0 | 0 | 0 | 0% | 0% |
| Municipal Infrastructure Support Grant: Electrical Master Plans | 0 | 0 | 0 | 0 | 0% | 0% |
| Development of Sport and Recreation facilities | 0 | 0 | 0 | 0 | 0% | 0% |
| Municipal Service Delivery and Capacity Building Grant | 0 | 0 | 0 | 0 | 0% | 0% |
| Provide resources for the cycle infrastructure project | 0 | 0 | 100 000 | 0 | 0% | -100% |
| Local Government Support Grant | 0 | 0 | 1 000 000 | 1 000 000 | 0% | 0% |
| Fire Service Capacity Building Grant | 69 733 | 0 | 0 | 0 | 0% | 0% |
| Other grant providers: | 1 045 420 | 650 000 | 650 000 | 1 038 658 | 60% | 60% |
| LG SETA | 1 045 420 | 650 000 | 650 000 | 1 038 658 | 0% | 0% |
| Total Operating Transfers and Grants | 385 935 421 | 603 949 760 | 776 785 333 | 548 390 042 | -9% | -29% |
| Capital Transfers and Grants | | | | | | |
| National Government: | 115 522 434 | 62 863 517 | 110 588 944 | 59 675 853 | -5% | -46% |
| Municipal Infrastructure Grant (MIG) | 35 595 160 | 38 499 840 | 38 499 840 | 6 976 908 | -82% | -82% |
| Regional Bulk Infrastructure | 3 089 776 | 6 358 000 | 6 358 000 | 6 717 840 | 0% | 0% |
| Integrated National Electrification | 16 475 935 | 10 044 000 | 10 044 000 | 9 249 665 | -8% | -8% |
| Programme | 10 4/5 935 | 10 044 000 | 10 044 000 | 9 249 005 | -070 | -070 |
| Energy Efficiency and Demand Management | 7 602 420 | 7 000 000 | 7 000 000 | 4 341 903 | -38% | -38% |
| Infrastructure Skills Development | 102 790 | 460 000 | 782 000 | 619 516 | 35% | -21% |
| Public Transport Infrastructure Grant | 52 656 353 | 501 677 | 47 905 104 | 31 770 021 | 6233% | -34% |
| Provincial Government: | 6 067 178 | 6 877 723 | 6 877 723 | 3 496 058 | -49% | -49% |
| Housing | 5 959 804 | 6 627 723 | 6 627 723 | 3 300 848 | -50% | -50% |
| Library Grant | | 250 000 | 250 000 | 195 210 | -22% | -22% |
| George Integrated Public Transport Network | 0 | 0 | 0 | 0 | - | - |
| Fire Service Capacity Building Grant | 107 374 | o | 0 | 0 | - | - |
| Other grant providers: | 92 998 | 0 | 0 | 0 | | |

| | 2018/19 | 9 Budget Year 2019/20 | | | | 2019/20 Variance | | |
|------------------------------------|--------------------|-----------------------|--------------------|-------------------|--------------------------------|--------------------------------|--|--|
| Description | Audited Outcome | Original Budget | Adjusted Budget | Year TD actual | Original Budget variance | Adjusted Budget variance | | |
| Sport fields YDVS: Thembalethu & | | | | | | | | |
| Pacaltsdorp | 92 998 | 0 | 0 | 0 | 0% | | | |
| Total Capital Transfers and Grants | 121 682 610 | 69 741 240 | 117 466 667 | 63 171 911 | -9% | -46% | | |
| TOTAL RECEIPTS OF TRANSFERS & | | | | | | | | |
| GRANTS | 507 618 031 | 673 691 000 | 894 252 000 | 611 561 953 | -9% | -32% | | |

No grants have been held back over the financial year. All unspent grant after roll-over approval will be included in programmes for 2019/20 financial year.

5.3.2 Level of Reliance on Grants

| Financial Year | Basis of Calculation | 2017/18 | 2018/19 | 2019/20 |
|-----------------------------|---|---------|---------|---------|
| Level of Reliance on Grants | Total Grants and subsidies Received/ Total Operating Revenue | 30.85% | 28.26% | 28.22% |

For the 2018/19 financial year 28.26 % of the municipalities operational budget was grant funded. In 2019/20, 28.22% of the operational budget is grant funded which could mean the municipality is becoming more reliant on grants.

Grant Dependency

| Description | Basis of Calculation | 2017/18 | 2018/19 | 2019/20 |
|---|---|---------|---------|---------|
| Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure | Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100 | 27.07% | 53.20% | 61.14% |

Dependence on own funding (Internally generated funds and Borrowings) to fund capital projects for 201920 increased from 53.20% to 61.14%

5.4 ASSET MANAGEMENT

5.4.1 Introduction to Asset Management

George Municipality has an Asset Unit in place which handles all matters with regard to the financial classification and accounting of/for assets, as required by Section 63 of the MFMA. The Asset Unit falls under the Finance Directorate and it is their duty to ensure all municipal assets are accounted for in accordance with relevant legislation.

All Departments remain the custodians of the assets under their control and should take the required steps to safeguard as well as effectively manage and maintain their assets.

George Municipality has an Asset Management and Accounting Policy (reviewed annually) which outlines amongst other things the following:

- Roles and responsibilities of various role-players i.e. Directors, CFO, Municipal Manager, Budget Office, Asset Unit, etc.
- Acquisitions & disposal of assets
- Verification process relating to assets
- Financial classification of assets
- The fixed asset register required fields, information and layout
- The useful lives allocated per asset type
- All operating procedures relating to Asset Unit functions

The Asset Unit currently consists of four people:

Snr Accountant, Senior Controllers (x2) and a Snr Clerk.

Keeping abreast of all required information to ensure the Fixed Asset Register remains updated is a challenge due to the lack of capacity within the Asset Unit as well as not having specified asset managers within the various Departments assisting with the management of assets.

5.4.2 Repairs and Maintenance Expenditure: 2019/2020

| Description | 201819 | 201920 | |
|-------------------------------------|--------------------------|----------------|------------|
| | Actual (Audited Outcome) | Actual | % Increase |
| Repairs and Maintenance Expenditure | 127 124 733.00 | 159 085 979.00 | -20% |

5.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.5.1 Liquidity Ratio

This ratio indicates the Municipality's ability to pay its debts due, with a year, out of the current assets. The ratio of 1.5–2 is considered to be acceptable.

| Description | Basis of Calculation | Norm | 2017/18 | 2018/19 | 2019/20 |
|---|---|----------|---------|---------|---------|
| Current Ratio | Current Assets/ Current Liabilities | 1.5-2: 1 | 2.07 | 1.74 | 2.47 |
| Current Ratio Adjusted for aged debtors | Current Assets less debtors > 90 days/ Current Liabilities | | | | |
| 4424 | | | 1.76 | 1.50 | 2.09 |
| Liquidity Ratio | Monetary Assets/ Current | | | | |
| | Liabilities | | 1.41 | 1.00 | 1.78 |

This ratio indicates the municipality's ability to pay its debts due within a year out of the current assets. The ratio of 1.5 - 2 is considered to be acceptable.

5.5.2 IDP Regulation Financial Viability Indicators

| Basis of Calculation | Norm | 2017/18 | 2018/19 | 2019/20 |
|--|--|--|--|--|
| (Available cash + Investment - | | | | |
| Unspent Grants)/monthly fixed operational expenditure | 1-3 months | 4.30 months | 3.83 months | 4.87 months |
| h and short-term investment without | collecting any a | additional reven | ue during that mo | |
| | | | | |
| debtors/annual revenue received | | 9.56% | 10.93% | 10.55% |
| for services | | | | |
| | or water, electric | city, waste remo | val and sanitatior | compared to |
| (Overdraft +Finance Lease Obligation + Borrowings) / (Total Operating Revenue - Conditional Grants) x 100 | | 24.88% | 20.14% | 20.74% |
| | (Available cash + Investment - Unspent Grants)/monthly fixed operational expenditure This ratio gives an indication on the h and short-term investment without Municipality to cover expenditure ou (Total outstanding service debtors/annual revenue received for services oney is still owed by the community for een paid for these services. (Overdraft +Finance Lease Obligation + Borrowings) / (Total | (Available cash + Investment - Unspent Grants)/monthly fixed operational expenditure 5. This ratio gives an indication on the municipality's a h and short-term investment without collecting any at Municipality to cover expenditure out of available case (Total outstanding service debtors/annual revenue received for services oney is still owed by the community for water, electric peen paid for these services. (Overdraft +Finance Lease Obligation + Borrowings) / (Total | (Available cash + Investment - Unspent Grants)/monthly fixed operational expenditure 5. This ratio gives an indication on the municipality's ability to meet at h and short-term investment without collecting any additional revenue Municipality to cover expenditure out of available cash and liquid ass (Total outstanding service debtors/annual revenue received for services oney is still owed by the community for water, electricity, waste removeen paid for these services. (Overdraft +Finance Lease Obligation + Borrowings) / (Total | (Available cash + Investment - Unspent Grants)/monthly fixed operational expenditure 5. This ratio gives an indication on the municipality's ability to meet at least its monthly h and short-term investment without collecting any additional revenue during that meet all of the municipality to cover expenditure out of available cash and liquid assets. (Total outstanding service debtors/annual revenue received for services oney is still owed by the community for water, electricity, waste removal and sanitation peen paid for these services. (Overdraft +Finance Lease Obligation + Borrowings) / (Total |

5.5.3 Borrowing Management

| Description | Basis of Calculation | Norm | 2017/18 | 2018/19 | 2019/20 |
|--|---|------------------|------------------|--------------------|---------------------|
| Capital Charges to Operating | Interest and Principal Debt Paid/ Operating Expenditure | 6% - 8% | 5.07% | 4.75% | 4.87% |
| Expenditure | | | | | |
| Capital Charges to Optotal operating expen | perating Expenditure ratio is calculate diture. | ed by dividing t | ne sum of capita | al interest and pr | inciple paid by the |

5.5.4 Employee Costs

| Description | Basis of Calculation | Norm | 2017/18 | 2018/19 | 2019/20 | | | |
|--|--|------|---------|---------|---------|--|--|--|
| Employee Costs | Employee Costs/ (Total Revenue - Capital Revenue) | | 34.51% | 38.48% | 25.34% | | | |
| Measures what portion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between total revenue and grant revenue. | | | | | | | | |

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.6 SOURCES OF FINANCE

5.6.1 Capital Expenditure: Funding Sources 2018/19 to 2019/20

The table below indicates the Capital Expenditure by funding source for the 2019/20 financial year:

| Description | 2018/19 | | | 2019/20 | , | |
|----------------------------------|----------------|--------------------------------------|-------------|-------------|---|----------|
| | Actual | Original | Final | Actual | Adjustment | Actual |
| | (Audited | Budget | Adjusted | Outcome | to Original | to |
| R thousand | Outcome) | | budget | | Budget | Adjusted |
| | | | | | Variance | Budget |
| | | | | <u> </u> | <u> </u> | Variance |
| | <u>Capital</u> | expenditure & fu | | | | |
| | | Source of Fina Sources of capital | | | | |
| Transfers recognised - capital | 113 832 965 | 61 220 697 | 109 314 305 | 56 450 194 | 79% | -48% |
| | | 3, | | | | |
| Public contributions & donations | 0 | 0 | 0 | 4 123 645 | 0% | 0% |
| Borrowing | 18 776 017 | 144 695 032 | 22 815 475 | 4 548 507 | -84% | -80% |
| Internally generated funds | 110 626 967 | 138 856 552 | 159 920 785 | 90 896 122 | 15% | -43% |
| Total sources of capital funds | 243 235 949 | 344 772 281 | 292 050 565 | 156 018 467 | -15% | -47% |
| | | Percentage of Fir | nance | | | |
| Transfers recognised - capital | 47% | 18% | 37% | 36% | | |
| Public contributions & donations | 0% | 0% | 0% | 3% | | |
| Borrowing | 8% | 42% | 8% | 3% | | |
| Internally generated funds | 45% | 40% | 55% | 58% | | |
| Total sources of capital funds | 1 | 1 | 1 | 1 | | |
| | | Capital expendi | ture | | | |
| Water | 18 067 322 | 77 893 943 | 46 370 405 | 23 786 216 | -40% | -49% |
| Sanitation | 48 725 754 | 84 552 812 | 55 963 545 | 17 686 688 | -34% | -68% |
| Electricity | 46 329 659 | 71 837 582 | 45 191 493 | 28 464 512 | -37% | -37% |
| Road Transport | 89 198 627 | 58 229 086 | 89 610 286 | 57 897 458 | 54% | -35% |
| Other | 40 914 586 | 52 258 858 | 54 914 836 | 28 183 593 | 5% | -49% |
| Total sources of capital funds | 243 235 949 | 344 772 281 | 292 050 565 | 156 018 467 | -18% | -47% |
| Percentage of Finance | | | | | | |
| Water | 7% | 23% | 16% | 15% | | |
| Sanitation | 20% | 25% | 19% | 11% | | |
| Electricity | 19% | 21% | 15% | 18% | | |
| Road Transport | 37% | 17% | 31% | 37% | | |
| Other | 17% | 15% | 19% | 18% | | |
| Total sources of capital funds | 1 | 1 | 1 | 1 | | |

5.7 BASIC SERVICES AND INFRASTRUCTURE BACKLOGS: OVERVIEW

5.7.1 Introduction to Basic Services and Infrastructure Backlogs

The municipality is currently experiencing a rise in people living together as one family unit, due to the unavailability of affordable housing for many families. There has been a drastic increase in backyard dwellers, mainly due to the influx of people from other provinces creating a social and economic problem. Children live in the backyard of their parents placing additional pressure on available resources.

Infrastructure is over utilized and cannot carry the higher demand with the increasing numbers. Pipes and other infrastructure tend to break more easily. The need for suitable housing and the eradication of backlogsin proper housing facilities is of great importance. Our Municipality is in the process of facilitating various housing projects to supply proper housing facilities. The Indigent Policy was reviewed and adjusted enabling backyard dwellers to apply for the subsidy, in order to receive the 70K whele ctricity units and 6kl of water free of charge. This will aid the poor communities making housing and basics ervices more affordable.

George Municipality has been able to successfully provide electricity to all formal houses. The backlog of informal houses would have been eradicated in the short term (2019/2020), however a large influx of informal structures has been experienced over the last 12 months. The Electrotechnical Department will not be able to electrify all of the new informal structures in the short term. Great focus will be placed on electrify the new housing projects in Thembalethu and Pacaltsdorp in order to provide formal housing opportunities for those living in informal houses. Funding for electrification however remain a challenge.

5.7.2 Expenditure on Municipal Infrastructure Grant (MIG)

| Details | Original Budget | Adjustment Budget | Actual | % Spent | | |
|--|-----------------------|----------------------|-----------|---------|--|--|
| Infrastructure Stormwater | | | | | | |
| Streets and Stormwater | 0 | 15 164 839 | 2 844 403 | 19% | | |
| | Infrastr | ucture Water | | | | |
| Water Purification | 18 653 962 | 5 701 036 | 2 008 862 | 35% | | |
| Infrastructure Sanitation | | | | | | |
| Sewerage Networks | 0 | 1 002 899 | 0 | ο% | | |
| Sewerage Purification | 14 052 744 | 15 148 970 | 2 012 761 | 13% | | |
| Other Specify: Recreational facilities | | | | | | |
| Outdoor Sport Facilities | 5 793 1 34 | 2 484 995 | 110 882 | 4% | | |
| Project Management Unit | | | | | | |
| Project Management Unit | 1 604 160 | 1 604 160 | 1 604 160 | 100% | | |
| Total | 40 104 000 | 25 942 060 | 5 736 665 | 22% | | |

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.8 CASH FLOW

5.8.1 Cash Flow Outcomes

| Description | 2019/20 | | | | |
|--|------------------------|----------------|----------------|--------------|--|
| R thousand | Original Budget | Final Budget | Actual Outcome | Variance | |
| CASH | FLOW FROM OPER | ATING ACTIVITI | ES | | |
| Receipts | | | | | |
| Sale of goods and services | 1 004 850 291 | 1 004 850 291 | 1 015 450 334 | 10 600 043 | |
| Other revenue | 455 213 994 | 455 213 994 | 342 987 720 | -112 226 274 | |
| Grants | 665 781 000 | 665 781 000 | 675 702 960 | 9 921 960 | |
| Interest | 49 031 697 | 49 031 697 | 45 170 443 | -3 861 254 | |
| Payments | | | | | |
| Suppliers and employees | -1 912 296 192 | -1 912 296 192 | -1 677 155 401 | 235 140 791 | |
| Finance charges | -36 143 780 | -36 143 780 | -43 515 758 | -7 371 978 | |
| Transfers and Grants | -69 450 380 | -69 450 380 | 0 | 69 450 380 | |
| NET CASH FROM/(USED) OPERATING | 156 986 629 | 156 986 629 | 358 640 298 | 201 653 669 | |
| ACTIVITIES | | | | | |
| CASH | FLOWS FROM INVE | STING ACTIVITI | ES | | |
| Receipts | | | | | |
| Proceeds on disposal of PPE | 1 000 000 | 1 000 000 | 1 240 221 | 240 221 | |
| Decrease (Increase) in non-current debtors | 25 160 | 25 160 | | 0 | |
| Decrease (increase) other non-current | 0 | 0 | 282 891 | 282 891 | |
| receivables | | | | | |
| Decrease (increase) in non-current | 0 | 0 | 0 | 0 | |
| investments | | | | | |
| Payments | | | | | |
| Capital assets | -344 307 260 | -344 307 260 | -151 607 933 | 192 699 327 | |
| Intangible assets | | | -286 890 | | |
| NET CASH FROM/(USED) INVESTING | -343 282 100 | -343 282 100 | -150 371 711 | 192 910 389 | |
| ACTIVITIES | | | | | |
| CASH | FLOWS FROM FINA | NCING ACTIVITI | ES | | |
| Receipts | | | | | |
| Short term loans | 0 | 0 | | 0 | |
| Borrowing long term/refinancing | 144 695 032 | 144 695 032 | 69 865 389 | -74 829 643 | |
| Increase (decrease) in consumer deposits | -2 062 115 | -2 062 115 | 0 | 2 062 115 | |
| Payments | | | | | |
| Repayment of borrowing | -41 979 085 | -41 979 085 | -41 232 072 | 747 013 | |
| NET CASH FROM/(USED) FINANCING ACTIVITIES | 100 653 832 | 100 653 832 | 28 633 317 | -72 020 515 | |
| NET INCREASE/ (DECREASE) IN CASH | -85 641 639 | -85 641 639 | 236 901 904 | | |
| HELD | | | | | |
| HELD Cash/cash equivalents at the year begin: | 562 603 736 | 562 603 736 | 562 603 736 | | |

Cashflow Outcomes: 2019/20

5.9 GROSS OUTSTANDING DEBTORS PER SERVICE

| Financial year | Rates | Trading services (Electricity and Water) | Economic services (Sanitation and Refuse) | Housing rentals | Other | Total |
|-------------------|---------------|--|---|--------------------|---------------|----------------|
| year | | Watery | R | <u> </u> | <u> </u> | |
| 2018/19 | 37 313 793.00 | 173 311 004.00 | 53 182 706.00 | 710 931.00 | 11 487 950.00 | 276 006 384.00 |
| 2019/20 | 51 153 519.00 | 198 666 432.00 | 65 526 336.00 | 781 907.00 | 13 063 117.00 | 329 191 311.00 |
| Difference | 13 839 726.00 | 25 355 428.00 | 12 343 630.00 | 70 976.00 | 1 575 167.00 | 53 184 927.00 |
| % growth | | | | | | |
| year on | 37.09% | 14.63% | 23.21% | 9.98% | 13.71% | 19.27% |
| year | | | | | | |

5.10 TOTAL DEBTORS AGE ANALYSIS

| Financial Year | 0-30 | 31-60 | 61-90 | 91-120 | 121-365 | Total |
|----------------|----------------|---------------|--------------|--------------|--------------|----------------|
| 201819 | 103 530 492.67 | 7 798 301.18 | 3 005 749.98 | 1 614 732.58 | 6 694 573.91 | 122 643 850.32 |
| 201920 | 98 047 008.44 | 15 335 399.10 | 7 660 468.01 | 4 172 258.55 | 8 144 624.78 | 133 359 758.88 |
| Difference | -5 483 484.23 | 7 537 097.92 | 4 654 718.03 | 2 557 525.97 | 1 450 050.87 | 10 715 908.56 |

5.11 BORROWING

| Instrument | 2018/19 | 2019/20 |
|--|-------------|-------------|
| Long-Term Loans (annuity/reducing balance) | 290 220 942 | 321 522 829 |
| Financial Leases | 3 438 013 | 1 025 266 |
| Total | 293 658 955 | 322 548 094 |

CHAPTER 6: AUDITOR-GENERAL – AUDIT FINDINGS

COMPONENT A: AUDITOR-GENERAL REPORT YEAR 2018/19

The Constitution S188 (1) (b) states that the functions of the Auditor-General includes the auditing and reporting on the accounts, financial statements and financial management of all municipalities. MSA section 45 states that the results of performance measurement must be audited annually by the Auditor-General.

6.1 AUDITOR-GENERAL REPORTS YEAR 2018/19 (PREVIOUS YEAR)

Report of the Auditor-General to the Western Cape Provincial Parliament and the Council on the George Municipality

Report on the audit of the financial statements of George Municipality

Opinion

- 1. I have audited the financial statements of George Municipality set out on pages 6 to 113, which comprise, the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
- 2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the George Municipality as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2017 (Act No. 3 of 2018) (Dora).

Basis for opinion

- I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities
 under those standards are further described in the auditor-general's responsibilities for the audit of the
 financial statements section of this auditor's report.
- 4. I am independent of George Municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' Code of ethics for professional accountants and, parts 1 and 3 of the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence
 - Standards) (IESBA codes), as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
- I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

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

Restatement of corresponding figures

7. As disclosed in note 46 to the financial statements, the corresponding figures for 30 June 2018 were restated as a result of reclassification and an error in the financial statements of the municipality at, and for the year ended, 30 June 2018.

Irregular expenditure

8. As disclosed in note 49 to the financial statements, the municipality incurred irregular expenditure of R632,61 million (2017-18: R11,85 million) mainly as a result of councillors involved in tender processes.

Material impairments

- 9. As disclosed in note 32 to the financial statements, the municipality provided for impairment of trade and other receivables from exchange transactions to the amount of R17,68 million (201718: R39,39 million).
- 10. As disclosed in note 32 to the financial statements, the municipality provided for the impairment of trade and other receivables from non-exchange transactions amounting to R79,65 million (2017-18: R72,59 million).

Underspending of capital budget

11. As disclosed in the Statement of Comparison of Budget and Actual Amounts, the municipality has materially underspent the budget on capital expenditure to the amount of R90,7 million (27%) (2017-18: R81,5 million (23%)). The underspending is mainly due to savings identified on projects, delays in appointment of service providers, service delivery protests and time constraints as explained in note 56 to the financial statements.

Other matters

12. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure notes

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

Unaudited supplementary schedules

14. The supplementary information set out on pages 114 to 117 does not form part of the financial statements and is presented as additional information. I have not audited this appropriation statement and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

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

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

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

Report on the audit of the annual performance report

Introduction and scope

- 19. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
- 20. My procedures address the reported performance information, which must be based on the approved performance planning documents of municipality. I have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
- 21. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the municipality for the year ended 30 June 2019:

| Objectives | Pages in the annual performance report |
|--|--|
| Strategic Objective 3: affordable quality services | 10-17 |

- 22. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 23. I did not raise any material findings on the usefulness and reliability of the reported performance information for this objective:
 - Strategic objective 3: affordable quality services

Other matter

24. I draw attention to the matter below.

Achievement of planned targets

25. Refer to the annual performance report on pages 10 to 25 for information on the achievement of planned targets for the year.

Report on the audit of compliance with legislation

Introduction and scope

- 26. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
- 27. The material findings on compliance with specific matters in key legislations are as follows:

Procurement and contract management

- 28. The performance of some of the contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA.
- 29. Bid specifications for a tender was drafted in a biased manner and did not allow all potential suppliers to offer their goods or services, in contravention of the Municipal Supply Chain Management Regulations (SCM), 2005 regulation 27(2)(a).

Consequence management

- 30. Irregular expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the Municipal Finance Management Act.
 - 31. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the Municipal Finance Management Act.

Other information

- 32. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.
- 33. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
- 34. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
- 35. The other information I obtained prior to the date of this auditor's report is the draft annual report, and the annual report is expected to be made available to us after 30 November 2019.
- 36. If, based on the work I have performed on the other information (annual report) that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact.
- 37. When I do receive and read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

- 38. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
- 39. Inadequate oversight responsibility was implemented to ensure that irregular and fruitless and wasteful expenditure was investigated to ensure if any relevant parties were liable for the recoveries.
- 40. Management did not consistently apply the requirements of the supply chain management prescripts and the MFMA, which resulted in processes not being implemented for contracts to be monitored on a monthly basis and bid specifications drafted in biased manner.

Other reports

- 41. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
- 42. The public protector investigated allegations of improper conduct and maladministration by the municipality relating to the appointment of the manager: sewer network. The report was finalised in October 2019 and the municipality concluded that disciplinary action needs to be taken against officials involved in the appointment process. The remedial action is currently being followed up by the municipality.
- 43. The municipality investigated the allegations of electricity meter tampering by a councillor during the previous financial period. Currently, the outstanding debt relating to the tampering has been outstanding for longer than 90 days. The investigation report was tabled at a special council meeting in October 2019. The council has appointed a special committee to further investigate the allegations.

Auditor-General

Cape Town

29 November 2019



Auditing to build public confidence

Annexure - Auditor-general's responsibility for the audit

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

Financial statements

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

Communication with those charged with governance

- 3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
- 4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 2019/20

6.2 AUDITOR-GENERAL REPORTS YEAR 2019/20(YEAR UNDER REVIEW)

Report of The Auditor-General to the Western Cape Provincial Parliament and council on the George Municipality

Report on the audit of the financial statements

Opinion

- 1. I have audited the financial statements of the George Municipality set out on pages 7 to 135, which comprise the statement of financial position as at 30 June 2020, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
- 2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the George Municipality as at 30 June 2020, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 16 of 2019 (Dora).

Basis for opinion

- 3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
- 4. I am independent of the municipality in accordance with the International Ethics Standards

 Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit
 - in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
- 5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

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

Restatement of corresponding figures

7. As disclosed in note 48 to the financial statements, the corresponding figures for 30 June 2019 were restated as a result errors in the financial statements of the municipality at, and for the year ended, 30 June 2020.

Material impairments

- 8. As disclosed in note 36 to the financial statements, the municipality provided for impairment of receivables from exchange transactions of R43,91 million (2018-19: R17,68 million).
- 9. As disclosed in note 36 to the financial statements, the municipality provided for impairment of receivables from non-exchange transactions of R81,35 million (2018-19: R79,02 million).

Underspend of capital expenditure

10. As disclosed in the statement of comparison of budget and actual amounts, the municipality has materially underspent the budget on capital expenditure by R136,03 million (47%) [2018 19: R90,7 million (27%)]. The underspending is mainly because of projects that could not be completed due to the covid-19 national lockdown, as explained in note 64 to the financial statements.

Other matters

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

Unaudited disclosure notes

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

Unaudited supplementary schedules

13. The supplementary information set out on pages 136 to 139 did not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

Responsibilities of the accounting officer for the financial statements

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

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

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

Report on the audit of the annual performance report

Introduction and scope

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

20. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objective presented in the municipality's annual performance report for the year ended 30 June 2020:

| Objective | Pages in the annual performance report |
|---|--|
| Strategic objective 3 – affordable quality services | 99 - 106 |

- 21. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 22. The material findings in respect of the usefulness and reliability of the selected objective are as follows:

Strategic objective 3 - affordable quality services

Various indicators

23. The achievements reported in the annual performance report materially differed from the supporting evidence provided for the indicators listed below:

| Indicator description | Reported achievement |
|---|----------------------|
| TL 36: provide free basic water to indigent households | 15 142 |
| TL 38: provide free basic sanitation to indigent households | 14 720 |

Other matter

24. I draw attention to this matter.

Achievement of planned targets

25. Refer to the annual performance report on pages 99 to 106 for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraph 23 of this report.

Report on the audit of compliance with legislation

Introduction and scope

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

Other information

- 28. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected objective presented in the annual performance report that has been specifically reported in this auditor's report.
- 29. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
- 30. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
- 31. The other information I obtained prior to the date of this auditor's report is the draft annual report, and the annual report is expected to be made available to me after 25 March 2021.

Internal control deficiencies

I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the George Municipality performance report included in this report.

- 33. The oversight responsibility implemented was inadequate to ensure that action plans were adequately implemented. A lack of appropriate monitoring and implementation could also be attributed to instability at leadership levels.
- 34. Management did not have proper records management to ensure that indigent subsidies were provided to valid indigent applicants.

Other reports

- 35. I draw attention to the following engagement conducted by the public protector which had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. This report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
- 36. The public protector investigated allegations of improper conduct and maladministration by the municipality relating to the appointment of the manager: sewer network. The report was finalised in October 2019 and the municipality concluded in January 2021 that the appointment of the manager: sewerage network be taken on judicial review as recommended by the by the public protector.

Cape Town

25 March 2021



Auditor-General

Auditing to build public confidence

Annexure - Auditor-general's responsibility for the audit

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

Financial statements

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

Communication with those charged with governance

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

GLOSSARY

| Accessibility indicators | Explore whether the intended beneficiaries are able to access services or outputs. |
|-----------------------------|--|
| Accountability | Documents used by executive authorities to give "full and regular" reports on the |
| documents | matters under their control to Parliament and provincial legislatures as prescribed |
| | by the Constitution. This includes plans, budgets, in-year and Annual Reports. |
| Activities | The processes or actions that use a range of inputs to produce the desired outputs |
| | and ultimately outcomes. In essence, activities describe "what we do". |
| Adequacy indicators | The quantity of input or output relative to the need or demand. |
| Annual Report | A report to be prepared and submitted annually based on the regulations set out |
| | in Section 121 of the Municipal Finance Management Act. Such a report must |
| | include annual financial statements as submitted to and approved by the Auditor- |
| | General. |
| Approved Budget | The annual financial statements of a municipality as audited by the Auditor |
| - " | General and approved by council or a provincial or national executive. |
| Baseline | Current level of performance that a municipality aims to improve when setting |
| | performance targets. The baseline relates to the level of performance recorded in |
| Dania manusiais al ansocias | a year prior to the planning period. A municipal service that is necessary to ensure an acceptable and reasonable |
| Basic municipal service | quality of life to citizens within that particular area. If not provided it may endanger |
| | the public health and safety or the environment. |
| Budget year | The financial year for which an annual budget is to be approved – means a year |
| Boaget year | ending on 30 June. |
| Cost indicators | The overall cost or expenditure of producing a specified quantity of outputs. |
| Distribution indicators | The distribution of capacity to deliver services. |
| | , |
| Financial Statements | Includes at least a statement of financial position, statement of financial |
| | performance, cash-flow statement, notes to these statements and any other |
| | statements that may be prescribed. |
| General Key | After consultation with MECs for local government, the Minister may prescribe |
| performance | general key performance indicators that are appropriate and applicable to local |
| indicators | government generally. |
| | |
| Impact | The results of achieving specific outcomes, such as reducing poverty and creating |
| | jobs. |
| Inputs | All the resources that contribute to the production and delivery of outputs. Inputs |
| | are "what we use to do the work". They include finances, personnel, equipment |
| Integrated | and buildings. Set out municipal goals and development plans. |
| Development Plan | Set out monicipal goals and development plans. |
| (IDP) | |
| National Key | Service delivery & infrastructure |
| performance areas | Economic development |
| | Municipal transformation and institutional development |
| | Financial viability and management |
| | Good governance and community participation |
| Outcomes | The medium-term results for specific beneficiaries that are the consequence of |
| | achieving specific outputs. Outcomes should relate clearly to an institution's |

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

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

| Councillors, Committees Allocated and Council Attendance | | | | | |
|--|----------------------------------|-------------------------|---------------------------------------|--|--|
| Council Members | Full Time/ Part Time FT/PT | Committees Allocated | *Ward and/ or Party Represented | Percentage Council Meetings Attendance % | Percentage Apologies for non- attendance % |
| Aurice Letitie | FT | | DD EEE | - | |
| Arries, Letitia | FT | 3 | PR: EFF | 95% | 5% |
| Bungane, Nosicelo | PT | 7 | PR: DA | 98% | 2% |
| Bussack, Edmund | FT | 6 | Ward 14: DA | 99% | 1% |
| Buys, John-Patrick | PT | 2 | PR: PBI | 100% | |
| Clarke, Charlotte Mary-Ann | FT | 7 | PR: DA | 100% | |
| Cornelius, Belrina Magdelena | PT | 6 | Ward 27: DA | 100% | |
| Cronje, Daniel Lodevicus | FT | 5 | Ward 2: DA | 100% | |
| Daniels, Micheal | PT | 3 | Ward 24: ANC | 91% | 9% |
| De Villiers, Erasmus Petrus | FT | 5 | Ward 3: DA | 100% | |
| Dlikilili, Sivuyile | PT | 1 | Ward 9: ANC | 99% | 1% |
| Draghoender, Mercia | PT | 11 | Ward 20: DA | 99% | 1% |
| Du Toit, Johan | PT | 4 | PR: ACDP | 98% | 2% |
| Esau, Jacques Denvar | PT | 3 | Ward 25: ANC | 91% | 9% |
| Figland, Raybin-Gibb Sylvester | FT | 11 | PR: DA | 99% | 1% |
| Fry, Justin | PT | 6 | PR: DA | 100% | |
| Gericke, Virgil | PT | 1 | PR: PBI | 95% | 5% |
| Harris, Wilbert Terence | PT | 5 | PR: ICOSA | 94% | 6% |
| Ingo, Hendrik Hermanus | PT | 6 | Ward 6: DA | 100% | |
| James, Ntombi Rosy | PT | 2 | Ward 21: ANC | 98% | 2% |
| Kiwit, Abel | PT | 5 | PR: AIC | 94% | 6% |
| Kritzinger, Iona Christina | FT | 6 | PR: DA | 98% | 2% |
| Langa, Langa | PT | 4 | Ward 13: ANC | 100% | |
| Lesele, Cokiswa Iris | PT | 3 | Ward 11: ANC | 100% | |
| Loff, Helen | PT | 4 | PR: ANC | 100% | |
| Louw, Peter | PT | 7 | Ward 5: DA | 100% | |
| Mdaka, Nontembeko Faith | PT | 3 | Ward 15: ANC | 97% | 3% |
| Mooi, Buyiswa Henge | PT | 1 | Ward 10: ANC | 100% | |
| Muller, Vicentius | PT | 6 | Ward 17: DA | 98% | 2% |
| Naik, Melvin George | FT | 2 | PR: DA | 100% | |
| Ncamazana, Julia | PT | 3 | PR: ANC | 96% | 4% |
| Noble, Cecil Henry | FT | 9 | Ward 16: DA | 99% | 1% |
| Nosana, Phumela Pamela | PT | 3 | PR: ANC | 98% | 2% |
| Nyakathi, Mxolisi Micheal | FT | 5 | PR: DA | 100% | |
| Petrus, Bazil | FT | 3 | PR: SAC | 100% | |
| Plata, Bulelwa | PT | 1 | Ward 12: ANC | 99% | 1% |
| Pretorius, Gerrit | FT | 1 | Ward 22: DA | 100% | |
| Rooiland, Shaheed | PT | 2 | Ward 7: ANC | 99% | 1% |
| Säfers, Jean | PT | 6 | Ward 1: DA | 100% | |
| Jantjies, Nomawethu | PT | 3 | PR: ANC | 98% | 2% |

| Councillors, Committees Allocated and Council Attendance | | | | | |
|--|----------------------------------|-------------------------|---------------------------------------|--|--|
| Council Members | Full Time/ Part Time FT/PT | Committees Allocated | *Ward and/ or Party Represented | Percentage Council Meetings Attendance % | Percentage Apologies for non- attendance % |
| Snyman, Sean | FT | 7 | Ward 19: DA | 99% | 1% |
| Stander, Gideon Johannes | PT | 5 | Ward 23: DA | 100% | |
| Stemela, Isaya | PT | 7 | PR: DA | 96% | 4% |
| Stroebel, Elizabeth | PT | 7 | PR: DA | 100% | |
| Teyisi, Tobeka | | 2 | PR: ANC | 100% | |
| Van Der Hoven, Pieter Jacobus | PT | 4 | PR: ANC | 97% | 3% |
| Van Der Westhuizen, Jannie | PT | 2 | Ward 18: DA | 98% | 2% |
| Van Niekerk, Gert Johannes | PT | 4 | PR: FF PLUS | 98% | 2% |
| Van Wyk, Leon David | PT | 6 | PR: DA | 100% | |
| Viljoen, Marlene | FT | 6 | Ward 4: DA | 99% | 1% |
| Von Brandis, Jacqulique | FT | 8 | Ward 26: DA | 100% | |
| Wessels, Dirk Johannes | PT | 5 | PR: DA | 100% | |
| Willemse, Anthony David | FT | 6 | Ward 8: DA | 100 | |
| Williams, Charlie Thamsaqa | PT | 1 | PR: ANC | 99% | 1% |

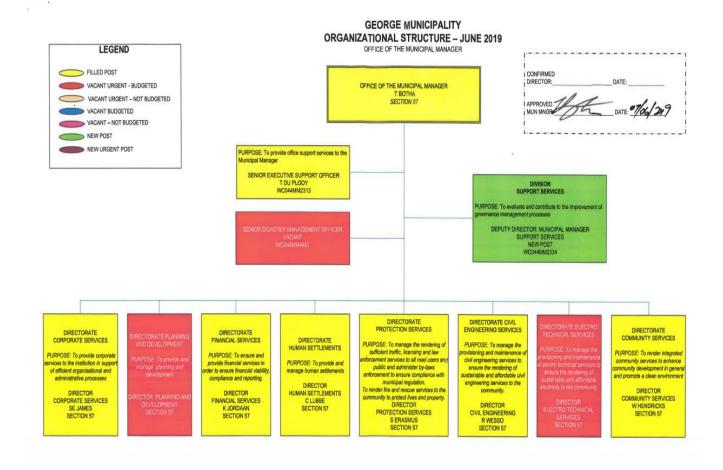
TA

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

| Committees (other than Mayoral/Executive | ve Committee) and Purpose of Committees | |
|---|---|--|
| Municipal Committees | Purpose of Committee | |
| Community Services Committee | | |
| Electrotechnical Services Committee | | |
| Finance Committee | | |
| Human Resource Committee | Section 80 Committee: Section 80 committees a | |
| Planning and Development Committee | permanent committees that specialises in a specific functional area of the municipality and may in some | |
| Strategic Services Committee | instances make decisions on specific functional issues. | |
| Civil Engineering Committee | They advise the executive committee on policy matters | |
| Protection Services Committee | and make recommendations to Council. | |
| Community and Social Development Services Committee | | |
| Corporate Services Committee | | |
| Human Settlements Committee | | |

ТВ

APPENDIX C – THIRD TIER ADMINISTRATIVE STRUCTURE



APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

| Municipal Function | Municipal Function: Yes / No |
|---|---------------------------------|
| Constitution Schedule 4, Part B functions: | |
| Air pollution | Yes |
| Building regulations | Yes |
| Child care facilities | Yes |
| Electricity and gas reticulation | Only electricity |
| Firefighting services | Yes |
| Local tourism | Yes |
| Municipal airports | No |
| Municipal planning | Yes |
| Municipal health services | No |
| Municipal public transport | No |
| Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law | Yes |
| Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto | No |
| Storm water management systems in built-up areas | Yes |
| Trading regulations | Yes |
| Water and sanitation services limited to potable water supply systems and domestic | No |
| waste-water and sewage disposal systems | |
| Constitution Schedule 5, Part B functions: | |
| Beaches and amusement facilities | Yes |
| Billboards and the display of advertisements in public places | Yes |
| Cemeteries, funeral parlours and crematoria | Yes |
| Cleansing | Yes |
| Control of public nuisances | Yes |
| Control of undertakings that sell liquor to the public | Yes from 2013 |
| Facilities for the accommodation, care and burial of animals | Yes |
| Fencing and fences | Yes |
| Licensing of dogs | No |
| Licensing and control of undertakings that sell food to the public | Yes |
| Local amenities | Yes |
| Local sport facilities | Yes |
| Markets | No |
| Municipal abattoirs | No |
| Municipal parks and recreation | Yes |
| Municipal roads | Yes |
| Noise pollution | Yes |
| Pounds | Yes |
| Public places | Yes |
| Refuse removal, refuse dumps and solid waste disposal | Yes |
| Street trading | Yes |
| Street lighting | Yes |
| Traffic and parking | Yes |

TD

APPENDIX E – WARD FUNCTIONALITY

| Ward | Committee established Yes/No | Committee functioning effectively Yes/No |
|------|---|--|
| 1 | Yes | Yes |
| 2 | Yes | Yes |
| 3 | Yes | Yes |
| 4 | Yes | Yes |
| 5 | Insufficient members to constitute a quorum. Filling of vacancies was scheduled from 16 March 2020 to 21 April 2020 but was cancelled due to the National Lockdown and prohibition on public gatherings | No |
| 6 | Yes | Yes |
| 7 | Yes | Yes |
| 8 | Yes | Yes |
| 9 | Yes | Yes |
| 10 | Yes | Yes |
| 11 | Yes | Yes |
| 12 | Insufficient members to constitute a quorum. Filling of vacancies was scheduled from 16 March 2020 to 21 April 2020 but was cancelled due to the National Lockdown and prohibition on public gatherings. Meetings for August 2019 and October 2019 was postponed and could not be rescheduled due to the recess period. | No |
| 13 | Yes | Yes |
| 14 | Yes | Yes |
| 15 | Yes | Yes |
| 16 | Yes | Yes |
| 17 | Yes | Yes |
| 18 | Yes | Yes |
| 19 | Yes | Yes |
| 20 | Yes | Yes |
| 21 | Yes | Yes |
| 22 | Yes | Meetings for August 2019 and October 2019 were cancelled until meaningful responses on service delivery issues are provided by directorates |
| 23 | Yes | Yes |
| 24 | Yes | Yes |
| 25 | Yes | Yes |
| 26 | Yes | Yes |
| 27 | Yes | Yes |

TE

APPENDIX F – WARD INFORMATION

Ward 1: Councillor - Säfers

| Name of representative | Capacity representing | Date of meetings |
|------------------------|--------------------------|--|
| C Laws | Community Safety: Blanco | |
| A Kaffoen | Culture | A |
| C Ahrends | Sport | o1 August 2019 |
| J Williams | Health | 17 October 2019 March 2020 (Lockdown) |
| S Erasmus | Block: Golden Valley | May 2020 (Lockdown) |
| L Mentoor | Block: Golden Valley | Widy 2020 (LOCKGOWII) |
| F Solomons | Welfare | |

Ward 1 Committee Meetings

Ward 2: Councillor - DL Cronje

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---|
| C Ralston | Block 1 | |
| W Barkhuysen | Block 2 | 12 August 2019 |
| D Labuschagne | Block 2 | 21 October 2019 |
| E Cronje | Block 3 | 17 February 2020 May 2020 (Lockdown) |
| M Mulder | Block 2 | - May 2020 (Lockdowii) |
| L Klue | Block 1 | |

Ward 2 Committee Meetings

Ward 3: Councillor E Brown

| Name of representative | Capacity representing | Date of meetings | |
|------------------------|------------------------------------|---------------------|--|
| E Dreyer | Community Safety: Heatherlands | | |
| G de Necker | Golf Park 3 House Owners | | |
| G de Necker | Association | | |
| S Thwaites | Golf Park 1 Homeowners Association | o6 August 2019 | |
| A Willemse | Heather Park Neighbourhood Watch | 14 October 2019 | |
| M Mackenzie | Faith Based Organisations | 10 February 2020 | |
| J Barnard | Community Safety: Glen Barrie | May 2020 (Lockdown) | |
| A van Zyl | Woman | | |
| J Wessels | Culture | | |
| N Dold-Chapman | Block: Golf Park 2 | | |

Ward 3 Committee Meetings

Ward 4: Councillor M Bardnardt

| Name of representative | Capacity representing | Date of meetings |
|------------------------|---|-------------------------------------|
| C Buys | Youth | |
| Q Simons | Ward 4 Housing Committee | A |
| D Goldfain | Ratepayers Association | 14 August 2019 |
| E Titus | Welfare | 14 October 2019 10 February 2020 |
| S Jumat | Block: Wilderness Heights Informal Area | May 2020 (Lockdown) |
| E Stoffels | Block: Touwsranten | Wiay 2020 (Lockdowii) |
| E Gibson | Block: Wilderness East | |

Ward 4 Committee Meetings

Ward 5: Councillor P Louw

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|--|
| C Linford | Culture (Block 4) | Insufficient members to constitute a |
| C Donson | Block 3 | quorum. Filling of vacancies was scheduled |
| S Matiwane | Block 1 | for 16 March 2020 to 21 April 2020 but was |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---|
| L Lodewyk | Block 5 | cancelled due to the National Lockdown and prohibition on public gatherings |

Ward 5 Committee Meetings

Ward 6: Councillor HH Ingo

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|-----------------------|
| HH Ingo | Ward Councillor | |
| K Louw | Community Safety (Block 4) | |
| A King | Youth (Block 6) |] |
| C Williams | Block 1 | 5 August 2019 |
| M Petersen | Block 1 | 14 October 2019 |
| A Petersen | Block 2 | March 2020 (Lockdown) |
| E Xolilizwe | Block 5 | May 2020 (Lockdown) |
| H Scott | Block 6 | 7 |
| T Windvoel | Block 5 | 7 |

Ward 6 Committee Meetings

Ward 7: Councillor S Rooiland

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|-----------------------------------|
| M Dyasi | DPSA (Block 3) | |
| J Laws | Community Safety (Block 6) | |
| C Appolis | Block 1 | 27 August 2019 31 October 2019 |
| N Jola | Block 2 | |
| S Madayi | Block 3 | 12 February 2020 |
| M Ningi | Block 4 | May 2020 (Lockdown) |
| M Maree | Block 5 | |
| J Josephs | Block 7 | |

Ward 7 Committee Meetings

Ward 8: Councillor AD Willemse (until 19 February 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-------------------------------------|-----------------------------------|
| D Jafta-Booysen | Health (Block 5) | |
| J Leonard | Faith Based Organisations (Block 5) | |
| A Amas | Block 1 | |
| M Petersen | Block 1 | 01 August 2019 29 October 2019 |
| S Laws-Klaasen | Block 2 | |
| S Vorster | Block 2 | 20 February 2020 |
| M Maneville | Block 3 | May 2020 (Lockdown) |
| E Kuboni | Block 4 | |
| C Spires | Block 5 | |
| M Adams | Block 5 | |

Ward 8 Committee Meetings

Ward 9: Councillor S Dlikilili

| Ward 9. Coolicinor 9 Dirkinin | | |
|-------------------------------|-------------------------------------|---------------------|
| Name of representative | Capacity representing | Date of meetings |
| N Mangqunyana | DPSA (Block 1) | |
| S September | Block 1 | o6 August 2019 |
| M Ntsendwana | Welfare (Block 2) | 15 October 2019 |
| Z Tyida | Faith Based Organisations (Block 2) | 11 February 2020 |
| M Sapho | Block 2 | May 2020 (Lockdown) |
| P Mbi | Block 3 | |
| C Diamond | Block 4 | |

Ward 9 Committee Meetings

Ward 10: Councillor B Henge

| Name of representative | Capacity representing | Date of meetings |
|------------------------|--|-----------------------------------|
| S Dayimani | CBO (Block 1) | |
| S Msutu | Block 1 | |
| V Dywili | Youth (Block 4) | |
| B Jara | Sport, Culture & Recreation (Block 6) | 05 August 2019 14 October 2019 |
| Z Blau | Welfare (Block 2) | 17 February 2020 |
| M Mngoma | Block 5 | May 2020 (Lockdown) |
| T Kutala | Block 7 | |
| M Mathiso | Block 8 | |
| A Xelegu | Block 6 | |

Ward 10 Committee Meetings

Ward 11: Councillor C Lesele

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---------------------|
| O Appie | Block 3 | |
| S Hermans | Block 3 | o8 August 2019 |
| C Malobola | Block 3 | 24 October 2019 |
| L Ncamile | Block 3 | 18 March 2020 |
| D Thetho | Block 3 | May 2020 (Lockdown) |
| N Tyhawana | Block 3 | |
| N Mathanzima | Block 3 | |

Ward 11 Committee Meetings

Ward 12: Councillor- B Plata

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---|
| W Muteyi | DPSA (Block 1) | Meetings for August 2019 and |
| L Pieters | Welfare (Block 4) | October 2019 was postponed and |
| O Gwangqa | Block 1 | could not be rescheduled due to the |
| M Matseke | Block 5 | recess period. |
| L Xhaso | Block 5 | 11 March 2020 Insufficient members to constitute a quorum. Filling of vacancies was scheduled from 16 March 2020 – 21 April 2020 but was cancelled due to the National Lockdown and prohibition on public gatherings. May 2020 (Lockdown) |

Ward 12 Committee Meetings

Ward 13: Councillor L Langa

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|--|
| G Makinana | Community Safety (Block 4) | o1 August 2019 17 October 2019 24 February 2020 May 2020 (Lockdown) |
| S Dyantyi | Block 4 | |
| B Zintwana | Block 2 | |
| A Matolengwe | Block 2 | |
| M Bekwa | DPSA (Block 2) | |
| M Dyantyisi | Welfare | |
| Т Вооі | Block 4 | |
| X Cola | CBO (Block 4) | |
| N Somatamba | Block 3 | |
| M Maweni | Block 1 | |

Ward 13 Committee Meetings

Ward 14: Councillor E Bussack (until 19 February 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|--|
| E America | Sport, Culture & Recreation | |
| B Klassen | Youth | |
| C Albrecht | Welfare | 13 August 2019 14 October 2019 10 February 2020 May 2020 (Lockdown) |
| S Rhode | Health | |
| R Deyce | Block 3 | |
| J Pato | Block 6 | |
| S Yazo | Block 9 | |
| G Olivier | Block 10 | |

Ward 14 Committee Meetings

Ward 15: Councillor NF Mdaka

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|---------------------------------|
| C Ngethu | Block 2 | |
| M Kalipa | Block 2 | August 2019 (Cllr hospitalised) |
| N Toto | Block 7 | 12 November 2019 |
| Z Matwa | Block 7 | 03 March 2020 |
| V Mtwecu | Welfare (Block 3) | May 2020 (Lockdown) |
| G Nombengu | DPSA (Block 4) | |
| Z Mhlambiso | Agriculture (Block 3) | |

Ward 15 Committee Meetings

Ward 16: Councillor CH Noble

| Name of representative | Capacity representing | Date of meetings |
|------------------------|---------------------------------------|-------------------------------------|
| B J Stoffels | Sport, Culture & Recreation (Block 3) | |
| O Matholla | Faith Based Organisations (Block 7) | |
| C Daman | Community Safety (Block 1) | 12 August 2019 |
| M Patterson | Block 3 | 17 October 2019 26 February 2020 |
| D Bezuidenhoudt | Block 2 | May 2020 (Lockdown) |
| J Cornelius | Block 6 | |
| R Treurnicht | Block 6 | |

Ward 16 Committee Meetings

Ward 17 Councillor V Muller (until 26 May 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|----------------------------|--|
| B Schoeman | Welfare (Block 4) | |
| P Foster | Block 1 | 13 August 2019 22 October 2019 18 February 2020 May 2020 (Lockdown) |
| R Brinkhuys | Block 6 | |
| R Lewis | Community Safety (Block 1) | |
| F Weyers | Block 2 | |
| N Joseph | Block 2 | |

Ward 17 Committee Meetings

Ward 18: Councillor D Gultig

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|---------------------------------|
| A Joubert | Business (Tourism) | |
| A Storm | Welfare | |
| P Truter | Community Safety: Denneoord | 20 August 2019 |
| C Nieuhoff | Faith Based Organisations | 14 November 2019 |
| H Hill | Block 1 | 13 February 2020 2 June 2020 |
| J Truter | Block 4 | |
| E Rautenbach | Block 4 | |
| J van der Merwe | Block 4 | |

Ward 18 Committee Meetings

Ward 19: Councillor S Snyman

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-------------------------------------|---------------------|
| J Jacobs | Welfare (Block 2) | - 1 August 2019 |
| B S Redelinghuys | Infrastructure (Civil & Electrical) | 31 October 2019 |
| D Hattingh | Block 1 | 20 February 2020 |
| L Snyman | Block 3 | May 2020 (Lockdown) |
| F van der Merwe | Block 4 | , |
| S Habbet | Block 7 | |

Ward 19 Committee Meetings

Ward 20: Councillor R Windwaai

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|---|
| J Muller | Welfare (Block 3) | 12 September 2019 15 October 2019 27 February 2020 May 2020 (Lockdown) |
| M Boezak | Community Safety (Block 5) | |
| B Jansen | Education (Block 4) | |
| G Carolus | Block 2 | |
| I Scheepers | Block 4 | |
| L Smit | Block 5 | |
| R Fischer | Sport, Culture & Recreation | |
| P Moolman | DPSA | |

Ward 20 Committee Meetings

Ward 21: Councillor NR James

| Name of representative | Conneity/venvesenting | Data of mostings |
|---------------------------------|---|--|
| Name of representative K George | Capacity representing Welfare (Block 1) | Date of meetings |
| L Mavela | DPSA (Block 2) | |
| N Malgas | Block 1 | 11 September 2019 21 November 2019 06 February 2020 May 2020 (Lockdown) |
| E Mbanjana | Block 2 | |
| F Dyani | Block 2 | |
| R Olifant | Block 2 | |
| A Yalolo | Block 4 | |

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|------------------|
| J Gubula | Block 4 | |
| M Fatman | Block 4 | |

Ward 21 Committee Meetings

Ward 22: Councillor G Pretorius

| Name of representative | Capacity representing | Date of meetings held |
|------------------------|--------------------------|--|
| P de Swardt | Welfare | |
| J Jansen | Education | Meetings for August 2019 and October 2019 were cancelled until meaningful responses on service delivery issues are provided by directorates 5 March 2020 May 2020 (Lockdown) |
| P Khumalo | Sport | |
| G Brits | Community Safety: Herold | |
| P Fourie | Business | |
| J Du Preez | Block: Sinksabrug | |
| M Mei | Block: Hoogekraal | |

Ward 22 Committee Meetings

Ward 23: Councillor GJ Stander

| Name of representative | Capacity representing | Date of meetings |
|------------------------|------------------------------------|--|
| S Gericke | Agriculture | 20 August 2019 22 October 2019 18 February 2020 May 2020 (Lockdown) |
| J Smith | Syferfontein Committee | |
| F Joseph | DPSA | |
| G Hamel | Ratepayers Association | |
| M Visagie | Faith Based Organisations | |
| C J van Niekerk | Hansmoeskraal Community Forum | |
| H A du Plessis | Block: Heroldsbay | |
| B Johnson | Block: Groeneweide | |
| B A Ernstzen | Dellville Park Neighbourhood Watch | |

Ward 23 Committee Meetings

Ward 24: M Daniels

| Name of representative | Capacity representing | Date of meetings |
|------------------------|--|--|
| G Lourens | Block 1 | |
| P Abrahams | Block 2 | |
| S Abrahams | Block 2 | 13 August 2019 5 December 2019 18 February 2020 May 2020 (Lockdown) |
| J Louw | Business (Block 3) | |
| A Boom | Housing Committee (Block 3) | |
| M du Preez | Sport, Culture & Recreation (Block 3) | |
| N du Preez | Education (Block 3) | |

Ward 24 Committee Meetings

Ward 25: Councillor J Esau

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------|--|
| C Mongo | DPSA (Block 3) | 1 August 2019 25 November 2019 20 February 2020 May 2020 (Lockdown) |
| A Blaauw | Welfare (Block 3) | |
| C Adolph | Lyonville (Block 3) | |
| H Metik | Lyonville (Block 3) | |
| W Decelly | Lyonville (Block 3) | |
| K Prins | Rooirivier (Block 2) | |

Ward 25 Committee Meetings

Ward 26: Councillor J von Brandis

| Name of representative | Capacity representing | Date of meetings |
|------------------------|---|---|
| D van der Rijst | Community Safety: Blanco Neighbourhood Watch (Block 5) | o6 August 2019 15 October 2019 March 2020 (Lockdown) May 2020 (Lockdown) |
| C Hulme | Block 4 | |
| T Forsberg | Block 4 | |
| B Muller | Block 4 | |
| L van der Rijst | Block 5 | |
| C Newham | Earls Court Home Owners Association (Block 2) | |
| M Gultig | Business (Block 2) | |

Ward 26 Committee Meetings

Ward 27: B Cornelius (until 19 February 2020)

| Name of representative | Capacity representing | Date of meetings |
|------------------------|-----------------------------|---|
| G Felix | Sport, Culture & Recreation | |
| E Heynes | Health | |
| P McCarthy | Faith Based Organisations | o6 August 2019 |
| J Gordon | Block: Europe | 15 October 2019 15 October 2019 11 February 2020 May 2020 (Lockdown) |
| H Ceasar | Block: Seesight | |
| G Sharp | Block: Harmony Park | |
| U da Silva | Uitbreiding 11 | |
| M Snyman | Seaview | |

Ward 27 Committee Meetings

TF

APPENDIX G - RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2019/2020 FINANCIAL YEAR

Audit Committee Recommendations during 2019/2020

Consequence Management

• That Unauthorized, Irregular, Fruitless and Wasteful Expenditure was submitted to the Municipal Public Accounts Committee (MPAC) who have requested further information for their deliberations

Ward Committee Management

• That requests relating to IDP and Ward Committees be referred to the relevant Section 8o Committees for their input and recommendations.

Risk Management

 That management perform a risk assessment of the respective directorates and submit a report to Council.

Annual Financial Statements

• That the concerns of Finance Directorate relating to the timely submissions of draft financial statements for 2019/20 to the Audit Committee and accordingly requests that further discussions be held to clarify the timeline before submission of the financial statements to the Auditor-General in August 2020.

Caledon Street Project

- That Council takes note of the Audit Committee's concern with the overall management of the Caledon Street Project; and
- That Council consider investigating the project in terms of the following:
 - o Reasons for the delays in completion;
 - Appointment processes of the Contractor;
 - o Quality of work performed by the Contractor.

Regional Waste Disposal Site

• That a report be submitted to the Audit Committee and Council regarding the finalization of the Regional Waste Disposal Site and Composting Facility.

AG Audit Action Plan

- That Council takes note of the Audit Committee's concern with regards to the progress of the quantification of the irregular expenditure.
- That the Audit Action Plan be submitted to Council for follow-up and monitoring purposes

Auditor-General

- That the Municipal Manager and the Chief Financial Officer discuss the Audit Committee's concerns with the Auditor General with regards to the significant increase in external audit fees.
- That the Auditor-General's (AG) report and management report [year ended 30 June 2019] be submitted to the MPAC meeting.

Audit Committee Recommendations during 2019/2020

Audit Committee matters

• Independence of Audit Committee members: that Council acknowledge that they are satisfied with the independence of the members of the Audit-Committee (AG) to address the AG finding regarding the independence of the Audit Committee.

Restructuring of the Bid Evaluation Committee

• That Council instruct the administration to implement the recommendations supported by the Municipal Manager as set out in the memorandum (Composition of the members of the Bid Evaluation and Adjudication Committee) dated 7 March 2018.

TG

APPENDIX H – LONG TERM CONTRACTS

| Long Term Contracts (20 Largest Contracts Entered into during 2019/2020) | | | | | | | | |
|--|--|----------------------------|---|-------------------------|--|--|--|--|
| Bid Number | Title of Bid | Directors and Section | Successful Bidder | Value of bid awarded | | | | |
| T/ING/023/2018 | Upgrading of the Outeniqua WTW - Mechanical, Electrical and Instrumentation Works | Civil Engineering Services | Water Purification Chemical and Plant cc | R117 201 296.96 | | | | |
| T/ING/031/2018 | Tender for the Road Rehabilitation, Resurfacing and Ancillary Works for a period of three years | Civil Engineering Services | Panel of Contractors: Martin & East (Pty) Ltd; Civil 2000 (Pty) Ltd; Roadmac Surfacing Cape (Pty) Ltd; Tau Pele Construction (Pty) Ltd; Aqua Transport & Plant Hire (Pty) Ltd; WTW Civil (Pty) Ltd; Entsha Henra (Pty) Ltd; Actophambili roads (Pty) Ltd | Rates Tendered | | | | |
| ENG031/2019 | Appointment of a Contractor for the Electrification of ERF 325, East (Phase C) | Electro-Technical Services | MDL Engineering (Pty) Ltd | R11 828 171.50 | | | | |
| BA005/2019 | Appointment of a Service Provider for the Underwriting of the municipality's Group Life Portfolio for the period of three (3) years, from 1 December 2019 until 30 November 2022 | Corporate Services | Verso Financial Services (Pty) Ltd | Rates Tendered | | | | |
| MM017/2019 | Internal Audit Services for a period of one year with option to extend for another (1) year | Municipal Manager | PKF George | Rates Tendered | | | | |
| ENG027/2019 | Supply and Delivery of Electrical Stock for pre-paid meters, for period of three years | Electro-Technical Services | Conlog | Rates Tendered | | | | |
| T/ING/005/2019 | Service and Maintenance of Aerators for a period of three (3) years | Civil Engineering Services | Coastal Armature Winders and Supplies cc | Rates Tendered | | | | |
| PS001/2019 | Repairs and Maintenance to existing tracking and camera units as well as the purchase of new units from municipal vehicles and Go George Busses for a period of three years | Protection Services | Afsol Public Transport | Rates Tendered | | | | |
| DPD044/2019 | Hiring and Maintenance / Servicing of Chemical Toilets in the George Municipal Area for a period of two (2) years | Human Settlement | Moreki Distributors cc | Rates Tendered | | | | |
| T/ING/006/2019 | Maintenance of Wastewater and Water Purification Sites and Clearing of Pathways to rivers for sampling for a period of three (3) years | Civil Engineering Services | Area 1: Apcot Trading (Pty) Ltd | R1 268 460.00 | | | | |

| Bid Number | Long Term Contracts (20 Larger Title of Bid | Directors and Section | Successful Bidder | Value of bid |
|-------------|---|----------------------------|--|--------------|
| Dia Homber | There of Did | Sirectors and Section | Soccession Blader | awarded |
| DPD030/2019 | Removal and Replacement of the Floor at the Pacaltsdorp Community Hall | Human Settlement | Makhare Holding (Pty) Ltd t/a MH Construction | R709,773.79 |
| ENG017/2019 | Appointment of Consulting Engineer for Professional Engineering Services for various electrical projects for a period of three years | Electro-Technical Services | Neil Lyners & Associates (RF) (Pty) Ltd | Rates Tender |
| ENG017/2019 | Appointment of Consulting Engineer for Professional Engineering Services for various electrical projects for a period of three years | Electro-Technical Services | Zoep Consulting Engineers & Architects | Rates Tender |
| ENG017/2019 | Appointment of Consulting Engineer for Professional Engineering Services for various electrical projects for a period of three years | Electro-Technical Services | CVW Consulting Engineers | Rates Tender |
| ENG017/2019 | Appointment of Consulting Engineer for Professional Engineering Services for various electrical projects for a period of three years | Electro-Technical Services | Element Consulting Engineers | Rates Tender |
| ENG017/2019 | Appointment of Consulting Engineer for Professional Engineering Services for various electrical projects for a period of three years | Electro-Technical Services | Eya Bantu Group (Pty) Ltd | Rates Tender |
| ENG017/2019 | Appointment of Consulting Engineer for Professional Engineering Services for various electrical projects for a period of three years | Electro-Technical Services | Motla Consulting Engineers | Rates Tender |
| ENG017/2019 | Appointment of Consulting Engineer for Professional Engineering Services for various electrical projects for a period of three years | Electro-Technical Services | CMB Consulting Engineers | Rates Tender |
| ENG035/2019 | Appointment of a contractor for the removal of illegal electrical connection for the period of three (3) years, from 1 December 2019 until 30 November 2022 | Electro-Technical Services | EDZ Electrical & Projects cc | Rates Tender |
| ENG006/2019 | Appointment of contractor for the construction and installation of a security fence around an electrical substation | Electro-Technical Services | Ice Gee (Pty) Ltd | R327 250.00 |
| BA012/2019 | Supply and Installation of Beta Fencing at Lawaaikamp Community Hall | Corporate Services | Ice Gee (Pty) Ltd | R 271,000.0 |

| | Long Term Contracts (20 Largest Contracts Entered into during 2019/2020) | | | | | | | | |
|-------------|---|----------------------------|----------------------------|-------------------------|--|--|--|--|--|
| Bid Number | Title of Bid | Directors and Section | Successful Bidder | Value of bid awarded | | | | | |
| MM006/2019 | Supply and Erection of palisade fencing at the Lyonville Community Hall | Municipal Manager | ZABS Enterprises (Pty) Ltd | R256 200.00 | | | | | |
| ENG021/2019 | Supply and delivery of Surge Generator 16KV SWG 500 and Ground Microphone Digiphone | Electro-Technical Services | Lead HV (Pty) Ltd | R242 745.45 | | | | | |
| MM007/2019 | Supply and Erection of palisade fencing at the Uniondale Sportsground | Municipal Manager | ICE Gee (Pty) Ltd | R239 000.00 | | | | | |
| DPD057/2019 | Supply and Installation of Security Fencing at Chris Nissan Creche, Uniondale | Human Settlement | ZABS Enterprises (Pty) Ltd | R 235,017.45 | | | | | |
| BA011/2019 | Supply and Installation of Beta Fencing at Conville Community Hall | Corporate Services | Zmani (Pty) Ltd | R 224,900.00 | | | | | |

APPENDIX I – MUNICIPAL SERVICE PROVIDER PERFORMANCE SCHEDULE

| Name of service provider | PKF | Nico Smith Attorneys | ABSA | CDV Property Valuers Pty Ltd | Nextec | Henra | Ikapa Reticulation and Flow |
|--|---|---|-------------------------|---|---------------------------------|--|--|
| Directorate | Municipal Manager | Financial Services | Financial Services | Financial Services | Civil Engineering | Civil Engineering | Financial Services |
| Type of services required | Internal Audit Co-Service | Litigation | Provision of Banking | Compilation and Maintenance of General valuation roll, Supplementary Valuations and Supplementary Valuation Rolls | Consulting and site Supervision | Road Construction: Tabata Street | Reading of Water and electricity meters and other meter related services |
| Supply Chain Contract No | MM017/209 | FIN013/2017 | FIN011/2013 | FIN010/2016 | T/ING/033/2016 | T/ING/03182018 | FIN001/2015 |
| Available Budget (R'000) | R3 784 000.00 | R1 001 047.45 | R4 812 930.00 | R1 026 411.84 | R1 473 000.00 | R12 700 000.00 | R2 143 830.00 |
| Actual Spending (R'000) | 3 704 093.95 | 4 261 215.28 | 1 305 940.04 | 719 112.25 | 2 706 863.00 | 32 197 823.15 | 2 042 468.30 |
| , | | | Grading of serv | | | | |
| | | 1 Poor / 2 Unsa | tisfactory / 3 Satis | factory / 4 Good / 5 | Excellent | | |
| Contract work to specification | 5 | 4 | 4 | 3 | 4 | 0 | 2 |
| Contract still within budget | 5 | 4 | 4 | 4 | 4 | 0 | 3 |
| Contract within time frame | 5 | 4 | 4 | 3 | 4 | 0 | 3 |
| Compliance with contract requirement | 5 | 4 | 4 | 3 | 4 | 0 | 2 |
| Claims | 5 | 0 | 0 | 4 | 4 | 0 | 3 |
| Incidents on site | 5 | 0 | 0 | 4 | 4 | 0 | 3 |
| Suitably qualified/experienced personnel | 5 | 4 | 4 | 3 | 5 | 0 | 4 |
| Job creation/training | 5 | 0 | 0 | 4 | 5 | 0 | 3 |
| Other comments | 0 | 0 | 0 | 0 | 4 | 0 | 0 |
| Overall rating Action taken with regard to poor and unsatisfactory service providers | O NONE | 4 Improve process – e.g. phone clients also | NONE | Regular meetings and good communication helps to overcome problems | 5 NONE | Project have been suspended via a supplementary agreement which have been entered into between the contractor and client | o Limited reading due to ongoing lockdown |
| Overall recommendation and comments | All projects are performed in line with the approved Internal Audit plan | Ongoing continuously to improve | NONE | NONE | NONE | Work being suspended | Monthly meetings with service provider to address issues. Item |

| Name of service provider | PKF | Nico Smith Attorneys | ABSA | CDV Property Valuers Pty Ltd | Nextec | Henra | Ikapa Reticulation and Flow |
|-----------------------------|-----------|-------------------------|-----------|---------------------------------|-------------|-------------|---|
| Directorate | Municipal | Financial | Financial | Financial | Civil | Civil | Financial |
| | Manager | Services | Services | Services | Engineering | Engineering | Services |
| | | | | | | | wat taken to Council to insource service. New Service Provider to be appointed (March 2020) |

| Name of service provider | iCon Construction | Aurecon | Quantra Consulting | Royal Haskoning DHV | Charles Rowe Associated | IX Engineers | AFSOL Public Transport |
|--|---|---|--|--|---|---------------------------|--|
| Directorate | Civil Engineering | Civil Engineering | Civil Engineering | Civil Engineering | Civil Engineering | Civil Engineering | Protection Services |
| Type of services required | Upgrading of the Outeniqua WwTW Civil Works (Phase 2) | Raising of Garden Route Dam Spillway and Associated Works | MIG Storm water Projects: Andersonville; New Dawn Park; Thembalethu Zone 1; Thembalethu Zone 9 | Consulting Services: 10 MI/d Upgrading of Outeniqua WwTW: Phase 2 (Civil) & 3(M&E) | Construction and supervision: Merriman street | Design: Makriel Street | Repairs and Maintenance to existing tracking and camera units as well as the purchase of new units for municipal vehicles and Go George Busses |
| Supply Chain Contract No | T/ING/030/2016 | T/ING/033/2016 | T/ING/033/2016 | T/ING/033/2016 | T/ING/022/2016 | T/ING/033/2016 | PS001/2019 |
| Available Budget (R'ooo) | R65 549 090,75 | R15 140 287.00 | R15 186 817.00 | R13 173 018.00 | R1 407 759.97 | R500 000.00 | R500 220.00 |
| Actual Spending (R'000) | 5 888 875.81 | 560 601.04 | 277 747.24 | 5 191 605.71 | 1 060 526.21 | 4 158 432.27 | 0.00 |
| | | | Grading of service | rendered | | | |
| | | 1 Poor / 2 Unsatis | sfactory / 3 Satisfac | tory / 4 Good / 5 E> | cellent | | |
| Contract work to | | | 1 | 2 | _ | | |
| specification | 4 | 4 | 2 | 2 | 0 | 4 | 4 |
| | 4 | 5 | 2 | 3 | 0 | 4 | 4 |
| specification Contract still within | | | | | | | |
| specification Contract still within budget Contract within time frame Compliance with | 4 | 5 | 2 | 3 | 0 | 4 | 4 |
| specification Contract still within budget Contract within time frame | 4 4 | 5 4 5 | 2 | 3 2 3 | 0 | 4 4 | 4 |
| specification Contract still within budget Contract within time frame Compliance with contract requirement Claims | 4 4 | 5 4 5 | 3 | 3 | 0 1 | 4 4 4 | 4 4 |
| specification Contract still within budget Contract within time frame Compliance with contract requirement | 4 4 | 5 4 5 | 3 3 2 | 3 2 3 3 | 0 1 1 0 | 4 4 | 4 4 0 |
| specification Contract still within budget Contract within time frame Compliance with contract requirement Claims Incidents on site Suitably qualified/experienced | 4 4 4 4 | 5 4 5 4 5 | 2 3 3 2 0 | 3 2 3 3 0 | 0 1 1 0 0 0 | 4 4 4 | 4 4 0 0 0 |
| specification Contract still within budget Contract within time frame Compliance with contract requirement Claims Incidents on site Suitably qualified/experienced personnel | 4 4 4 4 4 4 | 5 4 5 4 5 5 5 | 2 3 3 2 0 3 | 3 2 3 3 0 3 | 0 1 1 0 0 0 0 0 | 4 4 4 4 | 4 4 4 0 0 0 4 |
| specification Contract still within budget Contract within time frame Compliance with contract requirement Claims Incidents on site Suitably qualified/experienced personnel Job creation/training | 4 4 4 4 4 4 | 5 4 5 4 5 5 5 | 2 3 3 2 0 3 | 3 2 3 3 0 3 | 0 1 1 0 0 0 0 0 0 | 4 4 4 4 | 4 4 0 0 0 4 |

| Name of service | iCon | Aurecon | Quantra | Royal | Charles Rowe | IX Engineers | AFSOL Public |
|---|---|--|-------------|---------------|---|--------------|--------------|
| provider | Construction | | Consulting | Haskoning DHV | Associated | | Transport |
| Directorate | Civil Engineering | Civil | Civil | Civil | Civil | Civil | Protection |
| | | Engineering | Engineering | Engineering | Engineering | Engineering | Services |
| Overall recommendation and comments | Work seems to be of very good quality to date | Consultant quite weak and needs help with standards and to adhere to municipal reporting | NONE | NONE | Service provider work of excellent quality | NONE | NONE |
| | | requirements | | | | | |

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

| | 2018/19 | 2018/19 2019/20 | | | | | | | | | |
|-------------------------------|-----------------------------|--------------------|-------------------------------|-------------------|---|---|---|--|--|--|--|
| Description | Actual (Audited Outcome) | Original Budget | Final Adjustment Budget | Actual Outcome | Variance between Actual and Final Adjustments Budget | Actual Outcome as % of Final Budget | Actual Outcome as % of Original Budget | | | | |
| | | REVEN | NUE COLLECTION | N BY VOTE | | | | | | | |
| Executive and council | 22 913 | 4 678 400 | 4 678 400 | 37 425 282 | 32 747 | 800% | 800% | | | | |
| Finance and administration | 352 044 056 | 358 189 759 | 372 577 764 | 443 076 059 | 70 498 | 119% | 124% | | | | |
| Internal audit | 439 189 | 0 | 0 | 0 | 0 | 0% | 0% | | | | |
| Community and social services | 16 959 384 | 15 726 223 | 17 176 223 | 35 472 734 | 18 297 | 207% | 226% | | | | |
| Sport and recreation | 5 131 946 | 7 080 134 | 3 771 995 | 562 665 | (3 209) | 15% | 8% | | | | |
| Public safety | 93 442 770 | 73 867 663 | 73 867 663 | 75 394 820 | 1 527 | 102% | 102% | | | | |
| Housing | 75 118 419 | 161 594 577 | 234 310 186 | 28 237 180 | (206 073) | 12% | 17% | | | | |
| Health | 92 220 | 80 000 | 80 000 | 18 181 | (62) | 23% | 23% | | | | |
| Planning and development | 11 662 961 | 12 335 840 | 12 450 930 | 8 095 505 | (4 355) | 65% | 66% | | | | |
| Road transport | 332 416 133 | 390 893 046 | 449 853 963 | 456 645 415 | 6 791 | 102% | 117% | | | | |
| Environmental protection | 1023 | 1600 | 1600 | 1741 | 0 | 109% | 109% | | | | |
| Energy sources | 670 325 839 | 770 611 622 | 774 611 622 | 772 139 826 | (2 472) | 100% | 100% | | | | |
| Water management | 184 272 965 | 185 303 031 | 183 327 567 | 200 755 988 | 17 428 | 110% | 108% | | | | |
| Waste water management | 171 496 405 | 172 133 278 | 192 361 244 | 188 389 242 | (3 972) | 98% | 109% | | | | |
| Waste management | 118 981 285 | 126 874 710 | 129 874 710 | 134 238 752 | 4 364 | 103% | 106% | | | | |
| Other | 35 759 | 58 638 | 158 638 | -213 646 953 | (213 806) | -134676% | -364349% | | | | |
| Total Revenue - Functional | 2 032 443 266 | 2 279 428 521 | 2 449 102 505 | 2 166 806 436 | (282 296) | 88% | -12% | | | | |

TK1

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE SOURCE

| Description | | | | 2019/20 | | | |
|---|--|--------------------|--------------------------------|------------------------|---|---|---|
| R thousand | 2018/19 Actual (Audited Outcome) | Original Budget | Final Adjustments Budget | Pre-Audited Outcome | Variance between Actual and Final Adjustments Budget | Actual Outcome as % of Final Adjustments Budget | Actual Outcome as % of Original Budget |
| | | Fin | ancial Perform | ance | | | |
| Revenue by Source | - | | | | | | |
| Property rates | 270 172 863 | 279 613 000 | 289 613 000 | 302 109 389 | 12 496 389 | 104% | 108% |
| Service charges - electricity revenue | 623 449 586 | 723 026 230 | 727 026 230 | 674 896 622 | -52 129 608 | 93% | 93% |
| Service charges - water revenue | 129 255 985 | 127 469 170 | 131 469 170 | 137 666 170 | 6 197 000 | 105% | 108% |
| Service charges - sanitation revenue | 98 989 249 | 101 019 867 | 105 019 867 | 110 678 138 | 5 658 271 | 105% | 110% |
| Service charges - refuse revenue | 81 726 654 | 85 162 937 | 88 162 937 | 92 266 008 | 4 103 071 | 105% | 108% |
| Service charges - other | 0 | 0 | 0 | 0 | 0 | 0% | 0% |
| Rental of facilities and equipment | 3 130 158 | 6 183 220 | 6 183 220 | 2 871 434 | -3 311 786 | 46% | 46% |
| Interest earned - external investments | 46 245 723 | 43 179 623 | 47 061 413 | 45 170 443 | -1 890 970 | 96% | 105% |
| Interest earned - outstanding debtors | 4 079 781 | 6 095 910 | 6 095 910 | 3 000 389 | -3 095 521 | 49% | 49% |
| Dividends received | 0 | 0 | 0 | 0 | 0 | 0% | 0% |
| Fines, penalties and forfeits | 94 581 387 | 76 125 676 | 76 125 676 | 76 282 875 | 157 199 | 100% | 100% |
| Licences and permits | 2 322 083 | 3 515 785 | 3 515 785 | 0 | -3 515 785 | 0% | 0% |
| Agency services | 11 140 288 | 8 848 100 | 8 848 100 | 12 270 160 | 3 422 060 | 139% | 139% |
| Transfers and subsidies - operational | 452 232 722 | 605 092 063 | 791 806 045 | 548 390 041 | -243 416 004 | 69% | 91% |
| Other revenue | 92 963 689 | 151 618 049 | 98 956 144 | 98 031 109 | -925 035 | 99% | 65% |
| Total Revenue (excluding capital transfers and contributions) | 1 910 290 168 | 2 216 949 630 | 2 379 883 497 | 2 103 634 524 | -276 248 973 | 88% | 95% |

TK₂

VOLUME II: ANNUAL FINANCIAL STATEMENTS