2022/2023

DRAFT ANNUAL REPORT

SWELLENDAM MUNICIPALITY

PERFORMANCE REPORT

Message by the Executive Mayor

The message of the Executive Mayor will be included at the Council Meeting of 27 January 2024 as he tables the Annual Report to Council.

FRANCOIS DU RAND

EXECUTIVE MAYOR

PERFORMANCE REPORT

Municipal Manager Overview

Swellendam Municipality as a category B municipality, tasked with the functions assigned in Schedules 4 and 5 of the 1996 South African Constitution, embarked on a new path with the inauguration of a newly elected municipal council on 11 November 2021. The 2022/23 financial year saw a change in councillors, when three councillors were removed by their political party. Two of these councillors were proportional councillors and replaced by their political party, while there was a by-election in ward 2. The by election saw a change in political representatives and led to the establishment of a coalition between the Democratic Allicance and the Freedom Front Plus party. Even with the replacement of councillors and the emerging of a new coalition government, the normal operations of the Municipality was not affected and continued as per the norm.

It was a great loss to our municipality when Anton Groenewald, Municipal Manager left the Municipality at the end of June 2022. The vacancy was advertised and filled within two months. The Director: Infrastructure's contract expired and the position was advertised and duly filled. Council also decided not to fill the vacancy of the Director: Corporate in order to save on the salary budget. Several key positions were not filled due to budget constraints and to allow for the review of the organisational design of the Municipality. This project was initially planned to be completed in October 2023, but due to the civil unrest and change of the administration's focus to re-establish the full functioning of the operations, this project will only be completed in March 2024.

While the political arena in 2022/23 were unstable, the Municipality remained committed to good governance and did their best to overcome the challenges of growing inflation, high fuel costs and increased loadshedding. It was found that since the approval of the budget in June 2022, the operational cost of doing business increased with 44% in the first six months thereafter. This means it is increasing difficult for the municipalities to perform critical maintenance and operations. With the increased pressure on the public in terms of inflation, fuel prices and loadshedding, the payment ratio of Swellendam municipal area is decreasing and this will further affect the financial sustainability of the municipal operations.

It should be apparent to all by now that the government cannot save us and is unable to continue to bail out struggling government enterprises, municipalities or people. There just is not enough money nor capacity to be everythingto everyone. Post the Covid pandemic era, South Africans were hit with an energy crisis, where we can longer be certain of anything, except for the fact that the energy crisis will worsen Rolling blackouts will intensify with Eskom battling to keep the lights on as a result of a lack of generating capacity due to repeated breakdowns, among a host of other problems.

In 2022 we had 3 630 hours cumulative hours of load shedding in South Africa. The newest forecasts are that loadshedding between stage 4 and stage 6, will become the norm of an already struggling South Africa. Economic recovery, and more importantly job creation, cannot happen under these circumstances. A matter of great concern for the Municipality is Eskom's

inability to increase the Maximum Demand of Supply to Swellendam Municipality. This inability of Eskom to keep pace with the growth of Swellendam municipal area, severely hampers economic growth opportunities. The Municipality already committed to the Swellendam housing project and had to secure external funding to upgrade Eskom's network on the Agulhas substation to be able to connect the already committed Railton housing project. The Western Cape Department of Infrastructure availed funding to enable the municipality to procure 3 MW NMD increase, for which we are grateful. Unfortunatey, as Suurbraak feeds from the same power station, the negotiated increase of 3 NMD will not be sufficient to accommodate a further 550 houses in Suurbraak at this stage. Eskom plans to upgrade their network to address this shortcoming in the 2028/29 financial year. The limitation of Eskom to supply electricity to Swellendam is a major constrained in economic growth and service delivery.

The South African population is growing at about 1.5%, which means that if we succeed in growing the economy by 1.5%, then we're not going to make progress on a per capita basis. In fact, if we look at the last decade, then we realise that per capita metrics show us getting progressively poorer.. The major contributing factors include - a lack of electricity and low economic growth.Couple this with sky-high unemployment rates and a rising cost of living, and you have the perfect conditions for social tensions.

In South Africa, one in every four women aged 18–49 years old has experienced violence from an intimate partner. HIV prevalence is at 13.5% and current unemployment is the highest in many years at 33.9%. South Africans regard these as urgent issues warranting immediate attention. They are reflected in the country's National Development Plan. Crime is rampant in South Africa and Swellendam Municipal area is no exception. The Municipality's infrastructure is vandalised every day resulting in higher replacement costs, and diverts essential funds from critical service delivery. Beggars, street children and vagrants have become a burning point in Swellendam and surrounds. Swellendam was able to secure LEAP officers for the municipal area that were deployed in December 2023. The community Safety Plan that is implemented within the community is crucial in combatting crime and vandalism in our communities, but its success will be founded on co-operation with the private sector.

Potholes, poor roads, water disruptions and sewerage spillage, has become an everyday battle for not only other Municipalities, but Swellendam municipal area as well. The Municipality levied an infrastructure levy to assist in addressing the backlog in maintenance arrears in the infrastructure and 2022/23 was the first year that we could start seeing a progress in addressing maintenance backlogs. Vandalism, however, is further robbing our communities of much needed money for reactive maintenance.

In light of the above it would be easy to assign blame, to disengage and lose hope. If we do this, we will not be able to overcome. We all need to engage, to collaborate and work together. We have done it during the pandemic and we can do it again. Government out there can help, but they cannot be the solution to everything.

It is time for collaboration, for shared services not only amongst government departments and municipalities, but between government and the private sectors. We need to find solutions to our energy crisis, to our crime crisis and the loss of our social and moral fibre. Strong leadership, political stability, accountability, wisdom and innovation is needed.

This will require openness, honesty and decisiveness. We cannot only focus on legal compliance and pleasing the people, but will have to take hard decisions. In a municipal context that means sound contract management, informed decision-making, an apolitical agenda and the non-filling of vacancies.

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Swellendam Municipality will continue to prioritise renewable energy . This is not a short-term solution, but rather long-term projects.

Credit control will remain a priority as the co-contributions towards the Municipal Infrastructure Grant, the arrear payments to Salga and the Auditor-General and even the Overberg District Municipality's Fire services, all have to be honoured. There is no hiding place anymore. Good governance and accountability is essential in maintaining trust with not only our government counterparts, but with the community.

Swellendam Municipality is proud to be ranked 5th in the Ratings Africa report for 2023 and the 8th best small municipality in the country for 2023. The Municipality will continue to reach out and improve their constitutional obligation to encourage public involvement and participation in government matters. The LinkApp complaint system is functioning well and residents are encouraged to make use of this application to report service delivery issues. The public is encouraged to partake in the budgetary and integrated development planning processes. This will enable the municipality to improve ~~on~~ their planning and service delivery and prevent budgets and plans that are well-meaning but missing the priority needs within a community. Residents will be approached to supply their cellphone numbers and email addresses for improved communication purposes, as it is believed that if we want Swellendam to be the place where people will want to live, we must all work together.

Citizens are encouraged to peruse the annual report and provide their comments there-on. Swellendam Municipality is proud of our service delivery efforts. We may not always be your favourite people, but we will always strive to provide services to the best of our ability. Where we fall short, help us to improve.

As Municipal Manager I am always conscious of the trust placed in council and its officials. I am grateful for the leadership received and the support and dedication of the municipal staff. May everyone that reads the Annual Report realise that the works of our fruit is not to earn a salary, but to leave the municipal area and the lives of our residents, better than what we found.

My thanks to our Heavenly Father for His blessing, protection and favour.

ANNELEEN VORSTER

MUNICIPAL MANAGER

Chapter 1 – Executive Summary

PERFORMANCE REPORT

Chapter 1

Executive Summary

1. Municipal Overview

This report addresses the performance of the Swellendam Municipality in the Western Cape with respect to its core legislative obligations. Local government must create a participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and reliable reporting on programme performance and the general state of affairs in their locality.

The 2022/23 Annual Report reflects on the performance of the Swellendam Municipality for the period 1 July 2022 to 30 June 2023. The Annual Report is prepared in terms of Section 121(1) of the MFMA, in terms of which the Municipality must prepare an Annual Report for each financial year.

1.1 Vision and Mission

The Swellendam Municipality committed itself to the following vision and mission:

Vision:

"A visionary Municipality that strives towards prosperity for all through cooperative participation and high-quality services delivery"

Mission:

It is envisaged that the municipal vision will be achieved through:

- Providing a transparent and accountable government by rendering affordable and sustainable services and encouraging economic and social development through community participation
- Transparent institutional and infrastructure development
- Sustainable local economic development and the establishment of public/private partnerships
- Governance for the people by the people
- Service delivery through integrity

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Strategic Objectives:

The Strategic Objectives of the municipality are as follows:

- To create a capacitated people centered institution;
- To create a safe and healthy living environment;
- To develop integrated and sustainable settlements with the view to correcting spatial imbalances;
- To enhance access to basic services and address maintenance backlogs;
- To enhance economic development with a focus on both first and second economies;
- To improve financial viability and management;
- To promote good governance and community participation;

1.2 Municipal Functions, Population and Environmental Overview

1.2.1 Population

a) Total Population

The graph below indicates the total population within the municipal area:

Age and Population group by Geography type and Sex									
	Urban			Farms			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 – 14									
Black African	290	248	538	0	52	52	290	300	590
Coloured	3 866	3 912	7 778	533	474	1 007	4 399	4 386	8 785
Indian/Asian	0	41	41	0	0	0	0	41	41
White	463	560	1 023	464	281	745	927	841	1 768
Total	4 619	4 761	9 381	997	806	1 804	5 616	5 568	11 184
15 – 24									
Black African	133	93	226	27	0	27	160	93	253
Coloured	2 557	2 348	4 905	542	252	794	3 099	2 600	5 699
Indian/Asian	36	0	36	0	0	0	36	0	36
White	228	256	484	87	201	288	315	457	7 72
Total	2 955	26 97	5 652	656	453	1 109	3 611	3 150	6 761
25 – 34									
Black African	213	187	400	90	44	134	303	231	534
Coloured	2 036	2 195	4 232	248	297	545	2 285	2 492	4 777
Indian/Asian	0	0	0	0	0	0	0	0	0
White	108	63	170	93	255	348	201	318	519
Total	2 357	2 445	4 802	431	596	1 027	2 789	3 041	5 830
35 – 44									
Black African	203	173	376	120	0	120	323	173	496
Coloured	2 142	1 803	3 945	284	341	625	2 425	2 144	4 570
Indian/Asian	0	0	0	0	0	0	0	0	0
White	206	266	472	209	45	254	415	311	727
Total	2 551	2 243	4 793	613	386	999	3 164	2 628	5 792

45 – 54									
Black African	232	98	330	45	15	60	278	112	390
Coloured	1 438	1 836	3 274	208	142	350	1 647	1 978	3 625
Indian/Asian	0	0	0	0	0	0	0	0	0
White	416	246	662	49	153	203	465	400	865
Total	2 087	2 180	4 267	303	310	612	2 390	2 490	4 879
55 – 64									
Black African	42	47	89	8	0	8	50	47	97
Coloured	804	1 094	1 898	205	95	300	1 009	1 189	2 198

Age and Population group by Geography type and Sex									
	Urban			**Farms**			**Total**		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
Indian/Asian	0	17	17	0	0	0	0	17	17
White	268	362	630	166	82	248	434	444	878
Total	1 114	1 520	2 634	379	177	556	1 493	1 697	3 190
65+									
Black African	39	26	65	0	0	0	39	26	65
Coloured	394	554	948	31	55	86	426	609	1 034
Indian/Asian	0	0	0	0	0	0	0	0	0
White	529	773	1 302	76	97	173	605	870	1 475
Total	962	1 352	2 315	108	152	260	1 070	1 504	2 575
Total by race									
Black African	1 154	872	2026	290	111	401	1 444	982	2 427
Coloured	13 238	13 742	26 980	2 052	1 655	3 707	15 290	15 397	30 687
Indian/Asian	36	58	95	0	0	0	36	58	95
White	2 217	2 526	4 743	1 146	1 114	2 260	3 362	3 641	7 003
Total	**16 645**	**17 199**	**33 843**	**3 488**	**2 880**	**6 368**	**20 133**	**20 078**	**40 211**

Age and population group by geography type and sex

b) Population Profile

According to the Department of Social Development's 2022 projections, Swellendam currently has a population of 39,474 in 2022, rendering it the second least populated municipal area within the Overberg District (OD). This total is estimated to increase to 41 195 by 2026 with a growth rate of 0.9 per cent according to the Municipal Economic Review and Outlook 2020. Population growth is driven by young and foreign persons semigrating as a result of changes in work culture and the perceived better quality of life in small towns compared with larger cities as well as employment seeking. This has caused significant increases in the informal settlement at Swellendam. The influx to the informal settlement creates an untenable situation with pressures on service delivery that are not budgeted for, creating a growing and persistent risk, not only in terms of service delivery but also socio-economic factors such as deteriorating environmental health, increased unemployment, a rising crime rate and growing tensions within the community.

The table below indicates the population growth for the district:

Year	Theewaterskloof	Overstrand	Cape Agulhas	Swellendam
2022	124 050	110 971	35 758	39 474
2023	125 890	114 680	36 115	39 906
2024	127 539	118 253	36 468	40 369
2025	129 239	121 958	36 832	40 847
2026	131 733	124 826	37 483	40 195

Population growth per year for the district

1.2.2 Households

The table below indicates the Swellendam household segmentation vs that of the Overberg District.

Area	Formal		Informal		Other	
Swellendam	10 229	89.2%	1 171	10.2%	64	0.6%
Overberg District	73 192	82.3%	14 688	16.5%	1 015	1.5%

Total Number of Households

1.2.3 Wards

Swellendam municipal area is divided into six words, reflected in the table below.

Ward	Areas
1	Swellendam and rural areas of Stormsvlei and Nooitgedacht
2	Barrydale, Smitsville, part of Suurbraak, Vleiplaas and surrounding rural areas
3	Buffeljagsrivier, the largest part of Suurbraak, Mullersrus and Malgas/Infanta
4	Part of the town of Swellendam and part of Railton
5	Railton, including the informal area
6	Railton

Wards within the Area

1.2.4 Demographic

Municipal Geographical Information

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The Swellendam Municipality has been classified as a Category B municipality and was proclaimed as a local municipality with a mayoral executive system combined with a ward participatory system. The Swellendam Municipality is deemed to be a low-capacity Municipality and shares executive and legislative authority with the Overberg District Municipality according to the functional divide prescribed within Chapters 5 and 6 of the 1996 South African constitution. The municipal area is demarcated into six wards.

Swellendam, which is situated in the Overberg District, is well known for its location at the foot of the Langeberg mountain range and is seen as the gateway between the Overberg and the Eden Districts. The Swellendam Municipal area is the second largest municipal area in the Overberg region and covers a geographical area of 3 835 km². The greater Swellendam Municipal area comprises the town of Swellendam and the villages of Barrydale, Suurbraak, Malgas, Buffeljagsrivier, Wydgeleë (Ouplaas), Akkerboom (Op de Tradouw), Infanta and Stormsvlei.

Swellendam is linked with other urban and rural areas mainly through the N2 National Road. The area is also served with the main railway line which links Cape Town with the Garden Route. The R324 links Swellendam with Barrydale through the well-known Tradouw Pass. The R62, a road which has now also become a well-known tourist route, links Barrydale with Montagu and Oudtshoorn.

The R60 links Swellendam with towns like Ashton, Montagu and Robertson and forms an important link between the N1 and N2 tourism routes. The towns of Swellendam and Suurbraak have a rich historical and cultural heritage. In Swellendam, many old buildings dating back to the 18th century can be found. Suurbraak is an old mission station near the foot of the Tradouw Pass and its origin dates back to 1812. The climate for the Swellendam area is warm during the summer season with summer rains and very wet winters. Rainfall is spread over the year and ranges between 55% in winter and 45% in summer.

1.3 Service Delivery Overview

1.2.2 Basic Service Delivery Highlights

The table below specifies the basic service delivery highlights for the year:

Highlights	Description
Upgrading of Barrydale (Smitsville) Road and Stormwater (portion 2)	Upgrade of the roads and stormwater included: • Installation of layer works and segmented pavement • Installation of related stormwater • Installation of bulk stormwater
Upgrade of the Water Treatment Works in Barrydale	The water treatment works in Barrydale – phase 1 has commenced to improve the water quality in Barrydale
First phase upgrade of Railton Front line sewers	Commenced with the first phase of connecting the Railton Front Line Sewers to allow residents with outhouses to the main dwellings
Removing illegal electricity connections	Illegal connections in the informal settlements were removed twice
Waste minimisation	Waste minimisation has been prioritised by the new Waste Manager with several initiatives launched. Organic waste is being diverted for chipping and recycling is taking place. Raising public awareness was prioritised.
Illegal dumping	The municipality has set up an illegal dumping task team that responds to residence complaints and does general clean-ups around town.
Successful management of mini black-out in January 2023	The mini black out in January 2023 where electricity was off in Swellendam for over 48 hours, was managed effectively, with no environmental spillage or compromised service delivery.
Loadshedding resilience	Three generators were purchased and installed under Section 29 of the MFMA after the mini blackout in January 2023.
Coffee breaks – service outreaches	To combat loadshedding, the Municipality initiated a concept of coffee breaks where front line staff spend open days within the community to facilitate engagement with the man and women on the street. Engagements were held in all wards during the reporting year.
Implementing a Development Contribution Policy	A Development Contribution Policy to prevent developments burdening rate payers

Highlights	Description
	was developed and approved in August 2022 and is implemented to ensure that the rate payers do not carry the cost of private development
Collaboration with MISA	The Municipality entered into an agreement with MISA to support the technical department and to deploy a student for his practical experience at Swellendam.
Industrial effluent permit mediation concluded	A settlement was reached with an industrial effluent user on some outstanding fines in terms of environmental pollution.

Table 1: Basic Service Delivery Highlights

1.2.3 Basic Service Delivery Challenges

Challenge	Actions to address
Lack of Funding	There is a lack of funding for plans to upgrade and improve the water services network. Additional applications for funding will be submitted to relevant departments and incorporated into the performance contracts of senior management, Work procedures are to be revisited to ensure savings and optimal performance with limited funding. Shared service options are to be investigated. There is a lack of funding for project readiness. Limited funding has been made available, but is not sufficient at this stage.
Ageing infrastructure	The ageing water infrastructure remains a burden. Potential projects will be included in the planning depending on their priority assessment within the IDP
Load shedding	Generators installed at: • Main administrative building • N2 pump station • Kliprivier WWTW Mobile Generator used for Buffeljags Water Treatment Works to address the water shortage resulting from Load Shedding.
Uncontrolled growth in the Matjoks informal Settlement	Procure funding to formalise the informal settlement; Improve squatter control
Increased vandalism	Increased theft and vandalism of infrastructure are a direct result of the decreasing socio-economic circumstances and rising poverty and inequality. Security needs to be improved and a rewards system must be considered.

Basic Service Delivery Challenge

1.3 Financial Health Overview

1.3.2 Financial Viability

The table below specifies the financial viability highlights for the year:

Highlights	Description
Payment percentage	The payment percentage is 97%, irrespective of the impact of current economic conditions.
Cashflow	Improvement of the liquidity of the Council.
Unqualified Audit	The municpality received an Unqualified Audit opinion.

1.3.3 Financial Viability Challenges

The table below specifies the financial viability challenges for the year:

Challenges	Description
Small revenue base and insufficient cash resources;	Insufficient cash resources for ageing infrastructure and upgrade of infrastructure.
Landfill site rehabilitation not cash back;	Landfill site remaining usefull life less than 5 years with no cash resources to rehabilitate.
Decentralised procurement	Limited resources to move to centralised procurement system.
Compliance requirements	There are too many compliance requirements.

1.3.4 National Key Performance Indicators – Municipal Financial Viability and Management (Ratios)

The following table indicates the Municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the Municipal Systems Act (MSA) (Act 32 of 2000). These key performance indicators are linked to the National Key Performance Area Namely Municipal Financial Viability and Management.

KPA & Indicator	2021/2022	2022/2023
Debt coverage ((Total operating revenue-operating grants received): debt service payments due within the year)	66,67	51,33
Service debtors to revenue – (Total outstanding service debtors/revenue received for services)	25,05	22,18
Cost coverage ((Available cash+ investments)/Monthly fixed operating expenditure)	5,56	5,11

1.3.5 Financial Overview

The table below indicates the financial overview for the year:

	R' 000		
Details	**Original budget**	**Adjustment Budget**	**Actual**
Income:			
Grants	103 521	139 624	103 772
Taxes, Levies and tariffs	220 653	209 209	205 547
Other	80 725	81 198	70 756
Sub Total	**404 899**	**430 031**	**380 076**
Less: Expenditure	380 981	373 743	327 716
Net Surplus / (deficit)	**23 918**	**56 287**	**52 360**

1.3.6 Total Capital Expenditure

The table below indicates the total capital expenditure for the year:

	2021/2022	2022/2023
Detail	**Prior Year**	**Current**
Original Budget	49 990	59 893
Adjustment Budget	108 825	95 854
Actual	95 095	64 784
% Spent	**87,4%**	**67,6%**

The capital expenditure for 2022/23 is below management targets of 90%. Significant challenges remain regarding the conditions of the grant especially if received late in the second half of the financial year. The procurement process remains a challenge and delays projects significantly. Despite improved monitoring and planning, timely expenditure on projects is challenging. The Municipality will investigate strategic partnerships to improve project readiness and update the sector plans of the respective service delivery fields.

1.4 Organisational Development Overview

1.4.2 Municipal Transformation and Organisational Development Highlights

The table below indicates the municipal transformation and organisational development highlights for the year:

Highlights	Description
Roll out of the WIL program to support young and previously disadvantaged individuals.	The WIL-training programme is managed internally and offers mentorship and coaching to TVET College or the University of Technology students who need practical exposure to obtain their NQF level 6 or 7 qualifications.
Review and development of HR policies in preparation of the Local Government Municipal Staff Regulations, 2021	A diverse array of HR policies was developed and workshopped in preparation for the implementation of the Local Government Municipal Staff Regulations, 2021
Review of organisational design	The organogram was reviewed in preparation for the Local Government Municipal Staff Regulations, 2021. The Municipality also embarked on a provincially funded project to review the organisational design that will be completed in October 2023.
Maintaining sound labour relations	LLF and other fora were used to maintain sound labour relations and ensure Occupational Health and Safety practices.
Supporting of other municipalities with labour relations	Swellendam Municipality staff supports other municipalities with labour relations

Table 2: Municipal Transformation and Organisational Development Highlights

1.4.3 Municipal Transformation and Organisational Development Challenges

The table below indicates the municipal transformation and organisational development challenges for the year:

Description	Actions to address
Equity in managerial posts.	With limited vacancies, the obtaining of the EE-targets is challenging
Equity inequalities on different levels throughout the organisation.	Recruitment and advertising are to be conducted wider than the Western Cape.
Not enough persons with disabilities are employed/ offices are not disabled friendly to accommodate people with disabilities.	More persons with disabilities are to be placed on training programmes and internships/ capital expenditure is to be sourced to make structural changes to buildings and offices.
Succession planning is not managed well.	Emphasise to be placed on recruiting and developing employees to fill each key role within the organisation. This is also significant as you develop your talent bench strength within your organization. Implement mentorship programmes.

Description	Actions to address
Recruitment of skilled and well-trained people, especially in professional posts.	Revise remuneration policies. Additional benefits and opportunities for growth.
Retaining trained staff.	Revise remuneration policies. Additional benefits and opportunities for growth.

Municipal Transformation and Organisational Development Challenges

1.5 2022/23 IDP / Budget Process

The table below provides details of the 2022/23 IDP/Budget process

No.	Activity	Responsible person	Date
Pre-Budgeting Processes/Tasks			
Item A166/2022	Integrated Development Plan(IDP) and Process Plan	Municipal Manager	Item 31 August 2022
Community Participation Process			
First and second-round participation sessions can be seen in section 2.4 Public meetings			
Budget Preparatory Process			
Item A73/31/05/2023	Preparation of annual budget	Budget Treasury Office	31 May 2023
Item A73/31/05/2023	Review of the annual budget	CFO	31 May 2023
No.	**Activity**	**Responsible Person**	**Date**
Item A73/31/05/2023	Customer Care, Credit Control and Debt Collection Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Asset Management Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Supply Chain Management Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Budget Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Banking Cash Management and Investment Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Tariff Policy	Municipal Council	31 May 2023
No.	**Activity**	**Responsible person**	**Date**
Item A73/31/05/2023	Bad Debt Write-off Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Preferential Procurement Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Petty Cash Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Irregular Expenditure Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Funding and Reserve Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Borrowing Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Indigent Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	Rates Policy	Municipal Council	31 May 2023
Item A73/31/05/2023	SCM Policy for Infrastructure Procurement	Municipal Council	31 May 2023
Tabling of Budget			
Item: A44/30/03/2023	The tabling of the draft annual budget	Municipal Council	30 March 2023
Item: A44/30/03/2023	The tabling of draft 2023/2024 Review IDP, 1st Review of the 2022-2027 IDP	Municipal Manager	30 March 2023
Approval of Budget and Policies			

No.	Activity	Responsible person	Date
Item A73/31/05/2023	Approval of amended annual budget	Municipal Council	31 May 2023
Item A73/31/05/2023	Approval of 2022-2027 Policies	Municipal Council	31 May 2023
Item A73/31/05/2023	That the Final IDP be approved as the Final 2023/2024 Review IDP, 1st Review of the 2022-2027 IDP	Municipal Manager	31 May 2023
Item A73/31/05/2023	Adoption of the Swellendam Spatial Development Framework, as part of the Final 2023/2024 Review IDP, 1st Review of the 2022-2027 IDP	Municipal Manager	31 May 2023
Finalizing			
	Submission of the final annual budget and related schedules to the Treasury	Municipal Manager	01 June 2023 (Emailed letter)
Final 2023/2024 Review IDP, 1st Review of the 2022-2027 IDP 2022-2027	Submission of documents to Minister Anton Bredell	Municipal Manager	01 June 2023 (Emailed letter)

Table 1: 2022/23 IDP / Budget Process

Chapter 2 – Municipal Governance

Chapter 2

Component A: Political and Administrative Governance

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account 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. New councillors were elected on 1 November 2021, with Swellendam's inaugural council meeting taking place on 11 November 2021. Ward committees awareness and election took place shortly after, with all six ward committees established within 120 days after the formal establishment of the new council. Three councillors were removed by the Democratic Alliance, with the two proportional councillors, replaced within one month after the vacancies were declared and a by- election in ward 2 that took place in March 2023.

2.1 National Key Performance Indicators – Good Governance and Public Participation

The following table indicates the Municipality's performance in terms of the National Key Performance Indicator required in terms of the Local Government: Municipal Planning and the Performance Management Regulations 796 of 2001 and Section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

Indicator	Municipal achievement 2021/22	Municipal achievement 2022/23
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (After roll-over projects)	87.4%	67.59%

Table 1: National KPIs - Good Governance and Public Participation Performance

2.2 Governance Structure

2.2.1 Political Governance Structure

The Council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated their executive function to the Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision-makers, councillors are actively involved in community work and the various social programmes in the municipal area.

PERFORMANCE REPORT

a) Council

The Swellendam Local Municipal Council comprises of 11 elected councillors, made up of 6 wards councillors and 5 proportional representation councillors. The portfolio committees are made up of councillors drawn from all political parties. Below is a table that categorised the councillors within their specific political parties and wards for the 2022/23 financial year:

Name of Councilor	Capacity	Political Party	Ward representing or proportional
F du Rand	Executive Mayor, Infrastructure Portfolio Chair	DA	Ward 4
F Kees	Member of Mayco, Corporate and Finance Portfolio Chair	DA	Proportional
E Lamprecht	Member of Mayco, Community Services Chair	DA	Ward 1
A Bokwana	Member, MPAC Chair	DA	Proportional
D Julius	Member, representative to ODM	DA	Proportional
J van Schalkwyk	Speaker	FF	Proportional
A Swart	Member	ANC	Proportional
I Ferguson	Member	ANC	Ward 2
D Julius	Member	ANC	Ward 3
J Matthyssen	Member	ANC	Ward 6
G Libazi	Member	ANC	Ward 5
Cllr. A.M. Pokwas until December 2022.	Deputy Mayor	DA	Ward 2
Cllr. G. Mangcu-Qotyiwe until December 2022.	Member	DA	Proportional
B Sonqwenqwe till December 2022	Speaker	DA	Proportional

Table 1: Council 2022/23

Below is a table which indicates the Council meeting attendance for the 2022/23 financial year:

Table 1: Below is a table which indicates the Council meeting attendance for the 2022/23 financial year:

Meeting dates	Council Meetings Attendance	Apologies for non-attendance
Special Council Meeting, 29 July 2022	11	0
In Committee Special Council Meeting, 29 July 2022	11	0
Special council Meeting, 25 August 2022	11	0
Ordinary Council Meeting, 31 August 2022	9	2
Special In Committee Council Meeting, 6 September 2022	10	1
Special Council Meeting, 7 October 2022	11	0
Council Meeting,13 October 2022	11	0
Special Council Meeting, 31 October 2022	11	0
Special Council Meeting, 7 November 2022	10	1
Special Council Meeting, 18 November 2022	9	2
Council Meeting, 8 December 2022	11	0
Special Council Meeting, 24 January 2023	6	4
Special Council Meeting, 24 February 2023	10	0
Special Council Meeting,24 March 2023	11	0
Council Meeting, 30 March 2023	11	0
Special Council Meeting, 24 April 2023	11	0
Council Meeting, 8 May 2023	10	1
Ordinary Council Meeting, 31 May 2023	11	0
Special Council Meeting, 5 June 2023	11	0
Ordinary Council Meeting, 29 June 2023	11	0

Table: Council Meetings

b) Mayoral Committee

The Executive Mayor of the Municipality, Councillor H. F du Rand assisted by the Mayoral Committee, heads the executive arm of the Municipality. The mayor is at the centre of the system of governance since executive powers are vested in him to manage the day-to-day affairs. He has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Mayoral Committee, delegated by the Council, as well as the powers assigned by legislation.

Although accountable for the strategic direction and performance of the Municipality, the Mayor operates in concert with the Mayoral Committee.

The name of each member of the Mayoral Committee is listed in the table below for the period 1 July 2022 to 30 June 2023. Council has no deputy mayor.

Name of member	Capacity	Number of meetings
Cllr. H.F. Du Rand	Chairperson	24 August 2022, 28 September 2022, 01 December 2022, 23 March 2023, 25 April 2023, 24 May 2023, 21 June 2023
Cllr. A.M. Pokwas until December 2022.	Deputy Mayor	
Cllr. G. Mangcu-Qotyiwe until September 2022.	Member	
Cllr. E.J. Lamprecht	Member	
Cllr. F. Kees from June 2023	Member	

Table 2: Executive Committee 2022/23

c) Portfolio Committees

Section 80 Committees are permanent committees that specialise in a specific functional area of the Municipality and may in some instances make decisions on specific functional issues. They advise the Executive Mayor on policy matters and make recommendations to Council. Section 79 Committees are temporary and appointed by Council if and when required. They are usually set up to investigate a particular issue and do not have any decision-making powers. Just like Section 80 Committees, they can also make recommendations to Council. Once their ad hoc task has been completed, Section 79 Committees are usually disbanded. External experts, as well as councillors, can be included on Section 79 Committees.

The portfolio committees for the 2022/23 period and their chairpersons are as follows:

Community and Housing Portfolio Committee		
Chairperson	**Other members**	**Number of meetings**

E.J. Lamprecht	J.R. van Schalkwyk (until November 2022)	16 August 2022 19 September 2022 16 November 2022 14 February 2023 16 March 2023 17 April 2023 15 May 2023 14 June 2023
	G. Libazi	
	H.F. Du Rand (from November 2022 to April 2023)	
	A. Bokwana (from May 2023)	
Corporate and Financial Services Portfolio Committee		
Chairperson	**Other members**	**Number of meetings**
G. Mangcu-Qotyiwe until September 2022 H.F. Du Rand From November 2022 until April 2023 Frans Kees From May 2023	F. Kees until September 2022	16 August 2022 19 September 2022 16 November 2022 14 February 2023 16 March 2023 17 April 2023 15 May 2023 14 June 2023
	E.J. Lamprecht from November 2022 until April 2023.	
	M.T.A. Swart	
	D. Julius from May 2023	
Chairperson	**Other members**	**Number of meetings**
H.F. Du Rand	E.J. Lamprecht	16 August 2022 19 September 2022 16 November 2022 14 February 2023 16 March 2023 17 April 2023 15 May 2023 14 June 2023
	J.A. Matthysen	

Table 3: Portfolio Committees

d) Political decision-taking

Section 53 of the MSA stipulates inter alia that the respective roles and areas of responsibility of each political structure and political once bearer of the Municipality and the Municipal Manager must be defined. The section below is based on the Section 53 role clarification:

Municipal Council

- Governs by making and administrating laws, raising taxes and taking decisions that affect people's rights;
- Is a tax authority that may raise property taxes and service levies;
- Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political once bearers, individual councillors or officials;
- Can delegate responsibilities and duties for the purposes of fast and effective decision-making;
- Must strive towards the constitutional objects of local government;
- Must consult the community with respect to local government matters;
- Is the only decision maker on non-delegated matters such as the approval of the Integrated Development Plan (IDP) and budget.

Executive Mayor

- Is the executive and political leader of the Municipality and is in this capacity supported by the Mayoral Committee;
- Is the social and ceremonial head of the Municipality;
- must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- Is the defender of the public's right to be heard;

- Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters;
- Perform the duties and exercise the responsibilities that were delegated to him by the Council;

Mayoral Committee

- Its members are elected by the Executive Mayor from the ranks of councillors;
- Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the Mayoral Committee;
- Its primary task is to assist the Executive Mayor in the execution of his powers - it is an "extension of the office of Mayor";
- The committee has no powers of its own – decision-making remains that of the Executive Mayor.

Ward Committees

Ward Committees are the main public engagement tool of a council. The ward committees consist of a maximum of ten members under the chairmanship of the ward councilor. Swellendam Municipality have six wards, with six ward committees that were elected and established within the prescribed 120 days after the establishment of Council on 11 November 2021. The ward committee members underwent training during April 2022 and perform their functions advising their respective ward councillors, partaking in the Integrated Development and budgetary preparations. The ward committee members also received training on Gender Based Violence and the indigent policy on 28 June 2023.

2.2.2 Administrative Governance Structure

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration and primarily serves as chief custodian of service delivery

and implementation of political priorities.. He is assisted by his direct reports, which constitute the management team. The Municipal Manager for the reporting year was Ms Anneleen Vorster,who acted from 1 July 2022 until her full appointment in October 2022. The position of Director: Corporate Services was not filled. This is the decision until the municipal organogram is completed. The administrative governance structure reflecting the Municipal Manager and his direct reports is reflected in the table below.

Name of Official	Department	Performance agreement signed Yes/No
A Vorster	Municipal Manager	Yes
F Erasmus (1 July to 30 September 22)	Director Infrastructure	Yes
B Neale(Replaced F Erasmus since October 2022)	Director Infrastructure	Yes
K Stuurman	Director Community Services	Yes
E Wassermann	Director Financial Services	Yes

Component B: Intergovernmental Relations

In terms of the Constitution of South Africa, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and 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 Intergovernmental Relations

2.3.1 Intergovernmental Structures

To adhere to the principles of the Constitution as mentioned above the Municipality participates in the following intergovernmental structures:

Name of structure	Members	Outcomes of engagements/topics discussed
Municipal Managers Forum	Municipal Managers, SALGA, PGWC	The consultative forum aimed at increasing communication and coordination through information sharing, capacity building and consultation on matters of mutual interest including: • The implementation of national policy and legislation affecting local government; • Matters arising in the PCF and other intergovernmental forums affecting local government; • Draft national and provincial policies and legislation related to such matters. Any other matter that affects local government.
Premiers Coordinating Forum (PCF)	The plenary session of the PCF is composed of the Premier (the chair) and all MEC's, the Director-General and Head of Departments, Mayors and Municipal Managers of all 30 municipalities (including Metro). The composition of the PCF cluster session is similar to the PCF plenary except that the Premier is not part of the	The objective of the PCF is to promote and facilitate intergovernmental relations and cooperative government between provincial government and municipalities to ensure integrated, effective and efficient service delivery. The PCF is the primary consultative forum for the Premier of the Western Cape and municipalities within the

Name of structure	Members	Outcomes of engagements/topics discussed
	cluster sessions and the sessions are chaired by relevant MEC's and co-chaired by the host District Mayor.	province to discuss and consult on matters of mutual interest. Existing provincial and municipal IGR engagements and national IGR engagements feed into the PCF and vice versa. The PCF consists of the PCF plenary and PCF cluster sessions. i.e., Social, Economic, Governance and administration. Resolutions or referrals from the cluster sessions feed into the PCF Plenary session for final resolution and adoption.
SALGA Working Groups	SALGA, Municipal Managers, Senior Managers, Councillors and division heads of municipalities.	SALGA's programs are driven through its working groups. The working groups act as the policy and strategic engine of the organisation and serve as an important platform for the communication and coordination between SALGA national, provinces and municipalities. The main purpose of working groups is to encourage, ensure and promote local government matters which, include:

Name of structure	Members	Outcomes of engagements/topics discussed
		• Cooperative governance; • Consultation and coordination; • Participative decision-making. The working groups, within their derived mandate, must develop policies, strategies and programmes to address critical local government issues.
District Coordinating Forum (DCF)	Mayors, Councillors, Municipal Managers, SALGA and PGWC.	The objective of the DCF is to promote and facilitate intergovernmental relations and cooperative government between the district municipality and the local municipalities in the area of jurisdiction. It is to ensure integrated, effective and efficient service delivery and is a primary consultative forum for the municipalities to liaise on matters of mutual interest.
Municipal Governance Review & Outlook (MGRO) Strategic engagement	Provincial Treasury, PGWC, Senior Managers of Municipalities.	The Western Cape Government aims to continuously improve the level of municipal governance and audit outcomes within Western Cape municipalities. The MGRO process has since 2012

Name of structure	Members	Outcomes of engagements/topics discussed
		assisted municipalities to improve their state of governance and the partnership between provincial and local government has been strengthened. It is evident that the objective of the MGRO process to drive a single-minded focus on clean governance has had a concomitant impact in terms of the improvement of municipal audit outcomes over the past three years.
Back to Basics	PGWC, Department of Cooperative Government and Traditional Affairs, Senior Managers of Municipalities	The Swellendam Municipality is part of the Back-to-Basics programme, previously known as the Local Government Turn Around Strategy. Back-to-Basics aims to ensure that all municipalities throughout the country deliver quality services to all South Africans The back-to-basics programme is a high-level engagement to understand the challenges and to decide on support needed from the sectoral departments within the province.

Name of structure	Members	Outcomes of engagements/topics discussed
IDP Managers Forum	All Provincial Government Departments	The Provincial IDP Forums focused on the extent to which municipalities have been able to reflect alignment between municipal and sector planning in the IDP, which Province facilitates quarterly. The IDP Manager Forums at a district level should provide a platform for sharing good practices and where peer support can be provided. This raises the question as to how effective the intergovernmental planning structures are in ensuring the sharing of best practices and the provision of peers. Possible areas of collaboration and co-ordination by the district include the development of Coastal Management Plans, Air Quality Management Plans and Water Management Plans as an example.
LED Managers Forum	All Provincial Government Departments	Swellendam Municipality currently has no capacity in respect of local economic development and tourism; to be addressed during the 2021/22 financial period.

Name of structure	Members	Outcomes of engagements/topics discussed
SCM Forum	SCM Managers	Provide additional support to municipalities in the implementation of the provisions of the MFMA and other applicable legislations relating to supply chain management.
IDP Indaba's / Working Group	All Provincial Government Departments	The purpose of the IDP Indaba is to: • To discuss the implementation of IDP projects in the municipality; • To discuss sector departmental projects that will be implemented in a specific locality in the municipality; • To provide a physical location for the implementation of these projects in a space in the municipal area where this is possible; • To agree on time frames, support needs, and resource allocation.
Provincial Public Participation and Communication Forum (PPPCOM)	All Provincial Government Departments	The Public Participation Practitioner chairs the meetings. They are responsible for: • advising and updating committees and

Name of structure	Members	Outcomes of engagements/topics discussed
		municipalities on issues pertaining to community/public participation; • Co-ordination and alignment of district strategic objectives, initiatives and priorities; • Identification and sourcing of resources for implementation in ensuring effective and efficient utilization of such resources; • Promote effective decision-making on issues relating to community/public participation; • Co-ordination and monitoring of the establishment and functioning of ward committees; • Information and knowledge sharing among stakeholders; • Identify key intervention areas; and • To ensure the coordinated and coherent implementation and establishment of the ward participatory process to encourage the involvement of communities and

Name of structure	Members	Outcomes of engagements/topics discussed
		organizations in matters of local government. The Municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance and must for this purpose.
Provincial Skills Development Forum	SDF's, LGSETA, MISA, Provincial Treasury, Provincial Training.	The purpose of this forum is to give the SDF's from Western Cape municipalities a platform to share information, get feedback from LGSETA and other training authorities on possible funding and the status of approved projects and submit quarterly reports. SDF's from different municipalities liaise with LGSETA concerning the Sector Skills Plan, WSP and discretionary grant application and processing matters. New software is tested to improve processes and municipalities identify and arrange for regional and national training projects

Name of structure	Members	Outcomes of engagements/topics discussed
		Monitor trends in the training sector and liaise with other SETA's or training bodies if and when necessary. Equity-related matters are also prominent on the agenda of this forum.
HR Practitioner's Forum	HR Practitioners from all the municipalities in the Western Cape meet.	The topics discussed at the forum are: • Discuss collective bargaining matters and ensure that proper mandates are obtained before and during negotiations; • Grey areas in social legislation are identified and draft policies are developed to give guidance; • TASK-job evaluation is coordinated, and problem areas are discussed; • The agenda for the HR Working and Development –group is formulated, and inputs are discussed for decision–making; • HR Practitioners share information and develop best practice formulas for many complex HR issues in local government;

Name of structure	Members	Outcomes of engagements/topics discussed
		• Professionalization of the standing of the HR practitioner is also high on the agenda; • Municipalities are guided and supported with labour disputes, strikes and implementation of agreements and policies; • This forum monitors labour trends, changes in court or CCMA rulings and outcomes of collective bargaining in other state/public sectors;
Overberg Air Quality Forum (AQF)	Dedicated officials (Air Quality Officers) of Municipalities within the Overberg and officials from DEA&P.	The objective of the AQF is to ensure proper communication between the ODM and other local municipalities, provincial government, business and industry as well as interested and affected parties with regard to current institutional capacity, air pollution sources, air quality monitoring and issues relating to air quality law enforcement.
OPF (Overberg Planning Forum)	Spatial Planners, land surveyors and environmental practitioners in the government as well as private sector	Quarterly meetings take place between the Provincial Government, Municipalities and the private sector to ensure proper spatial planning.

Name of structure	Members	Outcomes of engagements/topics discussed
		Agenda points in general would include: • Progress with the implementation of new planning legislation; • Lessons to be shared with regard to certain requirements of new legislation such as the establishment and functioning of tribunals, planning bylaws, examples of application types, etc.; • Alignment of current SDF's and zoning schemes with new planning legislation.
Provincial Planning Heads Forum	Planning Heads of all Municipalities within the Western Cape. The Forum is hosted and chaired by the Provincial Department of Environmental Affairs & Development Planning (Director: Spatial Planning). Representatives from the Surveyor-General & the Register of Deeds also attend.	The Forum is held every quarter. The objective is to discuss issues of common concern relating to the implementation of new Land Use Legislation (SPLUMA. LUPA), Spatial Planning, Standard Operating Procedures, the National Building Regulation, and Property Registration.
COMMTECH (Communication Forum)	Communications officials of Municipalities within the Western Cape. The forum is	The forum is being held throughout the Western Cape every quarter. The objective is

Name of structure	Members	Outcomes of engagements/topics discussed
	hosted by the Western Cape Provincial Government and chaired by the Department of Communication. Representatives from all Communications departments are present.	to ensure that all spheres of government go forth with the same communications theme, legislation is discussed, best practice ideas are exchanged, current trends, complaints management systems, social media platforms, news and the importance of good, accurate and credible communication is promoted.
District Energy Council	Mayors, Municipal Managers and Technical staff in the Overberg District	To engage on Energy Security in the Overberg and identify possible collaboration and projects for implementation in the respective municipalities.

Table 1: Intergovernmental Structures

2.3.2 Joint Projects and Functions with Sector Departments

All the functions of government are divided between the different spheres namely national, provincial and local. The Municipality, therefore, share their area and community with other spheres of government and their various sector departments and has to work closely with national and provincial 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
JPI 1-008: Create a business environment conducive to	Establishment of an informal business hub in Barrydale	Department of Economics.	A business plan was submitted

Name of project/ function	Expected outcome of the Project	Sector department involved	Contribution of sector department
economic growth and employment opportunities	Reviewed LED Strategy.	Development and Tourism (DEDAT). Overberg District Municipality. Swellendam Municipality.	and funding secured for the development of a business hub in Barrydale. The project was completed in the 2022/23 financial year. Municipality: Currently no LED official and lacks capacity for LED-related matters.

Table 2: Joint projects and functions with sector departments

Component C: Public Accountability and Participation

Section 16 of the MSA refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose, it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

a) The preparation, implementation and review of the IDP;

b) Establishment, implementation and review of the performance management system;

c) Monitoring and review of the performance, including the outcomes and impact of such performance;

d) Preparation of the municipal budget.

2.4 Public Meetings

Public meetings take place in case of urgent matters that need public input. The traffic department will do the loud-haling in the various towns or give out pamphlets door to door. The councillors are usually the convener at these meetings. Councillors must have 4 public meetings per year. The purpose is to give feedback to the community members in their wards, on what has happened and what are projects/programs they want to see happening in their wards. In the past, not many public meetings were held, improvement has been made, and more public meetings have been held. The councillors also have ward report-back meetings in their wards. The members of the ward meetings are also involved in spreading the word about the importance of these meetings and the attendance of the community.

Swellendam Municipality embarked on reviewing the 4th Integrated Development Plan of 2021-2022. Council adopted the 2020-2021 IDP Process Plan Time Schedule on 27 August 2020 in consideration of the Covid-19 Pandemic protocols. Section 21 of the MSA requires that municipalities must ensure that the local community participates in the affairs (including the IDP and Budget process) of the municipality and prescribes certain methodologies to be utilised. The Swellendam Municipal Public Participation Policy was reviewed on 1 July 2015, which guides the municipality to develop effective public participation mechanisms, processes and procedures and can be viewed on the website, www.swellenmun.gov.za.

The table below indicates the public meetings that were conducted during the year:

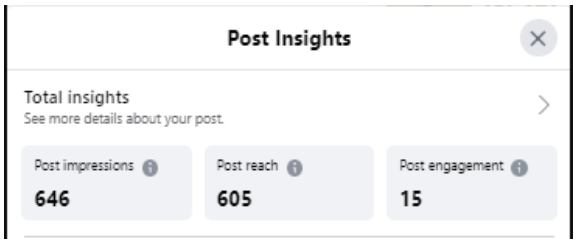
Public Meetings
FIRST ROUND: 2022/23 DRAFT IDP/ SDF / BUDGET WARD AND SECTOR INPUTS
Preparation of the 5-Year IDP Process Plan and Time Schedule for the 2022/23 financial year. The IDP unit coordinates the consultation process twice a year with the 6 wards and sector groups for their input. Attending meetings is also a challenge, therefore the community is given the opportunity to continuously submit their inputs to the Ward Committees or IDP division. The public inputs listed during the 1st year of the 5th generation will be reviewed annually during the 2022-2027 period.

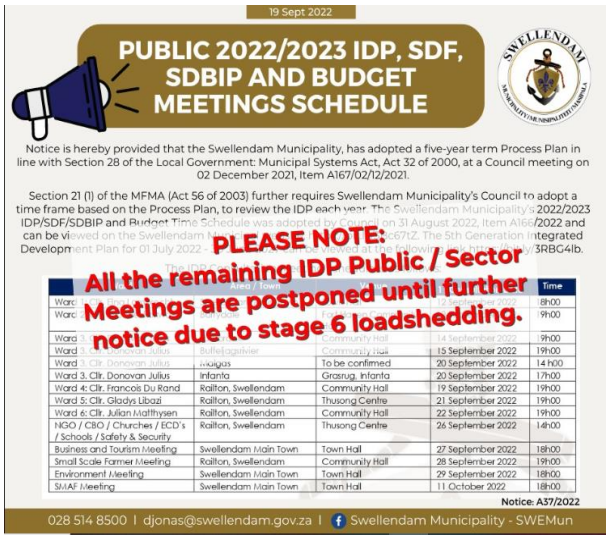
PERFORMANCE REPORT

Ward / Sector	Area / Town	Venue	1st / 2nd Consultation Date	Time
Ward 1: Cllr. Elna Lamprecht	Town, Swellendam	Town Hall	12 September 2022 19 April 2023	18h00 17h00
Ward 2: Cllr. Isaac Ferguson	Barrydale	Fortshaven Community Hall	13 September 2022 17 April 2023	19h00 18h00
Ward 3. Cllr. Donovan Julius	Suurbraak	Community Hall	14 September 2022 12 April 2023	19h00 18h00
Ward 3. Cllr. Donovan Julius	Buffeljagsrivier	Community Hall	15 September 2022 13 April 2023 2023	19h00 18h00
Ward 3. Cllr. Donovan Julius	Malagas	Malgas Hotel	19 September 2022 21 April 2023	14 h00 10h00
Ward 3. Cllr. Donovan Julius	Infanta	Grasrug, Infanta	19 September 2022 21 April 2023	17h00 14h00
Ward 4: Cllr. Francois Du Rand	Railton, Swellendam	Community Hall	20 September 2022 24 April 2023	19h00 17h00
Ward 5: Cllr. Gladys Libazi	Railton, Swellendam	Thusong Centre	21 September 2022 20 April 2023	19h00 17h00
Ward 6: Cllr. Julian Matthysen	Railton, Swellendam	Community Hall	22 September 2022 18 April 2023	19h00 18h00
Sport & Culture Meeting	Town, Swellendam	Town Hall	03 May 2023	17h00
Environment Meeting	Town, Swellendam	Desmond Tutu Library	03 May 2023	14h00
NGO / CBO / Churches / ECD's / Schools / Safety & Security Meeting	Railton, Swellendam	Thusong Centre	04 May 2023	10h00
Small Scale Farmer Meeting	Town, Swellendam	Town Hall	04 May 2023	17h00
Agriculture Meeting	Town, Swellendam	Town Hall	08 May 2023	12h00
Business and Tourism Meeting	Town, Swellendam	Town Hall	08 May 2023	15h00
SMAF Meeting	Town, Swellendam	Town Hall	09 May 2023	16h00

2023 IDP/Budget/SDF Public Meetings

Example of the September / November 2022 IDP Public Meetings advertised: Views on the Swellendam Municipal Facebook





Ward	Area / Town	Total views / responses on Swellendam Municipal Facebook	1st Consultation Date	Time
Ward 1: Cllr. Elna Lamprecht	Swellendam Town Hall	903 views / 20 responses	12 Sept. 2022	18h00
Ward 2: Cllr. Michael Pokwas	Smitsville Fortshaven Community Hall, Barrydale	918 views / 84 responses	13 Sept. 2022	19h00

Ward 3: Cllr. Donovan Julius	Community Hall, Suurbraak	1 184 views / 29 responses	14 Sept. 2022	
Ward 3: Cllr. Donovan Julius	Community Hall, Buffeljagsrivier	709 views / 12 responses	15 Sept. 2022	
Ward 4: Cllr. Francois Du Rand	Railton Community Hall, Swellendam	858 views / 17 responses	07 Nov. 2022	18h00
Ward 5: Cllr. Gladys Libazi	Railton Thusong Centre, Swellendam	605 views / 15 responses	09 Nov. 2022	18h00
Ward 6: Cllr. Julian Matthysen	Railton Community Hall, Swellendam	617 views / 18 responses	10 Nov. 2022	18h00
Ward 3. Cllr. Donovan Julius	Sijnn Wyne Cellar, Lemoentuin Malagas	1 131 views / 23 responses	14 Nov. 2022	14 h00
Ward 3. Cllr. Donovan Julius	Grasrug Infanta		14 Nov. 2022	17h00

ONE ON ONE MUNICIPAL SERVICE (New venture)

Senior Management operates their services outside their offices within the municipal area as follow:

Ongoing Schedule

Date	Area	Town
17 Oct '22	Gazania Street @ the playpark	Swellendam
18 Oct '22	Open space across Bontebok and Disa Street, adjacent to Sonskyn Café	Swellendam
20 Oct '22	Spar 10h00 -12h00 SwellenMark 14h00 – 16h00	Swellendam
24 Oct '22	Alan Thompson Street, Du Toitsrus	Buffeljagsrivier
25 Oct '22	Corner of Wessel Street @ bus stop	Suurbraak
26 Oct '22	Wilger-Dahlia Avenue, Smitsville	Barrydale
27 Oct '22	Brain Street-close to Pep Stores,	Barrydale Village
07 Dec'22	Swellendam Informal Settlement	Swellendam
15 Mch'23	Brain Street-close to Pep Stores,	Barrydale Village

Coffee Break Activities

jonas@swellenmun.co.za

INDIGENT SUPPORT POLICY

APPROVED BY COUNCIL ON 27 MAY 2021

IMPLEMENTATION DATE 1 JULY 2021

Table 3: Public Meetings

In the past, not many public meetings were held, improvement has been made, and more public meetings have been held. As loadshedding severely hampered public participation outreaches during the reporting year, the concept of "coffee breaks" where staff man service points within critical hotspot areas to engage directly with passersbys, have been implemented with success. This outreach method that takes municipalities to the people, allows for the inputs from normal residents that do not attend public meetings as a norm and nullifies gate-keeping which is a common characteristic of municipal public participation.

The councillors also have ward report back meetings in their wards. The members of the ward meetings are also involved in mobilising community awareness on the importance of these meetings and the attendance of the community.

2.4.1 Ward Committees

The Ward Committees support the Ward Councillor who receives reports on development, participates in development planning processes, and facilitate wider community participation. To this end, the 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.

a) Ward 1: Swellendam and Rural areas of Stormsvlei and Nooitgedacht

Gerrie Engela	Industrial	6 September 2022 2 May 2023 20 June 2023
Maria De Koker	Cooper Street	
Lestine Abrahams	Geographical	
Pieter Hopkins Uys	Business Agriculture	
Scot John Bleasdale	Events/Media	
Michiel Adriaan Mocke	Olyfkrans College Education	

Andre Marais	Urban Intervention Youth	
Eduan Swanepoel	Business Society	
Mari-Louise Van Der Merwe	Tourism/Hermitage	
Gerhardus Swanepoel	Social/Maatskaplik	

Table 4: Ward 1: Committee Members

b) Ward 2: Barrydale, Smitsville, part of Suurbraak, Vleiplaas and surrounding rural areas

Name of representative	Capacity representing	Dates of meetings held during the year
Renaldo Claassen	Education/Geographical	Ward feedback: 23 August 2022
Hannette Cooke	Barrydale Village	
Charles Payne	Neighbourhood Watch	
Conroy Williams	Smitsville	
Daniel Southey	Barrydale Boerevereniging	
September E. Fortuin	Ebenhaezer Dienssentrum	
Joana v/d Merwe	Barrydale Hospice	
Alan Graham Hardaker	B/dale Village Neigbourhood	
Schalk Wind	Business	
Elton Esau	Barrydale Youth Desk	

Table 5: Ward 2: Committee Members

c) Ward 3: Buffeljagsrivier, the largest part of Suurbraak, Mullersrus and Malgas/Infanta

Name of representative	Capacity representing	Dates of meetings held during the year
Alan Thompson	Geographical	17 August 2022 ; 14 June 2023 Ward feedback 12 November 2023
Naomi v/d Kolff	Malgas NCIS Security	
Ruwayne October	Education	

Chandrey Kleinhans - resigned	Business	
Karina Sauls	Health & Education	
Duran Hendricks	Youth, Sport, Culture	
Marlene Classen	CPA & Landbou	
Nolan Theodore - resigned	Tourism+Omgewings	
Veronique Temmers	Agriculture	
Andrew Hendricks	Church	

Table 6: Ward 3: Committee Members

d) Ward 4: Part of town of Swellendam and part of Railton

Name of representative	Capacity representing	Dates of meetings held during the year
Miliswa Matlanyane	Individual	30 August 2022 5 April 2023 28 June 2023 Ward feedback 31 August 2023; 3 November 2023
Ntombodidi Y Ramadlani	Individual	
Lucreshia Pietersen	Rondomskrik	
Mio Langenhoven	Hamba Phambile NGO	
Nandipha Lungiso	Individual	
Lanville Cupido	Racnet geographic NGO	
Riaan Jonas	AFM	
Hilton R. I. Hartnick	Business	
John Paisley	Berg Street Area	
Catherine Martin	Women	

Table 7: Ward 4: Committee Members

e) **Ward 5: Railton, including the informal area**

Name of representative	Capacity representing	Dates of meetings held during the year
Francina Maneval	Geographical	3 August 2022 10 November 2023 6 December 2022
Monwabisi Mtyanga	Disabled Community CPF	

Enrico Adams	Apostolic C V Church	3 April 2023 4 Ward feedback: 15 September 2022 13 February 2023
Felicia Joseph	Aandblom Street	
Jeffrey Matthysen	S/dam Sakekamer	
Mantombi Badella	Asla Area	
Jerome van Staden	Rose Joseph Drive	
Dliki Mazwana	Soccer	
Erna Sabo	Church of Christ	
Christoline Erasmus	Geographical	

Table 8: Ward 5: Committee Members

f) Ward 6: Railton

Name of representative	Capacity representing	Dates of meetings held during the year
Edgar Gertse	Sport	3 November 2022 2 March 2023 3 April 2023 11 May 2023 Ward feedback 1 September 2022
Leslie Swarts	Smartie Town Area	
Bertie Pekeur	Geographic	
Kilene Lewis	Health	
Johannes Michaels	Avondson Dienssentrum	
Dawid Markus	Geographic	
Barbara Witbooi	Godsdiens	
Hendrik Jamboe	Geographic	
Linda De Vie	Women	

Table 9: Ward 6: Committee Members

2.4.2 Functionality of Ward Committee

The purpose of a ward committee is:

- To get 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 report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and acts as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the administration. These committees play a very important role in the development and annual revision of the Integrated Development Plan of the area. To ensure the optimum effectivity of the ward committees, the ward committee members received training on their legislative roles and responsibilities as well as the functioning of municipalities during April of 2022 and again in June 2023. Senior municipal staff attend ward committee meetings on request of the ward councillors.

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

Ward	Committee established	Committee functioning effectively
1	Yes	Yes
2	Yes	Yes
3	Yes	Yes
4	Yes	Yes
5	Yes	Yes
6	Yes	Yes

Table 10: Functioning of Ward Committees

2.4.3 Representatives Labour Forum

The Local Labour Forum is tasked to ensure sound labour relations and to ensure consulatation on local labour matters that are not reserved for national negotiation. The Local Labour Forum at Swellendam is compiled as follows:

Name of representative	Capacity
Z van der Vent	Chairperson (Imatu)
D Julius	Vice Chairperson (Imatu)

J Kapp	Employer Representative
B Sonqwenqwe until January 2023 Replaced by clr A Bokwana since March 2023	Member (Employer)
E Lambrecht	Member (Employer)
P Le Roux	Member (HR)
A Vorster	Member (Employer)
B De Silva	Member (Samwu)

Table 11: Labour Forum members

2.5 Risks Management

In terms of Section 62(1)(c)(i) of the MFMA "the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure- that the municipality has and maintains effective, efficient and transparent systems – of financial and risk management and internal control;

The Swellendam Municipal Risk Management Unit (RMU) forms part of the Overberg District Shared Service Business Model for Risk Management, led by a Chief Risk Officer (CRO) appointed as a shared service between the municipalities within the district:

The initiatives and actions performed by the RMU during 2022/23 include:

- An annual risk assessment conducted and facilitated by the Internal Audit, as a consulting engagement, per directorate, engaging with all the heads of departments;
- Periodic assessments with quarterly monitoring of the status of the risk register, as well as quarterly reporting and recommendations to various statutory and non-statutory committees;
- Annual review of risk management documents;
- Compilation and monitoring of the risk management implementation plan;

- Continuous aim of building a sufficient municipal risk profile to constantly improve risk maturity;
- Streamlining risk-related documents and processes with National Treasury's Public Sector Risk Management Framework, King Code of Governance for South Africa, Committee of Sponsoring Organisations of the Treadway Commission (COSO), International Organisation for Standardisation (ISO 31000), etc;
- Adding value of "best practice" developments to the Fraud and Risk Management Committee - review of the risk register, incident and emerging risks and corrupt, fraudulent and unethical incidents are now standard agenda items for Risk Management Committee meetings;
- Fraud and Risk Management Committee performance evaluation through individual assessments in the form of a questionnaire and the assessment of the approved Key Performance Indicators (KPIs) for the committee;
- Regular communication and updates from various professional bodies;
- Regular communication between Provincial Treasury (Corporate Governance) and the CRO on risk-related matters;
- Recommendations for improvement of software being utilised;
- Risk universe and risk maturity initiatives through comparison reporting and benchmarking;
- Exploiting opportunities and strategies through the identification of emerging and incident risks;
- Progressive application of compliance-related documents and processes;
- Participation in the Provincial and District Risk and Internal Audit Forum;
- Exploring opportunities through meaningful integration of the functions of ethics, anti-corruption and fraud prevention, occupational health and safety, long-term planning, business continuity and disaster management into the risk management objectives and processes;
- Business continuity engagements with management to implement the Business Continuity Framework;

- Participating in strategic planning sessions to conduct strategic risk assessments and emphasise the importance of risk-based decision-making;
- Continuous emphasis on fraud and corruption risks and the related risk action plans;
- Quarterly compilation of the Combined Assurance Model based on the Combined Assurance Policy Framework adopted by the Council;
- Risk Management Maturity Assessment to determine the Municipality's maturity level utilising the Western Cape Provincial Government MGRO Assessment tool;
- Improved co-operation between the RMU and Internal Audit Services (IAS), reducing duplication and increasing the sharing of risk information while respecting IAS's independence;
- Focus on cyber security and ICT control awareness;
- Review of year-end internal control procedures and demand management process (including performance).

The table below includes the strategic risks of the Municipality:

Strategic:

Risk Nr	Risk Category	Risk Description	Inherent Risk	Inherent Risk
1	Financial	Unpredictable Loadshedding: Unstable supply of electricity	High	81
2	Social Environment	Inability to manage Land Invasions & Erection of Illegal Structures	High	81
3	Service delivery	Ageing Infrastructure	High	81
4	Service delivery	Inadequate Bulk Service Capacity	High	81
5	Information Technology	Inadequate Disaster Recovery Processes and Business Contiuity	High	81

Table 12: Strategic Risks

Operational:

Risk Nr	Risk Category	Risk Description	Inherent Risk	Inherent Risk
1	Financial	Ageing and inadequate Roads and Stormwater infrastructure	High	70
2	Resources	Inadequate Provision of Bulk Water (Raw and Potable): Availability & Capacity (Swellendam, Suurbraak, Barrydale & Buffeljagsrivier)	High	64
3	Natural environment	Illegal Dumping	High	64
4	Resources	Failure to provide continous water supply/ Failure in the water services processes (Railton Incident)	High	64
5	Third-party performance	Poor Contract management and Performance of external services providers.	High	63

Table 13: Operational Risk

2.5.1 Risk Assessment Process

The risk assessment for the 2022/23 financial year was performed during March 2022 where risks were identified and assessed in accordance with the Risk Management Policy to determine the inherent (before taking controls into consideration) and residual risks (after taking existing control measures into consideration).

The additional actions to mitigate these risks were subsequently formulated. Risk identification and assessment are ongoing processes and part of management's monthly monitoring responsibilities.

2.5.2 Fraud and Risk Management Committee

The role of the Fraud and Risk Management Committee is to provide a timely and useful enterprise risk management report to the Audit Committee of the Municipality. The report contains the current top risks of the Municipality, which include:

- The key strategic and financial risks facing the Municipality (all high-risk exposures)
- The key operational risks per strategic goal

Further details on the roles of the Fraud and Risk Management Committee are included in the approved Fraud and Risk Management Committee Charter.

The table below details the membership of the committee and the dates of the meetings held:

Name of Committee Member(s)	Designation	Capacity	Meeting dates
Ms. A Vorster	Director: Corporate Services (DCS) & Acting Municipal Manager (MM)	Chairperson	26 July 2022 2 August 2022 16 February 2023 2 May 2023 19 June 2023
Ms. E Wasserman	Director: Financial Services	Member	
Mr. K Stuurman	Director: Community Services	Member	
Mr. F Erasmus	Director: Infrastructure Services (1 July 2022 – 30 September 2022)	Member	
Mr. B Neale	Director: Infrastructure Services (1 November 2022 – 30 August 2023)	Member	
Mr. Z Wiese	Senior Internal Auditor & Acting Chief Audit Executive (CAE) (1 July 2022 – 31 October 2022)	Standing Invitee	
Mr. A Petersen	Senior Internal Auditor (1 June 2023 – 30 June 2023)	Standing Invitee	
Mr. H Swart	Risk Management: Intern (1 July 2022 – 30 April 2023) Internal Auditor (1 May 2023 – 30 June 2023)	Standing Invitee	

Name of Committee Member(s)	Designation	Capacity	Meeting dates
Mr. M Vermeulen	Internal Audit: Intern & Secretariate	Standing Invitee	
Mr. D Lakey	Performance & Compliance Officer	Standing Invitee	

Table 14: Fraud & Risk Management Committee

2.5.3 Combined Assurance

Combined assurance ensures that a coordinated (combined) approach is applied to the management of the key risks within the Municipality. The Combined Assurance Policy Framework will be used as a guide to construct the Combined Assurance Model. The combined assurance champion will be the Internal Audit Unit and as such, the Fraud and Risk Management Committee should be in charge of oversight over combined assurance.

Principle 15 of King IV recommends that the governing body (Council) should:

- Ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and of the organisation's external reports;
- Oversee the combined assurance model for the effective cover of significant risks and material matters through line functions, internal audits, independent external assurance providers and regulatory inspectors;
- Assess the output of combined assurance with objectivity and professional scepticism, apply an enquiring mind and form an opinion on integrity of the reports and the degree to which an effective control environment has been achieved.

The Combined Assurance Policy Framework is a guide that informs the development of the Annual Combined Assurance Plan for the Swellendam Municipality. The Combined Assurance Plan aims to inform, in a simple manner, on the effectiveness of assurance providers and to create confidence in the assurance provided over key organizational risks.

2.5.4 Risk Management Documents

The following risk management documents for 2022/23 have been approved by Council:

Name of document	Developed (Yes/No)	Date Adopted/ Revised
Risk Management Strategy	Yes	27 July 2023 *Due to high vacancy rate and staff turnover in the internal audit unit, the 2022/23 Risk Management Strategic documents was not tabled to Council, however, the revised documents was tabled to FARMCO.*
Risk Management Policy	Yes	
Risk Management Implementation Plan	Yes	
Fraud and Risk Management Committee Charter	Yes	
Combined Assurance Policy Framework	Yes	
Code of Ethics	Yes	
Anti-Corruption and Fraud Prevention Strategy	Yes	
Anti-Corruption and Fraud Prevention Policy	Yes	
Anti-Corruption and Fraud Prevention Plan	Yes	

Table 15: Risk Management Documents

2.6 Anti-Corruption and Anti-Fraud

Section 6(2)(c) of the MSA states that the municipality must take measures to prevent corruption, Section 83(1)(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the MFMA, Section 112(1)(m)(i) obligates the municipality to institute supply chain measures to combat fraud and corruption, favouritism and unfair and irregular practices. The Prevention and Combating of Corrupt Activities Act defines corruption and specific corrupt activities and imposes a reporting obligation on the Accounting Officer.

The Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014 regulates the reporting, investigation and disciplinary proceedings regarding allegations of financial misconduct, including fraud and corruption.

One of the main purposes of Anti-Corruption and Fraud Prevention Policies is to ensure that the Municipality is in compliance with the MSA and MFMA, which requires the Municipality to develop and adopt appropriate systems and procedures that contribute to effective and efficient management of its resources. The following revised policies were adopted by Council on 27 July 2023:

- Revised Anti-Corruption and Fraud Prevention Strategy;
- Revised Anti-Corruption and Fraud Prevention Policy;
- Revised Anti-Corruption and Fraud Prevention Plan.

The Municipality has established a Financial Misconduct Disciplinary Board and reporting procedures in terms of the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014 read with Section 21(1)(a) and (b) of the MSA.

A summary of the reporting procedures are:

- Fraud, corruption, maladministration or any other unethical activities of a similar nature will not be tolerated. Such activities will be investigated and actions instituted against those found responsible. Such actions may include the laying of criminal charges, civil and administrative/ disciplinary actions and the recoveries by the Municipality where applicable;
- Prevention-, detection-, response- and investigative strategies will be designed and implemented (as and when applicable);
- It is the responsibility of all employees to report all incidents of fraud and corruption that may come to his/her attention;
- All reports received will be treated with the requisite confidentiality;
- All managers are responsible for the detection and prevention of fraud and corruption within their areas of responsibility;
- Any person can report allegations of fraud or corruption anonymously. They can also contact or write to any member of management, the Municipal Manager, the Executive Mayor, the Speaker or Internal Audit or use the national fraud hotline – 0800 701 701. The public is called upon to report any allegations or real incidents of fraud and corruption;
- Whistle-blowers will be protected. A whistle-blower who reports suspected fraud and/or corruption may remain anonymous should he/she so desire. The Municipality will do its best to protect an individual's identity when he/she raises a concern and does not want their identity to be disclosed;
- No person will suffer any penalty or retribution for good faith reporting of any suspected or actual incident of fraud and corruption which occurred within Swellendam Municipality. The Municipality will not tolerate harassment or victimization.

2.6.1 Implementation Plan

The following table provides an overview of Swellendam Municipality's plan to combat fraud and corruption:

Key Risk Areas	Key Measures to Curb Fraud and Corruption
Policy	An Anti-Corruption and Fraud Prevention Policy is a key defence mechanism because it emphasises that the Municipality has a formal framework in place to deal with fraud and corruption. It answers key questions such as: • What are fraud and corruption? • How do we deal with it when it arises? • What are the roles and responsibilities? • What are the sanctions?
Institutional arrangements	The creation of specific structures and the definition of roles and responsibilities facilitate the coordination and management of programme implementation. At a municipal level, these would include structures such as the Risk Management Unit, Internal Audit, Fraud and Risk Management Committee and the Audit and Performance Audit Committee.
Systems and controls	With well-structured and documented systems and controls in place, gaps and loopholes are nullified that are often used to perpetrate fraud and corruption. These systems and controls also enable monitoring and management mechanisms that will facilitate detection where there are attempts to override or circumvent such systems and controls. Importantly, systems and controls will ensure compliance with policies and regulations. Supply chain management is a good example of where systems and controls are crucial in preventing fraud and corruption.
Fraud and corruption risk management	All organisations have systems and controls in place with varying levels of structure and detail. Despite this, organisations are still vulnerable to fraud and corruption because systems and controls are not properly implemented or their inherent gaps and weaknesses can be exploited. Conducting fraud and corruption risk assessments enables the Municipality to test the integrity and completeness of its systems and controls with a view to implementing measures that strengthen areas of weakness and closing gaps. This approach proactively allows the Municipality to prevent fraud and corruption.
Training, awareness and communication	Making managers, staff, suppliers and customers aware of the risks of fraud and corruption, how to deal with it, what the consequences are and why it is important to prevent and combat it are key weapons in building up an organisational culture that

Key Risk Areas	Key Measures to Curb Fraud and Corruption
	opposes fraud and corruption. Training will make managers and staff aware of what to look out for so that they do not willingly or unwillingly participate in acts of fraud and corruption. Communicating successes in dealing with fraud and corruption serves as a deterrent to others and builds the corporate image of the Municipality.

Table 16: Implementation of the Strategies

2.7 Audit Committee

Section 166 of the MFMA, requires every Municipality to establish and maintain an Audit Committee, as an independent appraisal function.

Section 166:

" (1) Each municipality and each municipal entity must have an audit committee, subject to subsection (6). (2) 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, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to:

- 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 this Act, the annual Division of Revenue Act and any other applicable legislation
- (viii) Performance evaluation
- (ix) Any other issues referred to it by the municipality or municipal entity"

Experience has shown that a properly constituted Audit Committee can make an effective and valuable contribution to the process by which an organization is directed and controlled.

The overall objectives of the Audit and Performance Audit Committee (APAC) are to ensure that management has created and maintained an effective control environment in the organization and that management demonstrates and stimulates the necessary respect for the Swellendam Municipality's systems, policies and procedures and for the internal control structure.

The Swellendam Audit Committee is well established and functioning as required. An updated Committee Charter has also been developed and approved by Council. All the members of the Audit Committee are also members of the Performance Audit Committee. The APAC meets quarterly.

Members of the APAC

The following table indicates the members of the APAC and the meetings that were attended:

Members	Capacity	Dates of Meetings attended
Dr. A Potgieter	Chairperson (Terminated 30 August 2022)	30 August 2022
Mr. A Dippenaar	Chairperson (Effective from 01 September 2022)	24 October 2022 23 February 2023 12 May 2023 20 June 2023 (Special APAC Meeting) 27 June 2023
Mr. R Rhoda	Member from (1 July 2020)	20 July 2022 30 August 2022 24 October 2022 23 February 2023 12 May 2023 20 June 2023 (Special APAC Meeting) 27 June 2023
Adv. N Hendricks	Member (From 1 Feb 2021)	20 July 2022 30 August 2022 24 October 2022

		23 February 2023 12 May 2023 20 June 2023 (Special APAC Meeting) 27 June 2023
Mr. P Silbernagl	New Member (From 1 April 2021)	20 July 2022 30 August 2022 24 October 2022 23 February 2023 20 June 2023 (Special APAC Meeting) 27 June 2023

Table 17: Members of the APAC

The APAC executed all of their delegated functions for the 2022/23 financial year as follows:

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
To consider the annual financial statements	Yes	2022/2023 AFS was tabled to and discussed by the APAC on 19 September 2023
To consider and review the audit plans of the internal auditors to ensure that it addresses the critical risk areas of the business of Council and to formulate instructions to the internal auditors	Yes	The 2022/2023 Risk-Based Internal Audit Plan was approved on 27 June 2023 (Revised on regular basis)
To ensure that no restrictions are placed on the rights, obligations and responsibilities of any internal and external auditors of the Council	Yes	As and when needed
To evaluate all internal and external audit reports and the replies thereto	Yes	APAC meets quarterly to review all internal audit reports and management response thereto
To consider problems, of whatever nature, that may be experienced by internal or external audit while conducting an audit	Yes	As and when needed
To consider any recommendation pertaining to the audit of the Municipality or the amendment /	Yes	As and when needed

rescindment of any approved recommendation		
To facilitate proper communication and co-ordination between the internal and external auditors of the Council	Yes	The committee strive to enhance the co-ordination between the Internal and External Auditors
To evaluate the effectiveness of auditing functions of the Council	Yes	The committee reviews the Internal Audit Department Performance Report on an annual basis and commented on the effectiveness of the IAA in the APAC's Quarterly Report to Council
To evaluate the cost of the external auditing function in terms of value-for-money	Yes	The committee commented on the fees of the AGSA on an ongoing basis.
To report to Council on the activities of the committee	Yes	Quarterly Reports submitted to Council, as well as the minutes of the APAC meetings
To review the Auditor-General's report on the financial statements and Council's and management's responses thereto with a view to ensuring satisfactory responses and corrective action, where necessary	Yes	The 2022/2023 Management Letter and AGSA's Final Report were reviewed by the Committee.
To review measures for safeguarding council assets	Yes	Ongoing by reviewing Internal Audit reports on Safeguarding of Assets. Safeguarding of Council Assets also included as part of the annual risk-based audit plan approved by the committee.
To review any proposals for improving efficiency, effectiveness and economy	Yes	Ongoing by reviewing Internal Audit reports
To review the effectiveness of the Council's internal checking and control measures identified during internal and external audits and the Municipal Manager's follow-up action	Yes	Ongoing by reviewing Internal Audit reports
To receive and consider quarterly reports from the Chief Audit Executive	Yes	The Senior Internal Auditor *(on behalf of the Chief Audit Executive due to the vacancy)* submits quarterly audit reports to the committee for discussion
To ensure compliance with relevant legal requirements	Yes	The committee reviews the compliance audit reports submitted to it by Internal Audit

To ensure that proper accounting records are kept	Yes	The committee comments on the Financial and Accounting Information in their quarterly reports to council
To review the role and position of risk management in a corporate context, with the aim of critically appraising it	Yes	The committee annually reviews the RM Policy documents. The quarterly Risk Action Reports are also tabled to the committee and the Committee comments on the implementation of RM in their quarterly reports to council.
To summon annually members of management to present themselves before the committee to provide explanations (written or oral) as may be deemed necessary	Yes	As and when needed. Although Senior Management has a standing invitation to all committee meetings
Review compliance with in-year reporting	Yes	The committee reviewed the Monthly Section 71 Reports; Quarterly Section 52 Reports as well as the Quarterly SCM Implementation Reports on quarterly basis.
Review the quarterly performance reports submitted by internal audit	Yes	Quarterly PMS reports reviewed
Review and comment on Municipality's annual reports within the stipulated time frame	Yes	The 2022/2023 Municipal Annual Report will be tabled to the committee on the 16 April 2024
The AC assesses its performance and achievements against its charter on an annual basis	Yes	With this report
The findings of the self-assessment are presented by the Chairperson to the Accounting Officer and Council	Yes	A separate self-assessment of the performance of the committee will also be tabled to Council.
Review and comment on compliance with statutory requirements and performance management best practice and standards	Yes	The committee reviewed the Compliance Reviews conducted by Internal Audit, as well as the Performance Management Policy Framework. The committee also reviews the quarterly PMS Audit Reports submitted by Internal Audit.
Review and comments on the alignment IDP, Budget, SDBIP and performance agreements	Yes	The APAC did not review and provide comments on the IDP, Budget, SDBIP and Performance Agreements
Review and comment on relevance of indicators to ensure it is measurable and	Yes	The committee reviews the indicators in the SDBIP on a quarterly basis.

related to services performed by the Municipality		
Review and comment on the Municipality's performance management system and make recommendations for its improvement	Yes	The committee reviews the quarterly PMS Audit Reports submitted by Internal Audit, as well as the Annual Performance Compliance Review.
Ensure compliance with legislation in terms of Council's policies and standing orders	Yes	Internal Audit conducts compliance reviews in terms of Council's policies on an ongoing basis and the committee reviews the Internal Audit Reports on quarterly basis.
The Chairperson of the Committee should report to the responsible Committee and the Council	Yes	Quarterly Reports and detailed meeting minutes submitted to Council
The AC assesses its performance and achievements against its charter on an annual basis	Yes	A separate self-assessment of the performance of the committee will also be tabled to Council
The findings of the self-assessment are presented by the Chairperson to the Accounting Officer and Council	Yes	The committee reviewed the 2022/2023 MFMA, MSA & DORA Compliance Reviews conducted by Internal Audit, as well as the Performance Management Policy Framework. The committee also reviews the quarterly PMS Audit Reports submitted by Internal Audit
Review and comment on compliance with statutory requirements and performance management best practice and standards	Yes	The APAC did not review and provide comments on the IDP, Budget, SDBIP and Performance Agreements
Review and comments on the alignment IDP, Budget, SDBIP and performance agreements	Yes	The committee reviews the indicators in the SDBIP on a quarterly basis
Review and comment on relevance of indicators to ensure it is measurable and related to services performed by the Municipality	Yes	The committee reviews the quarterly PMS Audit Reports submitted by Internal Audit, as well as the Annual Performance Compliance Review
Review and comment on the Municipality's performance management system and make recommendations for its improvement	Yes	Internal Audit conducts compliance reviews in terms of Council's policies on an ongoing basis and the committee reviews the Internal Audit Reports on quarterly basis
Ensure compliance with legislation in terms of Council's policies and standing orders	Yes	The committee reviews the Internal Audit Department Performance Report on annual basis and commented on the

		effectiveness of the IAA in the APAC's Quarterly Report to Council
The Chairperson of the Committee should report to the responsible Committee and the Council	Yes	Quarterly Reports and detailed meeting minutes submitted to Council

Table 18: Duties and Activities of the Audit Committee

2.8 Internal Audit

In terms of Section 165 (1) of the MFMA, 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 MFMA 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

(c) perform such other duties as may be assigned to it by the accounting officer"

PERFORMANCE REPORT

The Swellendam Municipality's Internal Audit Activity (IAA) is capacitated to provide independent, objective assurance and consulting services. Independence is maintained by being accountable to the Accounting Officer administratively and by functionally reporting to the Audit Committee. These reporting lines are clearly stated in the Swellendam Internal Audit Charter.

The IAA strives to provide value-added service to the Municipality by providing workable and sustainable solutions. The Swellendam Municipality has an in-house IAA. During the period under review, the Chief Audit Executive (CAE) has made significant strides in improving and maintaining a functional IAA. The CAE has also reviewed various strategic internal audit documents during the year under review. Internal audit engagements are conducted as stated in the audit methodology. Furthermore, progress in terms of the Risk-Based Internal Audit Plan was duly reported to the Audit Committee.

The structure of the IAA makes provision for the following posts, namely: Chief Audit Executive (1 post) and Senior Internal Auditor (1 post). All vacant positions on the organogram for the Internal Audit Unit have been filled. In addition, an Internal Audit Intern was also allocated to IAA. For 2022/23 the IAA consisted out of the following officials:

Name	Position	In-service during Reporting Period
Vacant	Chief Audit Executive	N/A
Z Wiese	Senior Internal Auditor	01 July 2022 – 31 October 2022
A Petersen	Senior Internal Auditor	01 June 2023 – 30 June 2023
H Swart	Intern: Internal Audit & Risk Management Internal Auditor	01 July 2022 – 30 April 2023 01 May 2023 – 30 June 2023
M Vermeulen	Intern: Internal Audit	01 July 2022 – 30 June 2023

Table 19: Internal Audit Unit Personnel

As from 1 July 2022, the Chief Audit Executive (CAE) position also became vacant .In addition, the Senior Internal Auditor post was also vacant from 31 October 2022. During that time, the Internal Audit function had only the internal audit interns. The Internal Auditor and Senior Internal Auditor was appointed respectively, 01 May 2023 and 01 June 2023.

2.8.1 Highlights: Internal Audit

The table below specifies the highlights for the year:

Highlights	Description
Risk-Based Audit Plan	90% of the approved Risk Based Audit Plan was completed.
Ad Hoc Requests	The IAA accommodate most of the ad hoc management requests received
Training	Attended various training courses to foster continued professional development (CPD) of our internal audit staff
Trusted Advisor	The Unit's value proposition cuts across all of the types of risks that the Municipality faces, including operational and strategic risks

Table 20: Internal Audit Highlights

The 2022/2023 Revised Risk-Based Internal Audit Plan was presented to and approved by the Audit and Performance Audit Committee on 23 June 2022. An overview of the status of the internal audit work performed in terms of the approved internal audit plan for the fourth quarter of the 2022/2023 financial year is presented below:

Audit Ref	Audit Activity Planned	Status	Comments	Budgeted Hours	Actual Hours	Reason for Deviation
1st Quarter Audit Activities (July 2022 – Sep 2022)						
2021/2022 – 001	2021/2022 Annual Stock count Review	Completed	Final Report Issued. Tabled to APAC on 20 July 2022	50	50	Final Reported Issued
2022/23 – 002	2021/2022 Annual Performance Management (SDBIP) Review	Completed	Final Report Issued. Tabled to APAC on 30 August 2022	240	180	Final Reported Issued
2022/23 - 003	2021/2022 Compliance review	Completed	Final Report Issued. Tabled to APAC on 30 August 2022	240	180	Final Reported Issued
2022/23 – 004	2021/2022 Annual Financial Statements	Completed	Final Report Issued.	80	80	Final Reported Issued

	(AFS) High Level Review		Tabled to APAC on 30 August 2022			
2022/23 – 005	Landfill Site Compliance Reviews (Quarterly)	Completed	Final Report Issued in 2nd Quarter. To be tabled to at APAC meeting dated 24 October 2022	80	80	Final Reported Issued
2022/23 – 006	Internal Audit Follow-Up Review	Completed	Final Report issued. To be tabled to at APAC meeting dated 24 October 2022	40	40	Final Reported Issued
2nd Quarter Audit Activities (Oct 2022 – Dec 2022)						
2022/23 – 007	2022/23 1st Quarter SDBIP Performance Review	Completed	Final Report issued in the 2nd quarter. To be tabled to at APAC meeting dated 23 February 2023	80	80	Final Reported Issued
2022/23 - 008	Landfill Site Compliance Reviews (Quarterly)	Completed	The final Report issued in the 3rd Quarter and will be tabled to APAC in May 2023	60	60	Final Reported Issued
2022/23 - 009	Revenue Management: Sundry Income	Completed	Final Report issued in the 2nd quarter. To be tabled to at APAC meeting dated 23 February 2023	300	300	Final Reported Issued
2022/23 - 010	Internal Audit Follow-up Review	Completed	Final Report issued. To be tabled to at APAC meeting dated 23 February 2023	40	40	Final Reported Issued

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3rd Quarter Audit Activities (Jan 2023 – March 2023)						
2022/23 - 011	2022/23 2nd Quarter SDBIP Performance Review	Completed	Final Report issued in the 2nd quarter. To be tabled to at APAC meeting dated 23 February 2023	80	80	Final Reported Issued
2022/23 - 012	Landfill Site Compliance Reviews (Quarterly)	Completed	Final Report issued in the 3rd quarter. To be tabled to at APAC meeting dated June 2023	80	80	Final Reported Issued
2022/23 - 013	Illegal Dumping	Completed	The final Report issued in the 3rd Quarter and will be tabled to APAC in May 2023	160	160	Final Reported Issued
2022/23 - 014	Governance Review	Completed	The final Report issued in the 3rd Quarter and will be tabled to APAC in May 2023	160	160	Final Reported Issued
2022/23 - 015	Risk Management Review	Completed	The final Report issued in the 3rd Quarter and will be tabled to APAC in May 2023	160	160	Final Reported Issued
2022/23 - 016	Internal Audit Follow Up Review	Completed	The final Report issued in the 3rd Quarter and will be tabled to APAC in May 2023	40	40	Final Reported Issued
4th Quarter Audit Activities (Apr 2023 – Jun 2023)						
2022/23 - 017	2022/23 3rd Quarter SDBIP Performance Review	Completed	The final Report issued in the 3rd Quarter and will be tabled to APAC in June 2023	80	80	Final Reported Issued

2022/23 - 018	Landfill Site Compliance Review (Quarterly)	Completed	The final Report issued in the 3rd Quarter and will be tabled to APAC in June 2023	60	60	Final Reported Issued
2022/23 - 019	SCM: Compliance & Procurement Review	Completed	The final Report issued in the 1st Quarter and will be tabled to APAC in August 2023	220	220	Final Reported Issued
2022/23 - 020	Internal Quality Assurance Review	Completed	The final Report issued in the 4th Quarter and will be tabled to APAC in June 2023	40	40	Final Reported Issued
2022/23 - 021	Internal Audit Follow Up Review	Completed	The final Report issued in the 4th Quarter and will be tabled to APAC in June 2023	40	40	Final Reported Issued

Table 21: Internal Audit Activities

Consulting Engagements:

- Ongoing Risk Management Support
- Ongoing Management Support
- Advisory Services Council portfolio committees

Ad Hoc Activities:

- Conflict of Interest
- Tax Deduction
- Task Evaluation
- Petrol Usage
- Appointment of Refuse Removal General Assistants Appointment

2.9 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 Before the adoption of policy Yes/No
Prevention of Public Nuisances and nuisances emitting from the keeping of animals	March 2023	Yes

Table 1: By-laws Developed and Reviewed

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 the adoption of policy Yes/No
Swellendam Integrated Transport Plan and Rural Asset Management System	29 July 2021	Yes
Property Rates Policy	31 May 2023	Yes
Customer Care, Credit Control and Debt	31 May 2023	Yes
Bad Debt Write-off Policy	31 May 2023	Yes
Irregular Expenditure Policy	31 May 2023	Yes
Tariff Policy	31 May 2023	Yes
Finance and Reserve Policy	31 May 2023	Yes
Budget Implementation on Monitoring Policy	31 May 2023	Yes
Banking, Cash Management and Investment Policy	31 May 2023	Yes
Supply Chain Management and Preferential Procurement Policy	31 May 2023	Yes
Asset Management Policy	31 May 2023	Yes
Petty Cash Policy	31 May 2023	Yes
Indigent Policy	31 May 2023	Yes
Borrowing Policy	31 May 2023	Yes
Audit- and Performance Audit Committee Charter	30 June 2023	No
Combined Assurance Policy Framework	30 June 2023	No
Anti-Corruption and Fraud Prevention Policy	30June 2023	No
Anti-Corruption and Fraud Prevention Strategy	30 June 2023	No
Anti-Corruption and Fraud Prevention Plan	30 June 2023	No
Risk Management Policy	30 June 2023	No
Risk Management Strategy	30 June 2021	No
Risk Management Implementation Plan	30 June 2023	No

Fraud & Risk Management Committee Charter	30 June 2023	No
Swellendam Integrated Transport Plan and Rural Asset Management System	29 July 2021	No
ICT Backup and Recovery Policy	27 January 2022	No
ICT Network Access and Monitoring Policy	30 June 2023	No
Cellular Phone and Data Policy	30 June 2023	Internal
ICT Security Controls Policy	30 June 2023	No
House Shop Policy	30 March 2023	Yes
Travelling Allowance Scheme	30 March 2023	Internal
HR travelling allowance scheme	30 March 2023	Internal
SSEG policy and procedures - draft	24 April 2023	In process
Restriction Poicy	30 June 2023	No
Revenue By Law	30 June 2023	Yes

Table 2: Policies Developed and Reviewed

2.10 Communication

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

Good customer care is of fundamental importance to any organisation and a successful communication strategy links the people to the municipality's programmes for the financial year.

Below is a communication checklist of compliance with regard to necessary communication requirements:

Communication activities	Yes/No	Date Approved/Completed
Communication Strategy	Yes	This was compiled in 2016 – must be reviewed
Communication Policy	No	To be reviewed with communicaton strategy
Functional and sufficient distribution of notices, and legal and financial information of concern to communities.	Yes	N/A

Table 1: Communication Activities

Communication Channels Utilised

Channel	Yes/No
SMS system	Yes
Call system and WhatsApp	Yes
Facebook	Yes
Newspapers (Independent Media)	Yes
Public meetings	Yes
Sectoral meetings	Yes
Rate payers meetings	Yes
Business Chamber meetings	Yes
Ward committee meetings	Yes
IDP public meetings	Yes
Press releases	Yes
Walk in meetings / in person meetings	Yes
Intergovernmental meetings	Yes

Table 2: Additional Communication Channels Utilised

2.11 Website

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 S21A and B of the MSA 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 tool in terms of service offering, information distribution and public participation. It is a communication tool that allows for easy and convenient access to relevant information. The municipal website serves as an integral part of the municipality's communication strategy.

A new municipal website was developed during the reporting year and put in full operation during the 2022/23 financial year.

The table below indicates the information and documents that are published on the municipality's website.

Description of information and/or document	Yes/No
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Full Council details	Yes
Description of information and/or document	**Yes/No**
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Physical address of the Municipality	Yes
Postal address of the Municipality	Yes
Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA)	
Draft Budget	Yes

Adjusted Budget	Yes
Asset Management Policy	Yes
Customer Care, Credit Control & Debt Collection Policy	Yes
Indigent Policy	Yes
Investment & Cash Management Policy	Yes
Rates Policy	Yes
Supply Chain Management Policy	Yes
Tariff Policy	Yes
Virement Policy	Yes
Travel and Subsistence Policy	Yes
SDBIP	Yes
Budget and Treasury Office Structure	Yes
Integrated Development Plan and Public Participation (Section 25(4)(b) of the MSA and Section 21(1)(b) of the MFMA)	
Reviewed IDP	Yes
IDP Process Plan	Yes
Supply Chain Management (Sections 14(2), 33, 37 &75(1)(e) &(f) and 120(6)(b) of the MFMA and Section 18(a) of the National SCM Regulation)	
List of capital assets that have been disposed	Yes
Long-term borrowing contracts	Yes
SCM contracts above R30 000	Yes
Section 37 of the MFMA (Unsolicited Bids/Contracts)	Yes
Public invitations for formal price quotations	Yes
Reports (Sections 52(d), 71, 72 &75(1)(c) and 129(3) of the MFMA)	
Annual Report	Yes
Oversight Reports	Yes
Mid-year Budget and Performance Assessment	Yes
Quarterly Reports	Yes
Monthly Budget Statement	Yes
Local Economic Development (Section 26(c) of the MSA)	
Description of information and/or document	**Yes/No**
Local Economic Development Strategy	No
LED Policy Framework	No
Economic Profile	No
LED Projects	No
Performance Management (Section 75(1)(d) of the MFMA)	
Performance agreements for employees appointed as per Section 57 of the MSA	Yes

Table 3: Website Checklist

2.12 Supply Chain Management (SCM)

B-BBEE Compliance Performance Information

Section 121(3)(k) of the MFMA indicates that the annual report of a municipality should include any other information as may be prescribed. The Broad-Based Black Economic Empowerment (B-BBEE) Act (Act 53 of 2003; as amended by Act 46 of 2013) read in conjunction with the B-BEE Regulations of 2016 states in Section 13G (1) that all spheres of government, public entities and organs of state must report on their compliance with broad-based black economic empowerment in their Annual Financial Statements and Annual Reports. In accordance with the explanatory notice (Notice 1 of 2018) issued by the B-BBEE

Commission the following tables provide details on the municipality's compliance with regard to broad-based black economic empowerment:

2.12.1 Management Control

Category	Number	Race Classification	Gender	Disability
Senior Management	4	1 Coloured 3 White	2 Female 2 Male	0

Table 1: Management Control

2.12.2. Skills Development

Category	Number	Race Classification	Gender	Disability	Total Amount Spend
Black employees	35	A; C	F -10 M -25	None	N/A
Black non-employees	None	N/A	N/A	N/A	N/A
Black people on internships, apprenticeships, learnership	8	A; C	Male	N/A	Grant funding 2x Construction SETA 6x LGSETA
Unemployed black people on any programme under the learning programme matrix	0	N/A	N/A	N/A	N/A

Black people absorbed at end of internships, apprenticeship, learner ships	0	N/A	N/A	N/A	N/A

Table 2: Skills development

2.12.3. Enterprise and Supplier Development

Note: Enterprise and supplier development statistics are not available for the year under review. The figures must be verified by an accredited verification agent. The Municipality intend to appoint a verification agent through procurement processes for a three-year term to ensure compliance in future.

Chapter 3 – Organisational Performance

PERFORMANCE REPORT

CHAPTER 3

This chapter provides an overview of the key service achievements of the Municipality that came to fruition during 2021/22 in terms of the deliverables achieved compared to the key performance objectives and indicators in the Integrated Development Plan (IDP).

3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance Management is a planned process of directing, supporting, aligning and improving individual and team performance in enabling the sustained achievement of the municipality's objectives. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At the local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

3.1.1 Legislative Requirements

The Constitution of the RSA, Section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195 (1) are also linked with the concept of performance management, with reference to 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 among staff

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance

Management Act (MFMA) require the IDP to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation but also to the individuals employed in the organisation as well as the external service providers and the Municipal Entities. The aspect of individual performance management is highlighted in the Local Government Municipal Staff Regulations and is detailed in the municipal Performance Management and Development policy.

In terms of Section 46(1)(a) of the MSA a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with the performance of the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

3.1.2 Organisational Performance

Strategic performance indicates how well the Municipality is meeting its objectives and whether policies and processes are working effectively. All government institutions must measure and report on their strategic performance to ensure that service delivery is done in an efficient, effective and economical manner. Municipalities must therefore develop strategic plans and allocate resources for the implementation. The implementation of the plans must be monitored on an on-going 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.

PERFORMANCE REPORT

This report highlights the strategic performance in terms of the Municipality's Top Layer SDBIP, high level performance in terms of the strategic objectives and performance on the National Key Performance Indicators as prescribed in terms of Section 43 of the MSA.

3.1.3 Performance Management System

a) Adoption of a Performance Management Framework

Council adopted a Performance Management Framework that drives performance management within the organisation. Performance management is the setting and measurement of desired outcomes and activities of the Municipality, the municipality's individual components and the staff who contribute to the achievement of its strategic vision. It is a multi-level process that starts with an overall strategy and cascades into individual performance management and appraisal. The framework has been reviewed to align with the new municipal staff regulations.

The Performance Management System is web based and provides for the assessment of performance to the lowest level. The Municipality has already cascaded performance management down to post-level 12. Senior Managers sign annual performance contracts, whilst the rest of the staff enters into performance management plans. For the coming years, the municipality will have to adhere to staff regulations which state every employee is required to enter into a performance agreement, which is reviewed and signed annually.

Senior Manager's performance bonuses are linked to their performance agreements. Other staff members are not being additionally remunerated for their performance as it is a tool to measure service delivery. However, a reward and recognition structure will be implemented once the performance has been successfully cascaded down to the lowest level.

b) The IDP and the Budget

The IDP and the budget for 2022/23 were approved by Council on **27 May 2022**.

The IDP process 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.

The Municipality has since reviewed the Performance Management Framework and the revised Performance Management and Development Policy was workshopped with the council during their policy workshop session held on **9 June 2022.**

In compliance with the policy and legislation, the mayor approved the Top Layer SDBIP on **18 June 2022.** The Top Layer SDBIP indicators are aligned with the budget, which was prepared in terms of the reviewed IDP. The indicators in the Top Layer SDBIP include indicators prescribed by legislation, indicators that will help to achieve the objectives adopted in the IDP and indicators that measure service delivery-related responsibilities. The actual performance achieved in terms of the Key Performance Indicators (KPIs) was reported on quarterly. The indicators and targets were adjusted after the finalisation of the previous year's budget and mid-year budget assessment. The Top Layer SDBIP was revised with the Adjustments Budget in terms of Section 26 (2)(c) of the Municipal Budget and Reporting Regulations and an amended Top Layer SDBIP was approved by the Council with each round of adjustments.

The performance agreements of the senior managers were compiled and revised in terms of the SDBIP indicators, as well as the portfolio of evidence that supports the actual targets reported.

c) Actual Performance

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

- The actual result in terms of the target set
- All performance comments
- Actions to improve the performance in alignment with the designated target, if the target was not achieved

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

3.1.4 Monitoring of the Service Delivery Budget Implementation Plan

Municipal performance was measured in the following way:

- Quarterly reports were submitted to the Council concerning the actual performance in terms of the Top Layer SDBIP
- The mid-year assessment was completed along with the submission of the mid-year report to the mayor in terms of Sections 72(1)(a) and 52(d) of the MFMA to assess the performance of the Municipality during the first half of the financial year.

a) Organisational Performance

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

- The mayor approved the Top Layer SDBIP on **18 June 2022** and the information was loaded on the electronic web-based system.
- The web-based system routinely sends automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance against KPIs targets by the 15th of every month for the previous month's performance.
- The performance agreements of the senior managers are aligned with the approved Top Layer SDBIP.

b) Municipal Manager and Managers Directly Accountable to the Municipal Manager

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. This process and the format are further regulated by Regulation

805 (August 2006). The performance agreements for the Municipal Manager and applicable directors for the 2020/21 financial year were signed within the timeframes

The formal appraisal of the actual performance takes place twice per annum as regulated. The final evaluation of the.

The appraisals were done by an evaluation panel as indicated in the signed performance agreements and in terms of Regulation 805 and consisted of the following people:

Panel for the Municipal Manager	Panel for all Managers Directly Accountable to the Municipal Manager
• Executive Mayor	• Municipal Manager
• Deputy Mayor	• Portfolio Councillor
• Chairperson of the Audit Committee	• Chairperson of the Audit Committee
• External Municipal Manager	• External Municipal Manager
• Ward Committee Member	

Senior Management Performance Evaluation Panel

3.2 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2022/23

This section provides an overview of the key services achievements of the Municipality that came to fruition during 2021/22 in terms of the deliverables achieved against the strategic objectives of the IDP.

3.2.1 Strategic Service Delivery Budget Implementation Plan (Top Layer)

This section provides an overview on the achievement of the municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer SDBIP assists with documenting and monitoring of the Municipality's strategic plan and shows the strategic alignment between the IDP, Budget and Performance plans.

In the section below the performance achievements are illustrated against the Top Layer SDBIP KPI's applicable to 2022/23 in terms of the IDP strategic objectives.

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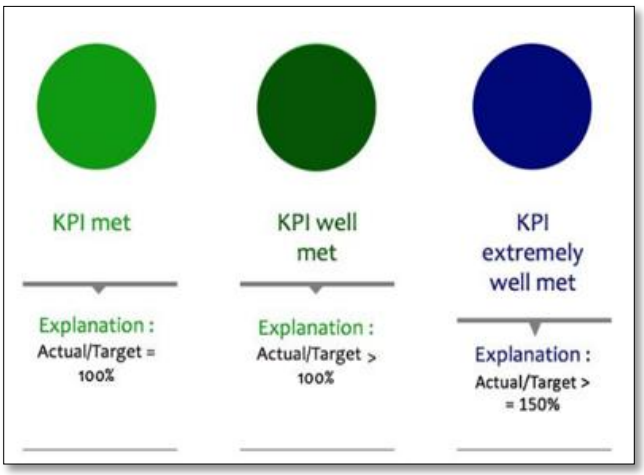
The figure below explains the method by which the overall assessment of the actual performance against the targets set for the key performance indicators (KPI's) of the



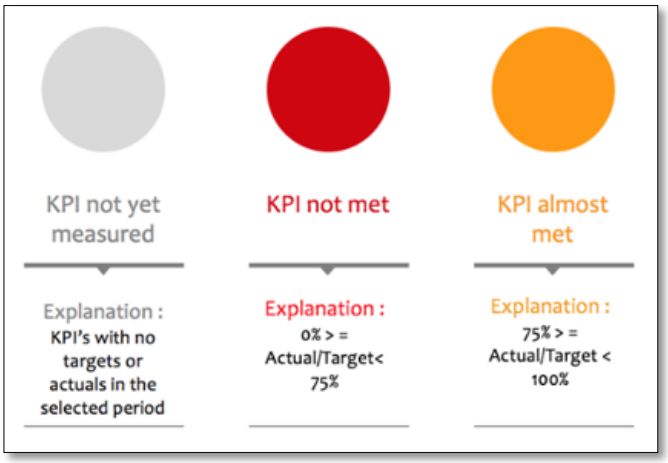
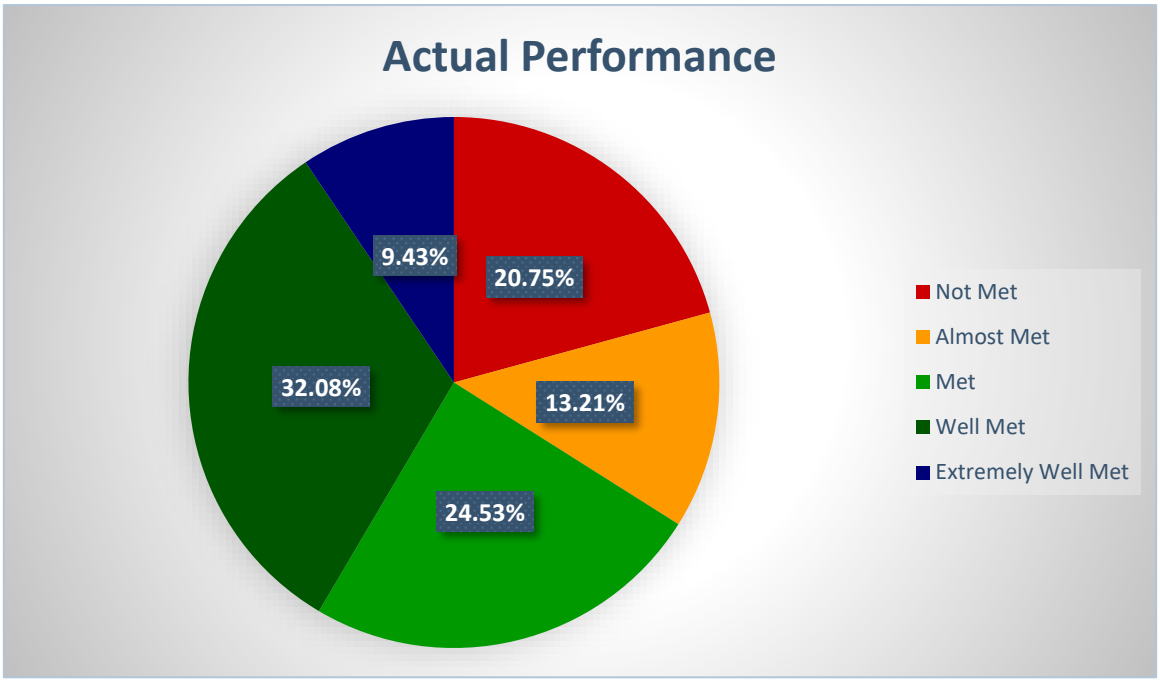


Table 3: SDBIP Measurement Criteria

The overall performance results achieved by the Municipality in terms of the Top Layer SDBIP per Strategic Objective are indicated in the tables and graphs below:



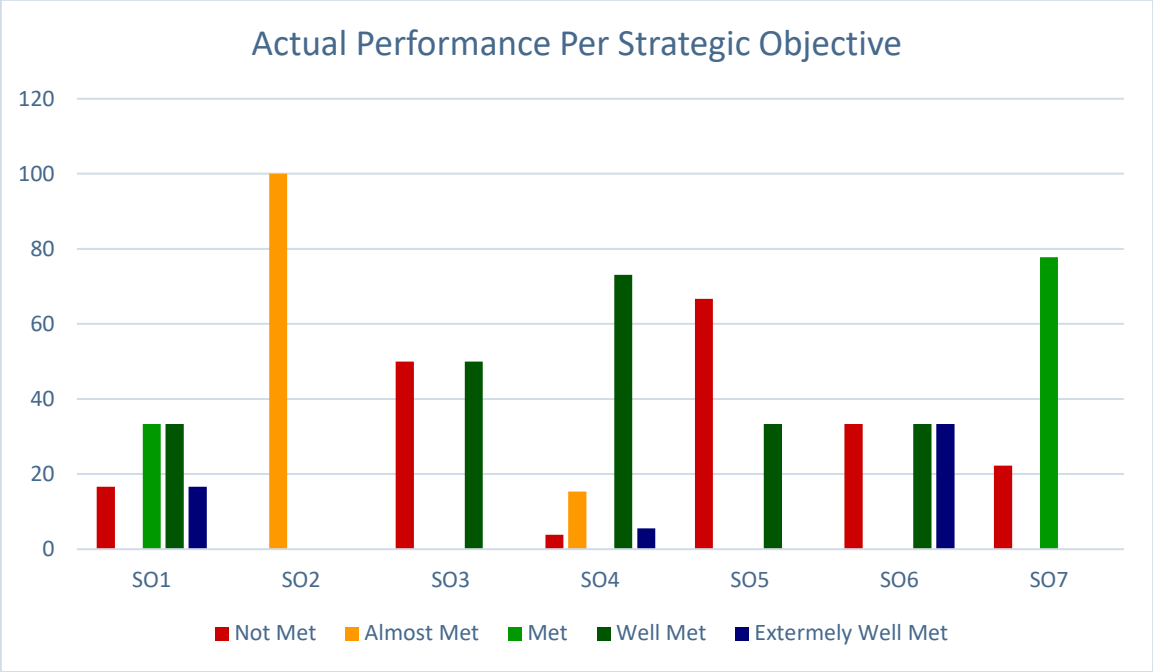


Table 4: Top Layer SDBIP Actual Performance per Strategic Objective

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Category	SO1	SO2	SO3	SO4	SO5	SO6	SO7	Total
	To create a capacitated, people centred institution	To create a safe and healthy living environment	To develop integrated and sustainable settlements with the view to correct spatial imbalances	To enhance access to basic services and address maintenance backlogs	To enhance economic development with focus on both first and second economies	To improve financial viability and management	To promote good governance and community participation	
Not Met	2	1	0	5	1	1	1	**11**
Almost Met	0	0	0	6	1	0	0	**7**
Met	2	2	1	0	2	1	5	**13**
Well Met	0	1	1	12	1	1	1	**17**
Extremely Well Met	1	0	0	1	0	3	0	**5**
	5	**4**	**2**	**24**	**5**	**6**	**7**	**53**

Top Layer SDBIP Per Strategic Objective

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Actual strategic performance for 2022/23 per strategic objective and corrective measures that will be implemented

i) To create a capacitated, people centred institution

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL 8	Complete the annual risk assessment and submit to the Audit Committee by 30 June 2023	Completed risk assessment submitted to the Audit Committee		1	0	0	0	1	**1**	**1**	G
TL30	Achieve an Unqualified Audit Opinion for the 2021/22 financial year	Unqualified Audit Opinion Achieved	All	1	0	1	0	0	**1**	**1**	G
TL31	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan by 30 June 2023	Number of people employed	All	1	0	0	0	0	1	0	R
Appointments on contracts and cannot be changed. Employment equity targets will remain a focus area.											
TL32	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2023 {(Actual amount spent on training/total personnel budget)x100}	% of the personnel budget spent on implementing the workplace skills plan	All	0.21%	0.00%	0.00%	0.00%	0.5%	**0.5%**	**0.09%**	R
Target overestimated. Correction to be made to target during next financial year.											

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Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL33	Limit quarterly vacancy rate to less than 10% of funded posts {(Number of funded posts vacant / number of funded posts) x100}	% quarterly vacancy rate	All	7.51%	10.00 %	10.00 %	10.00 %	10.00 %	**10.00%**	**7.40%**	B

To create a capacitated, people centred institution

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ii) To create a safe and healthy living environment

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL35	Review the Spatial Development Framework and submit to Council for consideration by 31 May 2023	SDF review and submitted to Council for consideration	All	N/A	0	0	1	0	**1**	**1**	G
TL42	Spend 95% of the capital budget allocated for the upgrade of Barrydale Bulk Water Supply (Phase 2) by 30 June 2023 {(Actual capital expenditure on the project divided by the total approved capital budget for the project)x100}	% of the budget spent	All	95.80%	0.00 %	10.00 %	40.00 %	95.00 %	**95.00%**	**55.60%**	R
Additional funds allocated to the project during the latest adjustment budget. Project to be rolled over. Multi-year project.											
TL49	Spend 90% of the capital budget allocated for the Infanta slipwaye beach groyne 30 June 2023 {(Actual capital expenditure on the project divided by the total approved capital budget for the project)x100}	% of the budget spent	All	95.80%	0.00 %	0.00%	0.00%	90.00 %	**90.00%**	**94.19%**	G2

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Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL50	Review the Disaster Management Plan and submit to Council by 31 May 2023	Disaster Management Plan reviewed and submitted to Council	All	N/A	0	0	1	0	**1**	**1**	G

To create a safe and healthy living environment

iii) To develop integrated and sustainable settlements with the view to correct spatial imbalances

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL54	Spend 95% of the capital budget allocated for the Railton Human Settlement Development (including water reticulation, sewerage reticulation, roads) by 30 June 2023 {(Actual capital expenditure on the project divided by the total approved capital budget for the project)x100}	% of the budget spent	2	93.8%	0.00 %	0.00 %	60.0 0%	95.0 0%	**95.00%**	**75.73%**	G2
TL51	Review the Housing Selection Policy and submit to Council by 31 March 2023	Housing Selection Policy developed	All	N/A	0	0	1	0	**1**	**1**	G

To develop integrated and sustainable settlements with the view to correct spatial imbalances

iv) To enhance access to basic services and address maintenance backlogs

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL11	Number of residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June 2023	Number of residential properties which are billed for water or have pre paid meters as at 30 June 2023	All	6630	0	6 629	0	6 629	**6 629**	**6 711**	**G2**
TL12	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering and excluding Eskom areas) as at 30 June 2023	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2023	All	7016	0	6 598	0	6 598	**6 598**	**6 975**	**G2**
TL13	Number of residential properties connected which have access to a sewerage network or septic tank irrespective of the number of water closets (toilets) as at 30 June 2023	Number of residential properties which are billed for sewerage as at 30 June 2023	All	6566	0	6 560	0	6 560	**6 560**	**6 394**	**G2**

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Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL14	Number of residential properties for which refuse is removed once per week as at 30 June 2023	Number of residential properties which are billed for refuse removal as at 30 June 2023	All	6526	0	6 200	0	6 200	**6 200**	**6 210**	G2
TL15	Provide access of 6kl free basic water to indigent and poor households in terms of the approved indigent policy	Number of registered indigent and poor households receiving or that have access to free basic water	All	2344	0	2 291	0	2 291	**2 291**	**2 339**	G2
TL16	Provide access of 50kwh free basic electricity to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving electricity	All	2010	0	1 967	0	1 967	**1 967**	**2 023**	G2
TL17	Provide access of 20kwh free basic electricity to poor households in terms of the approved indigent policy	Number of registered poor households receiving or that have access to free basic electricity	All	334	0	324	0	324	**324**	**316**	O
Target will be adjusted as per current actual and be used as a baseline											
TL18	Provide free basic sanitation to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving free basic sanitation	All	2010	0	1 967	0	1 967	**1 967**	**2 023**	G2

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL19	Provide discounted basic sanitation to poor households in terms of the approved indigent policy (50% discount)	Number of registered poor households receiving discounted basic sanitation	All	334	0	324	0	324	**324**	**316**	O
Target will be adjusted as per current actual and be used as a baseline											
TL20	Provide free basic refuse removal to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving free basic refuse removal	All	2010	0	1 967	0	1 967	**1 967**	**2 023**	G2
TL21	Provide discounted basic refuse removal to poor households in terms of the approved indigent policy (50% discount)	Number of registered poor households receiving free basic refuse removal	All	334	0	324	0	324	**324**	**316**	O
Target will be adjusted as per current actual and be used as a baseline											
TL26	Limit unaccounted for water to less than 25% by 30 June 2023 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	% unaccounted for water by 30 June 2023	All	33.85%	0.00 %	25.00 %	0.00 %	25.00 %	**25.00%**	**28.50%**	R
Budget for new control water meter at waterworks. Check meters to be installed in informal areas where theft is more prevalent.											

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL27	Limit unaccounted for electricity to less than 12% by 30 June 2023 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x100}	% unaccounted for electricity by 30 June 2023	All	10.94%	0.00 %	12.00 %	0.00 %	12.00 %	**12.00%**	**8.95%**	B
TL36	Spend 90% of the roads and stormwater maintenance (excluding general vehicles-streets and employee related cost) budget by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the maintenance budget spent	All	86.90%	10.0 0%	30.00 %	60.0 0%	90.00 %	**90.00%**	**92.57%**	G2
TL37	Spend 90% of the electricity maintenance (excluding general vehicles-electricity and employee related cost) budget by 30 June 2023 {(Actual expenditure on	% of the maintenance budget spent	All	94.00%	10.0 0%	30.00 %	60.0 0%	90.00 %	**90.00%**	**88.16%**	O

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
	maintenance divided by the total approved maintenance budget)x100}										
Appoint service provider to conduct maintenance on electrical switch gear so funds can be allocated to the maintenance plan of the switch gear											
TL38	Spend 90% of the waste water maintenance (excluding general vehicles-sewerage network & general vehicles sewerage administration and employee related cost) budget by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the maintenance budget spent	All	88.18%	10.00%	30.00%	60.00%	90.00%	**90.00%**	**39.86%**	R
Appoint contractors for mechanical and electrical maintenance projects.											
TL39	Spend 90% of the water maintenance (excluding general vehicles-water purification, general vehicles-irrigation water & vehicle costs-water dams and employee	% of the maintenance budget spent	All	78.08%	10.00%	30.00%	60.00%	90.00%	**90.00%**	**70.39%**	O

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
	related cost) budget by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget										
Appoint contractors for mechanical and electrical maintenance projects.											
TL40	Spend 95% of the MIG funding allocated for completion of projects by 30 June 2023 {(Actual expenditure on MIG funding received divided by the total MIG funding received)x100}	% of MIG funding received spent	All	95.30%	0.00 %	40.00 %	60.0 0%	95.00 %	**95.00%**	**93.51%**	O
Procurement processes will be closely monitored by the Manager: PMU											
TL41	Spend 95% of the MIG allocation received for the Barrydale (Smitsville) upgrading of roads and stormwater infrastructure (Portion 3) by 30 June 2023 {(Actual expenditure on MIG funding received divided by the total MIG funding	% of the budget spent	All	91.24%	0.00 %	40.00 %	60.0 0%	95.00 %	**95.00%**	**94.12%**	G2

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
	received for the project)x100}										
TL43	Spend 90% of the capital budget allocated for the upgrade of Railton Bulk water Pipeline Phase 1 port by 30 June 2023 {(Actual capital expenditure on the project divided by the total approved capital budget for the project)x100}	% of the budget spent	All	N/A	0.00 %	10.00 %	40.0 0%	90.00 %	**90.00%**	**73.63%**	R
Project was completed in March 2023. Saving incurred											
TL44	95% microbiological quality level achieved for water as per SANS 241	% microbiological water quality level achieved as per SANS 241 criteria	All	99.97	95.0 0%	95.00 %	95.0 0%	95.00 %	**95.00%**	**96.70%**	G2
TL46	Spend 90% of the capital budget allocated for the rehabilitation of streets 30 June 2023 {(Actual capital expenditure on the project divided by the total approved capital budget for the project)x100}	% of the budget spent	2	69.32	0.00 %	10.00 %	40.0 0%	90.00 %	**90.00%**	**99.97%**	G2

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Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/233						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL47	Purchase and installation of the 3rd pump at N2 sewer pump station by 30 June 2023	Number of pumps installed by 30 June 2023	2	N/A	0	0	0	1	**1**	**0%**	R
Due to priority assessment the purchase and installation was delayed. Purchase and installation will be considered for the next financial year.											
TL48	Spend 95% of the capital budget allocated for the Railton sanitation upgrade street front sewers 30 June 2023 {(Actual capital expenditure on the project divided by the total approved capital budget for the project)x100}	% of the budget spent	1	N/A	0.00 %	10.00 %	40.0 0%	90.00 %	**95.00%**	**25.79%**	R
Contractor was appointed to execute the project.											

To enhance access to basic services and address maintenance backlogs

PERFORMANCE REPORT

v) To enhance economic development with focus on both first and second economies

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL3	Review the Growth and Development Strategy and submit to Council for approval by 30 June 2023	Strategy reviewed and submitted to Council for approval by 30 June 2023	All	0	0	0	0	1	**1**	**0**	R
Due to lack of personnel the growth and development strategy could not be reviewed. The municipality will assess the staff constraints. The review will be removed and completed in due course.											
TL6	Spend 95% of the capital budget allocated for the establishment of the Container Park in Barrydale by 30 June 2023 {(Actual capital expenditure on the project divided by the total approved capital budget)x100}	% of the maintenance budget spent	2	N/A	0.00%	0.00%	40.00%	95.00%	**95.00%**	**80.64%**	O
Target will be met in the new financial year. Container Park Project is not yet completed and are still in process of completion											

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL9	Publish and distribute a summer(1) and winter(1) tourism brochures with maps by 30 June 2023	Number of publications distributed by 30 June 2023	All	N/A	0	1	0	1	**2**	**2**	G
TL10	Implement 90% of the Event Schedule as the approved by Council by 30 June 2023 {(Number of events completed for the period /Number of events identified in the Events Schedule) x 100}	% of events implemented by 30 June 2023	All	N/A	0.00%	40.00 %	0.00%	90.00%	**90.00%**	**90%**	G
TL34	Create temporary work opportunities in terms of EPWP by 30 June 2023	Number of temporary work opportunities created	All	269	45	55	55	55	**210**	**221**	G2

To enhance economic development with focus on both first and second economies

PERFORMANCE REPORT

vi) To improve financial viability and management

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL22	The percentage of the municipality's capital budget actually spent by 30 June 2023 {(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100}	% of capital budget spent by 30 June 2023	All	86.26%	0.00 %	20.0 0%	40.0 0%	90.0 0%	**90.00%**	**67.59%**	R
Capital expenditure will be monitored on a monthly basis											
TL23	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2023 {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) x 100	Debt to revenue as at 30 June 2023	All	6.31%	0.00 %	0.00 %	0.00 %	25.3 0%	**25.30%**	**9.15%**	B
TL24	Financial viability measured in terms of the outstanding service debtors as at 30 June 2023 {(Total outstanding service debtors/ revenue received for services) x 100}	Service debtors to revenue as at 30 June 2023	All	5.00%	0.00 %	0.00 %	0.00 %	18.0 0%	**18.00%**	**8.31%**	B

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL25	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2023 {(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2023	All	4.21%	0.00 %	0.00 %	0.00 %	1.80 %	**1.80%**	**5.18**	B
TL28	Achieve a debtors payment percentage of 95% by 30 June 2023 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) x 100}	Debtors payment percentage as at 30 June 2023	All	97.54%	95.0 0%	95.0 0%	95.0 0%	95.0 0%	**95.00%**	**97.40%**	G2
TL29	Approve an action plan to address all the issues raised in the management letter of the Auditor-General by 31 December 2022	Action plan approved by the MM by 31 December 2022	All	1	0	0	1	0	**1**	**1**	G

vii) To promote good governance and community participation

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL1	Compile the Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2023	RBAP submitted to the Audit Committee by 30 June 2023	All	1	0	0	0	1	**1**	**1**	G
TL2	90% of the RBAP for 2022/23 implemented by 30 June 2023 {(Number of audits and tasks completed for the period /Number of audits and tasks identified in the RBAP) x 100}	% of the RBAP implemented by 30 June 2023	All	94.00%	15.00%	40.00%	60.00%	90.00%	**90.00%**	**95.00%**	G2
TL4	Conduct annual customer care survey by 30 June 2023	Customer care survey conducted by 30 June 2023	All	1	0	0	0	1	**1**	**1**	G
TL5	Compile and submit the draft 5th generation IDP for the 2023/24 financial year to Council by 31 March 2023	Draft IDP compiled and submitted to Council	All	1	0	0	1	0	**1**	**1**	G

PERFORMANCE REPORT

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2021/22	Overall Performance 2022/23						
					Target					Actual	R
					Q1	Q2	Q3	Q4	Annual		
TL7	Submit the draft Annual Report for 2021/22 in terms of the MFMA to Council by 31 January 2023	Draft report submitted to Council by 31 January 2023	All	1	0	0	1	0	**1**	**1**	G
TL52	Develop Phase I of the draft Integrated Waste Management Plan and submit to Director by 30 June 2023	Phase I of the draft Integrated Waste Management Plan developed and submitted to Director	All	N/A	0	0	0	1	**1**	**0**	R
Could not be achieved due to resignations and funding. Will be attempted in next financial year											
TL55	Spend 90% of the approved capital budget for the directorate (Excluding budget for purchase of Transnet land) by 30 June 2023	% of Budget spent		N/A	0.00 %	0.00 %	40.0 0%	90.0 0%	**90.00%**	**0%**	R

3.2.2 Service Providers Performance

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement. A service provider:

- means a person or institution or any combination of persons and institutions which provide a municipal service to or for the benefit of the local community
- means an external mechanism referred to in Section 76(b) which provides a municipal service for a municipality
- service delivery agreement means an agreement between a municipality and 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

During the year under review, the Municipality did not appoint any service providers who provided a municipal service to or for the benefit of the local community on behalf of the Municipality and therefore this report contains no such details. All other contract appointments are regularly monitored and ensured, that the requirements of the contract are complied with.

3.2.3 Municipal Functions

a) Analysis of Functions

The following table indicates the functional areas that the Municipality are responsible for in terms of the Constitution:

Municipal Function	Municipal Function (Yes/ No)
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	No

Municipal Function	Municipal Function (Yes/ No)
Constitution Schedule 4, Part B functions:	
Electricity and gas reticulation	No
Firefighting services	No
Local tourism	Yes
Airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No
Pontoons, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services are limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlors and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	No

Municipal Function	Municipal Function (Yes/ No)
Constitution Schedule 4, Part B functions:	
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Functional Areas

PERFORMANCE REPORT

COMPONENT A: BASIC SERVICES

This component includes basic service delivery highlights and challenges, includes details of services provided for water, wastewater **(sanitation), electricity, waste management, housing services and a summary of free basic services**

3.3 WATER PROVISION

3.3.1 Introduction to Water Services

The status of the provision of water infrastructure as key municipal service for each of the towns, villages and hamlets in the municipal area is as follows:

Swellendam

- Swellendam – Klippe River water source feeding from surface drainage from the mountain is the main water source for the town of Swellendam.
- Water is extracted from the source via a weir into a 600 mm diameter pipe
- Swellendam raw water is routed to three conservancy storage dams, namely Grootkloof 1, 2 and 3. Raw water is then pumped from Grootkloof 3 to the waterworks for treatment.
- An additional conservancy storage dam (Grootkloof 4) will need to be constructed in the near future to accommodate future growth and increase in consumption.
- Existing Grootkloof 3 enlargement may be an option if a large enough foot print can be obtained.

- Five reservoirs are available in Swellendam to provide storage capacity for potable water. These storage capacities are inadequate for the planned sub-economical housing in Railton and the growth and development of Swellendam.
- The bulk and bulk link water infrastructure is inadequate for new developing nodes and the completion of various ring feeds in the network will improve water distribution management. Funding must be secured for the planned additional main water bulk link infrastructure for reservoirs in the Railton developing nodes.

Barrydale

- Barrydale– The Huis River is the main water source for both potable, domestic irrigation and agricultural water for the town of Barrydale via the catchment channel
- The Municipality has water rights from the river and must pay for the extraction to the Department of Water and Sanitation.
- Purified water is stored in two separate reservoirs.
- Two dams are reserved for the overflow water for domestic irrigation water.
- The use of boreholes as another source of drinking water was investigated, but is not feasible at this stage.

Suurbraak

- The water source for Suurbraak is located at the origin of a tributary of the Buffeljags River up in the Langeberg Mountain
- The upgrading of the Water Treatment Plant has been completed.
- No storage facility for raw water, before treatment, is available.
- The purified water is pumped to four small reservoirs in the reticulation system for Suurbraak. This reservoir capacity is supplemented with an additional 150 kilolitres from a steel pressure water tank which was completed with the phase 2 upgrade.
- The water reticulation system could not be extended to erven north of the Buffeljags River as no funding is available for such infrastructure

Rietkuil

- Rietkuil – The small holding area known as Rietkuil, is an agricultural farming area where the owners informally reticulate water amongst themselves. The potable water supply comes from the Overberg Water Board.

Buffeljags River

- The village of Buffeljags Rivier obtains its water from an open irrigation water channel from the Buffeljags Dam.
- The water is treated in the WTW at Buffeljags Rivier and only largely for potable water supply to residences in the village. Post-treatment water is stored in two reservoirs for distribution; the reservoir capacity is adequate for the current households.
- The Water Treatment Works was upgraded in 2016 and a second reservoir was constructed in 2015. Further improvements in the plant have been made to improve the consistency of the filtration process.
- The capacity of the current water storage facilities(reservoirs) is sufficient to accommodate the residents of the village, although the capacity of the Water Treatment Works is inadequate and needs to be upgraded urgently.

Infanta.

- Water supply for domestic and other uses is provided by the residents themselves, either by means of rainwater collection or from boreholes.
- Water treatment is done individually by the owners for domestic consumption.
- No municipal water provision service is currently rendered to the area
- A borehole water supply is used for the municipal ablution facility in Infanta
- The lack of bulk and bulk link water infrastructure for domestic consumption is restricting the further development of the village.

Malgas (Nuwe Dorp)

- Some of the properties in the village have access to potable water supplied by the Overberg Water Board, while others make use of water sources such as rainwater collection, groundwater from boreholes or water pumped directly from the Breede River.

- No municipal water provision service is rendered to the village of Malgas.
- Long term solutions for the supply of potable water are not classified as a priority. The lack of available water supply for domestic consumption is restricting the further development of the village.

Stormsvlei

- Water supply for domestic and other uses is provided by residents themselves, by means of rainwater collection, from boreholes or water pumped directly from the Sonderend River.

Other rural areas

- The Overberg Water Board is the main supplier of potable water to the rural areas. On agricultural holdings rivers and groundwater sources provide water for irrigation and agricultural purposes.
- The largest dam in the Swellendam municipal area is the Buffeljags Dam, with a storage capacity of 5 370 million cubic meters of water with no bulk link infrastructure that can be used as a formal water supply.

3.3.2 Highlights: Water Services

The table below specifies the highlights for the year:

Highlights	Description
System improvements of the Buffeljags Water Treatment Works	Flow-controlled process pumps have been added as well as the re-configuration to create a raw water buffer. These changes will greatly improve filtration consistency which has been one of the major problems for this water works.
Rondomskrik Supply pipeline	A new main water supply line has been installed from the Railton reservoirs to the

Highlights	Description
	area of Rondomskrik. This pipeline now ensures consistent water pressure in the high-lying areas in Rondomskrik which previously lost operational pressure during times of peak demand.
Completion of Phase II of the Suurbraak Waterworks	The upgrading of the Suurbraak Water Works has been completed which included the installation of an additional booster pump, a new rising main and a pressure tower to assist with sustaining good operational network pressure in the high-lying areas.
Starting with the new Barrydale Water Treatment Works	Work has started on the multiyear upgrading of the Barrydale Water Treatment Works.
Generator installations	New generators have been installed on the Hermitage Raw Water pump station, the Swellendam Water Treatment Works as well as at the Suurbraak Water Treatment Works. This is the first step in ensuring water security regardless of the state of load shedding we are experiencing. It unfortunately comes at an enormous running cost.
Installation of new chemical storage tanks at the Swellendam Water Treatment Works	Three new chemical tanks have been purchased for the storage of chemicals used in the water treatment process. The tanks will increase the storage capacity to ensure chemical stock does not run out with temporarily unavailable products.
Installation of new zone supply pipelines and pressure management equipment	The pressure management project had the sole purpose of improving the water distribution network by installing new supply pipelines and zone pressure management infrastructure.
System improvements of the Buffeljags Water Treatment Works	Flow-controlled process pumps have been added as well as the re-configuration to create a raw water buffer, to greatly improve filtration consistency which has been one of the major problems for this water works.

3.3.3 Challenges: Water Services

The table below specifies the challenge for the year:

Description	Action Plan
Lack Funding	There is a lack of funding for plans to upgrade and improve the water services network. Additional applications for funding will be submitted to relevant departments
Unavailability of chemicals	Throughout the whole of South Africa, there have been times through the 21/22 financial year when certain chemicals used in water treatment processes became scarce and, in some instances, unavailable for extended periods of time. Alternative methods were used as substitutions for the chemicals which were scares or unavailable.
Ageing infrastructure	The ageing water infrastructure remains a burden. Potential projects will be included in the planning depending on their priority assessment within the IDP

Water Services Challenges

3.3.4 Employees: Water Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	7	6	1
4 – 6	14	10	4
7 – 9	16	8	8
10 - 12	3	0	3
13 – 15	3	3	0
16 – 18	0	0	0
19 – 20	0	0	0
*P.T.I	1	1	0
Total	**44**	**28**	**16**

Employees: Water Services

3.3.5 Capital: Water Services

The following table indicates the capital expenditure for this division:

Financial Performance: Water Services					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Railton Bulk Water Pipeline Phase 1.1	Capital Replacement Reserve	–	643	624	3,1%
Single cab LDV (2022/2023)	Borrowing	275	299	293	1,9%
Swellendam (Railton): Bulk Water Reticulation and	National: Municipal Infrastructure Grant	4 948	5 513	5 087	7,7%
Swellendam (Railton): Bulk Water Reticulation and	Borrowing	1 649	1 599	–	100,0%
Installation of Civil Engineering Services, Railto	Provincial: Other	1 643	6 600	4 060	38,5%
Tip Trok Water	Borrowing	–	1 000	929	7,1%
Repairs to earth channel (Primary raw water storag	National Disaster Recovery Grant	–	739	–	100,0%
Grootkloof 1 raw water inlet erosion	National Disaster Recovery Grant	–	391	–	100,0%
Upgrade of Telemetry (Swellendam) Conversion from	Capital Replacement Reserve	–	350	28	92,1%
Access control and fencing at Swellendam WTW	Capital Replacement Reserve	85	74	44	41,2%
Steps and channel grids with railings for Swellend	Capital Replacement Reserve	120	120	–	100,0%
New MCC with magflow for Swellendam waterworks fil	Capital Replacement Reserve	250	280	–	100,0%
Soda Ash dosing station Buffeljagsrivier, new inle	Capital Replacement Reserve	40	50	46	8,9%
Upgrading of Barrydale Bulk Water Supply Phase 2	National: Municipal Infrastructure Grant	5 597	12 159	6 760	44,4%
Diesel Trailor 500l x1	Capital Replacement Reserve	–	60	–	100,0%
Water pumps and equipment	Capital Replacement Reserve	–	40	26	35,6%
Buffelsjagrivier Water Pump	Capital Replacement Reserve	–	19	19	0,0%
Generators	Emergency Loadshedding Grant	–	591	183	69,0%
New Generator: Buffelsjag & Barrydale 50 Kva	Capital Replacement Reserve	–	353	353	0,0%
	Total	14 607	30 880	18 449	40,3%
Total project value represents the estimated cost of the project on approval by Council					

Capital Expenditure 2022/23 Water Services

3.4 WASTE WATER (SANITATION) PROVISION

3.4.1 Introduction to Waste Water (Sanitation) Provision

Swellendam operates 4 Waste Water Treatment Works (WWTW), 1 in Swellendam and 1 in Buffeljags River, Suurbraak and Barrydale respectively. All residents have access to basic sanitation services, however, the provision of sanitation infrastructure for towns, villages and hamlets of the municipal area, is mainly determined by access to a sustainable water source.

Only areas with sufficient available water can be serviced by waterborne sewerage systems. In the absence of such systems, sewerage suction services, septic tanks, soak-away sanitation facilities and conservancy sewerage tanks must be used for sanitation purposes. The status of the provision of sanitation infrastructure as key municipal service for each of the involved towns, villages and hamlets in the municipal area are as follows:

Swellendam – The Klippe River Waste Water Treatment Works and the N2 main pump station are the main facilities in operation for the town of Swellendam. The existing Klippe River Waste Water Treatment Works (WWTW), located on the northwest urban edge of the town, is the latest activated sludge aerating system that replaced the original N2 Waste Water Treatment Works. The upgrade of the Klippe River Waste Water Treatment Works also allows for the creation of capacity for the future growth of the town of Swellendam for the next 10 years. The construction of the Swellendam Klipperiver Waste Water Works was completed in 2013, for the sum of R64,0 million Rand. The control is from a control centre by means of telemetry communication. The grant funding was obtained from different Government grant fund sources, including RBIC and MIG funding.

The limitation of the funding forces the engineers to reduce the design to basic functionality, which reduces the operational and maintenance requirements of the Works.

The existing sewerage works are fast progressing towards exceeding its capacity and the upgrade of sewerage disposal capacity is a very high priority. The sewerage reticulation system for the town is more than 50-year-old and the pipe network needs to be replaced and upgraded to provide for a sufficient level of service for new developments resulting from the densification of the urban area.

Barrydale – The older part of Barrydale is serviced by conservancy sewerage tanks, while the newer residential area of Smitsville has a waterborne sewerage system. The Waste Water Treatment Works in Barrydale has not been completed and consists of oxidation tanks. The sewerage purification system is therefore problematic and needs an urgent upgrade. The present location of the Smitsville Waste Water Treatment Works is also problematic because it is restricting the future extension of the adjoining residential area (Smitsville) and can only service the Smitsville residential area, because of the restricting topography. Consideration must therefore be given for relocation, to provide a sewerage treatment plant that can service Barrydale (old town), as well as future developments.

The Waste Water Treatment Works is also lacking capacity and needs to be expanded significantly to comply with purification standards and to serve the entire urban area. The planning for this project has already started and is considered a priority.

The Smitsville booster pump station has been upgraded, with the replacement of one of the two pumps, but the pipeline to the sewerage purification Works needs to be enlarged to suit the ever-growing demand for more housing in Smitsville.

Suurbraak – Nearly all houses (750 units) on the south side of the Buffeljags River have waterborne sewerage. All sewerage gravitates to a pump station on the north-eastern edge of the town, from where it is pumped to a Waste Water Treatment Works located on the western edge of the town.

Buffeljags River – All houses in the village of Buffeljags River have waterborne sewerage connections. The capacity of the present Waste Water Treatment Works is sufficient to serve 400 houses. The location of the treatment plant is limiting future development possibilities.

The main challenge in Buffeljags is that there is no sewerage reticulation amongst the Agri Industries such as the cheese factory, the fruit packaging stores, the BP filling station as a tourist destination and all the schools.

Infanta – No waterborne sewerage system is used in the village. Sewerage is dealt with by means of in-situ conservancy and septic sewerage tanks.

Malgas – No waterborne sewerage system is used in the village. Sewerage is dealt with by means of in-situ conservancy sewerage tanks, septic sewerage tanks and soak-away sanitation facilities. A sewerage suction service is rendered by the Municipality. Serious concerns have been expressed on the negative impact that the older sewerage soakaway system might have on the Breede River, ecology.

Other rural areas – A sewerage suction service is rendered for households and schools within the rural area.

3.4.2 Highlights: Waste Water (Sanitation) Provision

The table below specifies the highlights for the year:

Highlights	Description
Repair and installation of existing and new mixer motors and gearboxes at Klipperivier WWTW	Four of the mixer gearboxes and motors on the Klipperivier WWTW have been repaired or replaced on the basin.
Silo Waste Water Pump Station Generator installation	The Silo pumpstation has been equipped with a standby generator to ensure the operation and proper functioning through periods with extended load shedding and/or power outages.
Servicing and repair of Settler #1 at Klipperivier	Repairs and retrofits have been carried out on Settler #1 improving the quality of the effluent from the WWTW.

Highlights	Description
Upgrading of bulk pipelines	Critical links of the gravity sewer main have been replaced as part of the housing development project.

Waste Water (Sanitation) Provision Highlights

3.4.3 Challenges: Waste Water (Sanitation) Provision:

The table below specifies the challenge for the year:

Description	Action Plan
Ageing distribution networks	The Municipality will investigate funding and the possibility of appointing more personnel for maintenance and reconstruction.
Maintenance cost of Sewerage Purification Plants and pump stations	The normal maintenance cost of the Purification Treatment plant is very high. Alternative treatment methods are being investigated.
Protecting the Environment and Communities	As portable water becomes more available to all, sectors change. As the demand grows more wastewater sewerage volumes get released. In the protection of the communities' health and hygiene, the protection of the environment around them must also be protected and managed against any form of pollution of the natural water in rivers and streams since this water will be used downstream by other communities.
Vandalism and theft	A fast-growing concern for the past financial year was the growing number of vandalism and theft incidents at especially pumpstations and reservoirs and the associated costs incurred to replace and repair infrastructure. Necessary security measures are being implemented.

Waste Water (Sanitation) Provision Challenges

3.4.4 Employees: Waste Water (Sanitation) Provision

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	5	4	1
4 – 6	3	2	1
7 – 9	3	3	0
10 - 12	1	0	1
13 – 15	0	0	0
16 – 18	0	0	0
19 – 20	0	0	0
P.T.I	1	1	0
Total	**13**	**10**	**3**

Employees Waste Water (Sanitation) Provision

3.4.5 Capital: Waste Water (Sanitation) Provision

The following table indicates the capital expenditure for this division:

Financial Performance: Sewerage Services					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
N2 Pumpstation and Klipperivier Steel Gates	Capital Replacement Reserve	–	105	96	8,3%
Vacuum sewerage tanker 6 000l	Borrowing	1 000	1 034	1 033	0,1%
3rd pump at N2 sewer pumpstation	Capital Replacement Reserve	625	655	–	100,0%
Installation of Civil Engineering Services, Railto	Capital Replacement Reserve	8 215	8 043	5 996	25,5%
Railton sanitation upgrade, street front sewers	Borrowing	800	800	–	100,0%
Upgrade of toilets in informal settlements	Provincial Other	–	217	201	7,4%
Railton sanitation upgrade, street front sewers (r	Provincial Other	–	695	498	28,4%
Railton sanitation upgrade, street front sewers	Provincial Other	–	435	–	100,0%
Sewer Blockage- Jetting Machine	Capital Replacement Reserve	–	590	–	100,0%
Silo pumpstation manifold upgrade	Capital Replacement Reserve	120	85	–	100,0%
Macnay Telecon T6 cart + 2 x loadlugger Skips for	Capital Replacement Reserve	247	302	302	0,2%
New anaerobic mixer motor and gearbox for Klipperi	Capital Replacement Reserve	125	125	117	6,3%
Sewerage - Machinery and equipment	Capital Replacement Reserve	30	30	9	71,3%
Klipperivier Stainless steel safety Railings Repla	Capital Replacement Reserve	–	200	–	100,0%
Ras pump station, new VSDs (variable speed drivers	Capital Replacement Reserve	–	70	61	13,2%
Generators	Emergency Loadsheding Relief Grant	–	591	235	60,3%
New Generator: Kliprivier 650KVA	Capital Replacement Reserve	–	505	505	0,0%
		–	–	–	
	Total	11 162	14 482	9 052	37,5%
Total project value represents the estimated cost of the project on approval by Council					

Capital Expenditure 2021/22: Waste Water (Sanitation) Provision

3.5 ELECTRICITY

3.5.1 Introduction to Electricity

Local Government holds executive authority over electricity reticulation in accordance with the Constitution. Furthermore, the Electricity Regulating Act makes provision for the establishment of the National Energy Regulator that sets specific standards and guidelines concerning the distribution of Electricity Distribution Licenses. This places a responsibility on municipalities to ensure the provision of electricity services to communities in a sustainable manner for economic and social support.

Eskom provides grid electricity for further distribution in Swellendam, Barrydale and Suurbraak. Eskom undertakes electrical distribution for all other communities such as Buffeljagsrivier and the rural areas, which include Malgas and Infanta – all of which are under the municipal area.

The status of the provision of electrical infrastructure as a key municipal service in Swellendam, Barrydale and Suurbraak is as follows:

Swellendam:

The current and projected growth of Swellendam is placing enormous strain on the current electricity supply capacity provided by Eskom. Considerable upgrades of Eskom supply points and the bulk electrical infrastructure must be prioritized as a matter of urgency. The completion of an electrical master plan confirmed the constraints. Various projects are in progress to address the electrical infrastructural and supply constraints. The projects as per the Electricity Master Plan must be implemented to replace old, unsafe switchgear and old low and high voltage (LV and HV) Lines.

Railton future project 1250 new connections required the upgrading of the backbone to Railton. Phase 1 was completed in the 2017/18 financial year and Phase 2 was completed in the 2018/19 financial year. Phase 3 was completed in the 2019/20 financial year. Part of Phase 4 was completed in the 2020/21 financial year.

The Railton switching station was completed in the 2021/22 financial year. This is part of the Integrated National Electrification Programme (INEP) grant funding received from the Department of Energy (DOE). This integrated National Electrification Programme forms part of the housing pipeline.

Barrydale:

The Eskom substation is operational for consistent supply to Barrydale with its own dedicated feeder and has significantly improved the electrical supply to Barrydale consumers. The electrical distribution infrastructure needs to be upgraded and capital to fund the electrical infrastructure is of the essence.

Suurbraak:

The electrical distribution network capacity is sufficient for any further development in this area. The overhead 11 kV distribution network in Suurbraak needs an upgrade. Master planning for the supply of electricity in Suurbraak has been completed and the planned initiatives, for the established constraints and problems, can now be prioritised for implementation. Provision must be made in future capital budgets to attend to these matters.

Several operational electrical maintenance projects were conducted during the financial year. The Railton electrification and connections were successfully completed within the available budget and timeframes. However, the Suurbraak electrification and connections could not be completed due to constraints concerning the housing project.

3.5.2 Highlights: Electricity

The table below specifies the highlights for the year:

Highlights	Description
Illegal connection removals	Illegal electricity connection removals
TID rollovers	TID rollovers implemented
Flash suits purchased	Flashsuits purchased
Electrical training	Electrical training
Generators purchased	Critical generators purchased

Electricity Highlights

3.5.3 Challenges: Electricity

The table below specifies the challenges for the year:

Description	Action Plan
An old oil-type HV switchgear requires replacement	Inspections and first-line Maintenance on the old HV switchgear will be done.
Ageing fleet	Appointment of new service provider to do maintenance on vehicles
Electrical losses	Monitoring and reporting of electrical losses on a monthly basis will be implemented and addressed on evaluation.
Load shedding	Generators installed at: • Main building

Description	Action Plan
	• N2 pump station • Kliprivier WWTW • SILO's Pump station • WTW Swellendam • Hermitage Pump station Mobile Generator used for Buffeljags Water Treatment Works to address the water shortage resulting from Load Shedding

Electricity Challenges

3.5.4 Employees: Electricity

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	1	1	0
4 – 6	8	7	1
7 – 9	5	3	2
10 – 12	6	4	2
13 – 15	2	2	0
16 – 18	0	0	0
19 – 20	0	0	0
Total	**22**	**17**	**5**

Employees: Electricity Services

3.5.5 Capital: Electricity

The following table indicates the capital expenditure for this division:

Financial Performance: Electricity					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Electrical - Machinery and Equipment	Capital Replacement Reserve	–	5	4	12,5%
Swellendam Railton 950 erven - Elec Infrastructure	Capital Replacement Reserve	–	4 783	238	95,0%
					#DIV/0!
	Total	–	4 788	242	94,9%
Total project value represents the estimated cost of the project on approval by Council					

Capital Expenditure 2022/23: Electricity

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

3.6.1 Introduction to Waste Management

Solid waste management is the collection, transport, processing, recycling or disposal, and monitoring of waste materials. The new mandate for Solid Waste management is awareness building of environmental aspects of solid waste as well as waste minimisation leading to zero waste to landfill. As Swellendam Municipality believes a positive behaviour change leads to economic solutions.

Solid waste facilities under the jurisdiction of the Swellendam Municipality are situated in the following towns/ areas:

- Bontebok solid waste management facility situated at Swellendam is the main solid waste facility for the municipality;
- Barrydale solid waste facility limited to building and green waste;
- Suurbraak solid waste facility limited to building and green waste; and
- Infanta solid waste facility limited to building and green waste; and
- Malgas solid waste facility limited to building and green waste

The Swellendam Municipality is situated within the Overberg District Municipality. The Overberg District Municipality shares its area of jurisdiction with the local Municipalities' of Swellendam, Cape Agulhas, Overstrand and Theewaterskloof.

Waste management has reached a stage where the responsibility needs to be shared between municipalities as it is uneconomical to operate and manage waste disposal facilities in each and every town and even also in each and every municipal area. It is a foregone conclusion that all municipalities' waste disposal facilities will reach the end of their lifetimes and new avenues for solid waste management need to be explored. The days of burying waste for future generations to deal with are over, we have the responsibility to redesign our waste management systems to be close looped and ethical heading towards zero waste to landfill

The Minister of Environmental Affairs and Development Planning, Western Cape who has the authority to the division of powers and function of municipalities has resolved that solid waste

management will be centralised at the district municipal level and that no new facilities will be considered, nor the expansion of existing facilities. Municipalities are therefore obliged to implement an integrated waste management system.

The establishment and operation of a waste disposal site for more than one municipality is therefore a district municipal function and the district municipalities are obligated to provide such service in an equitable and accessible manner and further to ensure that it is both financially and environmentally sustainable. The regional site for the Overberg region is situated at Karwyderskraal near Hermanus. The Overberg District Municipality already have an agreement in place with Overstrand- and Theewaterskloof Municipalities` who transport their waste to Karwyderskraal. Swellendam is investigating the most financially and environmentally friendly solution for their waste disposal including but not limited to transport to Karwyderskraal. Seeing waste as a commodity or a product that has the potential to create heat, energy and eventually an income has become apparent and small-scale waste to energy plants is being investigated.

The Swellendam Municipality has received a report with the latest airspace projections for its main waste facility, Bontebok, with an estimated date of August 2024. This allows Swellendam time to research alternative environmentally friendly methods of waste management.

3.6.2 Highlights: Waste Management

The table below specifies the highlights for the year:

Highlights	Description
Improved compliance	The management and operation of the Bontebok WDF were improved and all legal requirements continue to be met
Waste minimisation	Waste minimisation has been prioritised by the new waste Manager and has the backing of the municipal manager Organic waste is being diverted for chipping, builders' rubble is being sent to a local quarry for crushing and reuse and recycling centres are getting as much support as possible
Illegal dumping	The municipality has set up an illegal dumping task team that will respond to residence complaints and do general clean-ups around town

Waste Management Highlights

3.6.3 Challenges: Waste Management

The table below specifies the challenges for the year:

Description	Action Plan
Illegal dumping	Illegal dumping is prevalent in Swellendam and its surrounding towns. With the discussions of a landfill site tariff, the occurrence of illegal dumping increased. Clean-up project launched.
IWMP (Integrated waste management plan)	Our IWMP requires an update which is a monumental Task. This will start with funding in the 22/23 financial year
New Waste Management Policy	Waste permits and new tariffs have been set for the 2021/22 financial year.
Illegal waste picking and infrastructure vandalism	Adequate supervision is required at these sites.
Infrastructure vandalism	• Security must be appointed • Notice boards must be placed at sites
Waste Facility licences	Our Malgas and Barrydale site's licence needs renewal, which will be addressed.
Audits	All our sites currently require an external audit which will begin with the 22/23 financial year.

Waste Management Challenges

3.6.4 Employees: Waste Management

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	17	7	10
4 – 6	2	0	2
7 – 9	5	4	1
10 – 12	3	1	2
13 – 15	1	1	0
16 – 18	0	0	0
19 – 20	0	0	0
Total	**28**	**13**	**1**

Employees: Waste Management

3.6.5 Capital: Waste Management

The following table indicates the capital expenditure for this division (refuse removal):

Financial Performance: Refuse Removal					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
CHIPPER	Borrowing	1 000	974	974	0,0%
Refuse container Malgas and Infanta X6	Capital Replacement Reserve	280	365	297	18,5%
Boreholes: Bontebok X3	Capital Replacement Reserve	240	–	–	0,0%
Skips	Capital Replacement Reserve	–	217	–	100,0%
Landfill site capital restoration cost	Capital Replacement Reserve	–	4 630	3 669	20,8%
	Total	1 520	6 186	4 940	20,1%
Total project value represents the estimated cost of the project on approval by Council					

Capital Expenditure 2022/23: Refuse Removal

3.7 HOUSING

3.7.1 Introduction to Housing

Housing is a concurrent National and Provincial competency guided and prescribed in terms of Part A of Schedule 4, of the Constitution. Section 10 of the Housing Act, (Act 107 of 1997), sets out the responsibilities of municipalities in relation to the provision of housing. The Human Settlements Department of the Swellendam Municipality strives to uphold and execute the right of its communities to own a house, and not just to support ownership, but build communities within the greater Swellendam Municipal Area. Our focus is always on all the various housing programmes available with a bigger emphasis on the normal Integrated Residential Development Programme (IRDP), Informal Settlement Upgrades (ISSP) and the GAP housing market of household income greater than R3 501 up to R22 000 per month (Finance Linked Individual Subsidy Programme (FLISP). We will also focus more on the densification of available sites to address the bigger need and make service sites available. Greater emphasis is being put on housing consumer education, to provide information regarding all the different subsidies available, rather than just being part of the statistics of being on the database for years. The vision of the Human Settlement Unit is to provide housing but also to build communities. The Unit is also trying to address the government`s approach to shift from housing construction to sustainable settlements, thus addressing both integration of the poor and previously disadvantaged and providing housing opportunities.

The socio-economic stability of communities within the greater municipal area is an area of great concern for the Municipality. Providing a beneficiary with a house is seen as a fixed asset that not only gives dignity but also provides security for future entry to mainstream financial accreditation with the eye on promoting entrepreneurship.

PERFORMANCE REPORT

The need for housing:

The need for an integrated residential development approach, that addresses the whole spectrum of residential needs, has been identified and the following main income categories have been considered:

- Subsidy housing less than R3 500 per month (Normal IRDP and provision of serviced sites)
- Gap housing R3 501 - R22 000 per month

The National Department of Human Settlements stated in a letter dated 30 September 2020 that the delivery of top structures is fiscally unsustainable and there is a need to downscale on the delivery of top structures and to prioritise the delivery of serviced sites. Projects to be implemented will only be supported by the National Department if:

- They will prioritise the elderly, military veterans, people living with disabilities and child-headed households. (added to this the province has also added its existing priority categories of backyard residents and persons, longest on the waiting list)
- They contribute to medium to high-density development (i.e. BNG Walk-ups etc.) and promote integrated development.

The NDHS National Directive indicates that top structure projects are intended to benefit households from a limited set of priority groups and that the supply of top structure subsidies by provinces and municipalities should be scales back. The priority groups referred to are, using terminology defined by the Department in past circulars on beneficiary selection, the following:

- Households headed by persons who are 60 years of age or older (see Framework Policy for Beneficiary Selection of 2012, Circular C10 of 2015, adjusted by a letter in 2016 and by circular C2 of 2019)
- Households affected by permanent disability (see Circulars C6 of 2017 and C6 of 2018)
- Households headed by a military veteran deemed by the Department of Military Veterans and the Department to be eligible for the Military Veterans Housing Programme (see Circular C6 of 2015 and C7 of 2017).

Housing need:

Given the strategic decision to focus on subsidy and gap housing, the needs can be summarized as follows:

Site	Property	Units
Subsidy: Priority 1		
Railton CBD	MIXED-USE	32
Swellendam	Mixed-use	950
Transnet land	Transfers	N/A

Housing Needs

3.7.2 Highlights: Housing

The table below specifies the highlights for the year:

Highlights	Description
Railton – services almost done	New densified Railton services and sites

Highlights: Housing

3.7.3 Challenges: Housing

The table below specifies the challenges for the year:

Description	Action Plan
Shortage of bulk infrastructure for the development of human settlements throughout the municipal area	Municipal Infrastructure Grant (MIG) Funding applications must be formulated and submitted.
The erection of illegal dwellings increases	National interventions are required to ensure a better juridical process is set in place. Assistance to be requested.

Housing Challenges

3.7.4 Employees: Housing

The following table indicates the staff composition for this division:

Job Level	2022/23			
	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as % of total posts)
0 – 3	0	0	0	0
4 – 6	0	0	0	0
7 – 9	0	0	0	0
10 - 12	2	2	0	0
13 – 15	0	0	0	0
16 – 18	1	1	0	0
19 – 20	0	0	0	0
Total	**3**	**3**	**0**	**0**

Employees: Housing

3.7.5 Capital: Housing

The following table indicates the capital expenditure for this division:

Financial Performance: Housing					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Emergency Housing	Capital Replacement Reserve	–	50	–	100,0%
		–	–	–	#DIV/0!
	Total	–	50	–	100,0%
Total project value represents the estimated cost of the project on approval by Council					

Capital Housing

3.8 FREE BASIC SERVICES AND INDIGENT SUPPORT

Basic municipal services are rendered to all urban areas and some rural areas within the municipal boundaries. Lack of funding is restricting progress with the extension of basic services to areas still requiring services or the upgrading of existing services. Basic services are currently rendered in towns and villages as follows:

- Barrydale: All households receive electricity, water, sanitation and refuse removal
- Infanta: 89 households receive basic services for refuse removal
- Buffeljagsrivier: All households receive basic services for water, sanitation and waste removal. Eskom supply electricity to all households
- Suurbraak: All households receive electricity, water, sanitation and refuse removal
- Malgas: 196 households receive refuse removal
- Swellendam: All households receive electricity, water, sanitation and refuse removal

Businesses: All businesses receive electricity, water, sanitation and refuse removal

- Farms: No basic services

Financial Performance 2022/23 Cost to Municipality of Free Basic Services Delivered		
Services Delivered	2021/22	2022/23
	Actual	Actual
	R'000	
Water	1 943	3 725
Electricity	2 579	1 765
Sanitation	6 773	7 250
Refuse Removal	3 883	4 523
Total	**15 178**	**17 263**
Total Cost of Free Basic Services Delivered		

Cost to Municipality of Free Basic Services Delivered

COMPONENT B: Roads Transport

3.9 ROADS

3.9.1 Introduction to Roads

The Swellendam Municipal area has a total road system of 129km, which comprises of 94,87 km surfaced and 34,12 km of unpaved roads. The estimated replacement value for surfaced roads is R387,000,000 + inflation of construction costs annually and the average condition can be rated as fair as per the Rural Road Asset Management System. The estimated rehabilitation backlog is R67,200,000 assuming a rate of R325/m², times the area of roads which are in very poor condition, which equals to 212 000 m².

It is clear that the priority is general maintenance, including pothole repair, general resealing, crack sealing and addressing base and surface failure. Routine maintenance was carried out during the 2022/23 year through the operating budget, with minor capital projects which were implemented during this year.

The department's overall strategy is to eliminate the backlog that currently exists. This can only be achieved by attending to the necessary rehabilitation and resealing of backlogs. The greatest concern is, however, the lack of a sustainable funding source. The current operating funds available for roads are merely 1% of the replacement value.

Some gravel roads were upgraded to paved standards and conducted via the MIG program – these roads are situated in an existing low-cost housing development in Smitsville, Barrydale and comprise of three phases. Surfaced roads were constructed during the establishment of the new housing development, situated in Railton, Swellendam.

The roads and stormwater operating expenditure for the 2022/23 financial year was R 7,526,879 with an expenditure of R 6,889,080.

The shortage of staff was partially addressed by the EPWP program, but vacancies should still be filled to optimise the departments' operations. Pothole repairs and other maintenance programmes were short-lived since pipe bursts were the primary activity for maintenance teams during the 2022/23 financial year. All of these were backfilled and repaired by the roads department, interfering with planned maintenance works. The department's top 3 priorities are:

- The maintenance of existing streets: This has created a partial impact, since several streets were resealed with an ultra-thin asphalt layer during the 2022/23 year, expanding the lifespan of these roads by at least 10 years
- The provision of proper access for every resident: This has created an average impact, as a small number of complaints have been received
- The rehabilitation of old infrastructure: This initiative has achieved partial impact since four sections of the road were rehabilitated. Several streets were upgraded to paved standards in Smitsville via the MIG program.

3.9.2 Highlights: Roads

The table below specifies the highlights for the year:

Highlights	Description
Upgrade of roads and relevant stormwater in Smitsville, Barrydale Portion 3	Upgraded gravel roads to paved standards, along with related stormwater drainage. 60 mm Interlocking pavers with related layer works were installed.
Reseal programme	The following street sections were resealed with a warm ultra-thin asphalt layer (12 – 15 mm avg): 1) Buitekant/Moolman Street from Voortrek Street to Murry Street – 4470 m² 2) Kromberg Street from Lind Street to Van Staden Street – 1271 m² 3) Mitchel Whyte Street from Voortrek Street to Buitekant Street – 1287 m² 4) Jansen Street from Voortrek Street to Buitekant Street – 1155 m² 5) Drostdy Street from Kerk Street to Fairbain Street – 4162 m² 6) Visser Street from Heyns Street to De Mist Street – 1924 m²

Highlights	Description
	7) Scholtz Street from Heyns Street to De Mist Street – 1619 m² 8) Hoop Street from Drostdy Street to Cul-de-Sac – 890 m² 9) Kamp Street from Keerom Street to Hermanussteyn Street – 694 m² 10) Keerom Street from Kerk Street to Cul-de-Sac – 2058 m²
Rehabilitation Program	The following street sections were rehabilitated with a warm asphalt continuous graded wearing course and isolated bitumen-treated base layers: 1) Reisiebaan Street Railway crossing – 375 m² 2) Bontebok Street between Vollenhoven Street and Protea Ave – 966 m² 3) Andrew Whyte Street – 2225 m² 4) Special maintenance: 80 mm Bitumen treated base and 30 mm wearing course overlay on full road width section and pipe trench, with isolated patching around pipe trench. Cooper Street from Murry Street to Stasie Street – 1423 m² 5) 30 mm Wearing course on four pipe burst patches. Voortrek Street from Shand Street to Von Manger Street
Speed Calming measures	Eight-speed humps were constructed in Barrydale (2), Suurbraak (2) and Sellendam (4): 1) Tinley Street, Barrydale 2) Claasen Street, Barrydale 3) Titus Street, Suurbraak 4) Saville Street, Suurbraak 5) Rose Joseph Avenue, Railton x 2 6) Bontebok Street, Railton 7) Holster Street, Railton

Roads Highlights

3.9.3 Challenges: Roads

The table below specifies the challenges for the year:

Description	Action Plan
Lack of funding	Investigate alternative funding models by the Financial Services Department. Application submitted to the Department of Agriculture and Land Reform to the value of R 24,000,076.80 inclusive of VAT, for the

	rehabilitation of all the roads in Swellendam Industria North. Conclusion will be received by October 2023.
Deterioration of road infrastructure	Implement continuous, consistent and predictable reseal and rehabilitation programmes each year, in order to minimise backlogs.
Abnormal vehicle weight in the industrial area of Swellendam	Specific funding submissions to be drafted and funding sources. Private partnerships are to be investigated. Application submitted to the Department of Agriculture and Land Reform to the value of R 24,000,076.80 inclusive of VAT, for the rehabilitation of all the roads in Swellendam Industria North. Conclusion will be received by October 2023.
Challenges regarding the reinstatement of the water pressure management project in Voortrek Street	Legal dispute on contract implementation - ongoing

Roads Challenges

3.9.4 Service Delivery Levels: Roads

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

Gravel Roads Infrastructure: Kilometres				
Year	**Total gravel roads**	**New gravel roads constructed**	**Gravel roads upgraded**	**Gravel roads upgraded/maintained**
2021/22	36.12	0	1.8	18
2022/23	34.12	0	2.0	22

Gravel Road Infrastructure

Tarred Road Infrastructure: Kilometres					
Year	**Total tarred roads**	**New tar roads**	**Existing tar roads re-tarred**	**Existing tar roads resealed**	**Tar roads maintained**
2021/22	92.87	1.8	0.640	3.92	90
2022/23	94.87	2	0.623	2.959	90

Tarred Road Infrastructure

The abovementioned planned maintenance was conducted in accordance with the Rural Road Asset Management System.

Due to unforeseen deterioration and ageing infrastructure, maintenance was done in accordance with a planned inspection schedule. Maintenance of roads has been prioritised within the reporting year, with an infrastructure levy identified during the 2021/22 budgetary

process to help secure additional funding for the aged infrastructure. This continued in the 2022/23 financial year.

3.9.5 Employees: Roads

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	16	9	7
4 – 6	11	7	4
7 – 9	7	4	3
10 - 12	2	2	0
13 – 15	2	2	0
16 – 18	0	0	0
19 – 20	0	0	0
P.T.I*	0	0	0
Total	**38**	**24**	**14**

Employees: Roads

3.9.6 Employees: Mechanical Workshop

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	2	1	1
7 – 9	1	1	0
10 – 12	1	1	0
13 – 15	0	0	0
16 – 18	0	0	0
19 – 20	0	0	0
Total	**4**	**3**	**1**

Employees: Mechanical Workshop

3.9.7 Capital: Roads and Stormwater

The following table indicates the capital expenditure for this division:

Financial Performance: Roads & Stormwater					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Ward 3 - Speed calming measures	Capital Replacement Reserve	30	24	24	0,0%
Barrydale (Smitsville) Upgrading Roads and Stormwa	National: Municipal Infrastructure Grant	5 230	5 230	4 922	5,9%
Rehabilitation of section Bontebok Street	Borrowing	701	701	701	0,0%
Repair Resiebaanstreet with Asphalt	Borrowing	400	400	400	0,1%
Installation of Civil Engineering Services, Railto	Provincial: Other	19 552	21 827	17 565	19,5%
Rehabilitation of Andrew Whyte Street	Borrowing	1 500	1 500	1 500	0,0%
Ward 6 - Speed calming measures	Capital Replacement Reserve	30	20	20	0,0%
Ward 5 - Speed calming measures	Capital Replacement Reserve	30	20	20	0,0%
Ward 2 - Speed calming measures	Capital Replacement Reserve	30	25	25	0,0%
Hermitage Gravel road Upgrade	National Disaster Recovery Grant	–	1 753	–	100,0%
Erosion damage to culvert/outfall, Trichardt Stree	National Disaster Recovery Grant	–	304	–	100,0%
Damage to gabion retainer Kerk Street bridge appro	National Disaster Recovery Grant	–	130	–	100,0%
Ward 1 - Speed calming measures	Capital Replacement Reserve	–	31	–	100,0%
Barrydale (Smitsville) Upgrading Roads and Stormwa	Borrowing	–	124	275	-122,3%
	Total	27 503	32 089	25 451	20,7%
Total project value represents the estimated cost of the project on approval by Council					

Capital Expenditure 2021/22: Roads & Stormwater

3.10 STORMWATER

3.10.1 Introduction to Stormwater

Stormwater systems exist in most of the residential areas. In informal and low-cost housing areas, provisions are made by creating open channels and side drains with an underground pipe network. Some basic, sub-surface stormwater pipes were provided alongside the newly constructed roads to reduce the risk of stormwater ingress in the houses that were built in the latest low-cost housing project.

Stormwater master- and management planning were compiled for Swellendam, Railton, Barrydale and Buffeljagsrivier – plans are still required in Smitsville and Suurbraak in order to rectify issues since little to no systems exist there due to no installation years ago.

Daily maintenance consists of opening and cleaning catch pits, manholes, side drains and open channels.

This still seems to be challenging due to capacity constraints, vandalism and continuous illegal dumping. Isolated problematic areas where flooding occurred, were resolved due to innovative

intervention actions. These areas are closely monitored with the relevant maintenance and aftercare.

Various stormwater systems were redirected to municipal and private storage dams. Not only were additional capacities created in these systems, but our most precious commodity was supplemented.

3.10.2 Highlights: Stormwater

The table below specifies the highlights for the year:

Highlights	Description
Smitsville, Barrydale - Roads and stormwater upgrade Portion 3	The upgrade of gravel roads to paved standards, along with related stormwater drainage was completed
No serious flooding occurred during 2022/23	Stormwater systems were operational and subsequently, no serious flooding occurred during the 2021/22 financial year. Localised issues still remain.
Proactive maintenance was conducted	Stormwater catch pits were maintained per the approved maintenance schedule
Stormwater control	A new stormwater system with retarding attenuation dams was constructed to control flash flooding from the new housing project (950 erven)

Stormwater Drainage Highlights

3.10.3 Challenges: Stormwater

The table below specifies the challenges for the year:

Description	Action Plan
Lack of funding to address upgrades	Investigate alternative funding models by the Financial Services Departments. Application submitted to the Department of Agriculture and Land Reform to the value of R 24,000,076.80 inclusive of VAT, for the rehabilitation of all the roads in Swellendam Industria North. Conclusion will be received by October 2023. This will greatly assist with stormwater challenges in the industrial area of Swellendam if approved.
Illegal dumping in stormwater systems	Ward councillors to launch awareness campaigns.

Description	Action Plan
Unable to implement Stormwater Master Plan recommendations	Systematically avail budget in accordance with Master Plan
Vandalism of structures and manhole cover theft	Report to SAPD and replace covers with irremovable concrete slabs

Stormwater Challenges

3.10.4 Employees: Stormwater

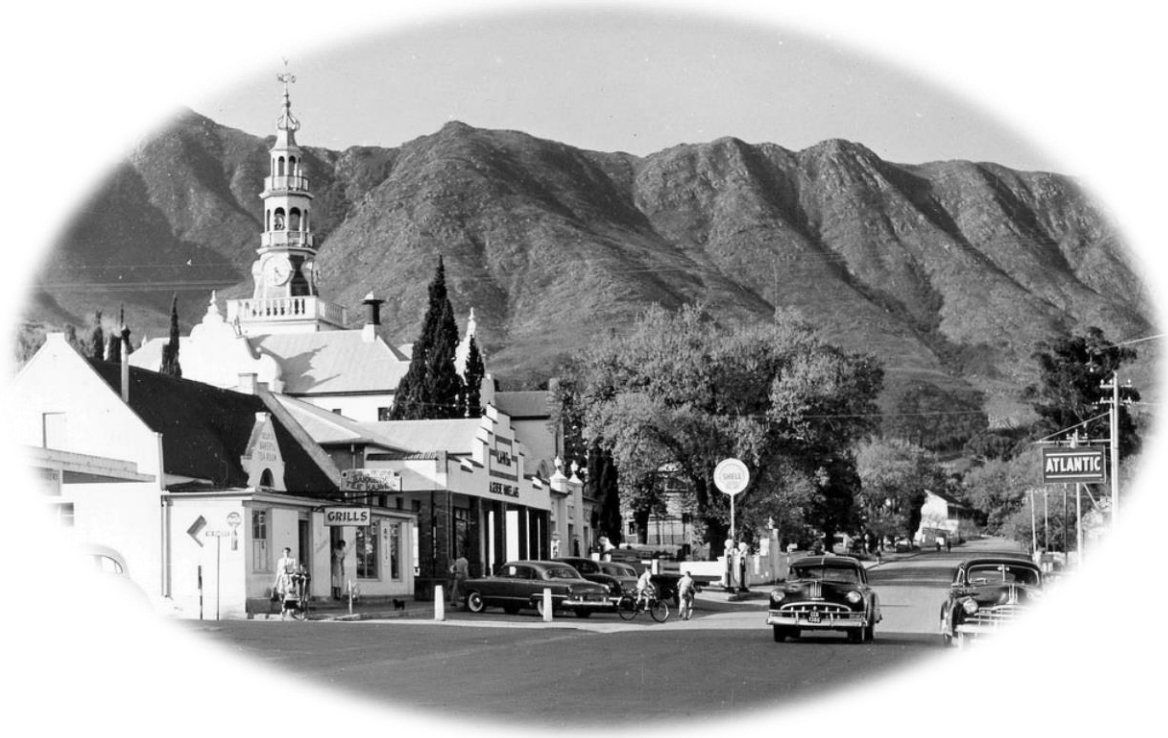
The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	1	1	0
4 – 6	8	4	4
7 – 9	11	1	10
10 - 12	1	1	0
13 – 15	0	0	0
16 – 18	0	0	0
19 – 20	0	0	0
P.T.I*	1	1	0
Total	**22**	**8**	**14**

Employees: Waste Water (Stormwater)

PERFORMANCE REPORT

COMPONENT C: PLANNING AND LOCAL ECONOMIC DEVELOPMENT (LED)



3.11 PLANNING

3.11.1 Introduction to Town Planning and Building Control

The Swellendam Municipality provides a full spectrum of town planning and building control services within its administrative area, which includes a comprehensive Geographic Information System (GiS). The Division of Town Planning and Building Control is also responsible for compliance and enforcement of the related by-laws and regulations, as well as environmental issues in general, including air quality and noise control.

The Division works within the prescripts of the Municipal Systems Act (MSA), the Spatial Planning Land Use and Management Act (SPLUMA) and the Land Use Planning Act (LUPA), read together with the Municipal By-Law on Land Use Planning and the National Building Regulations and Building Standards Act (NBR's). This suite of legislation exists as the broad legislative framework for all land use planning applications and building plans submitted within the Municipality.

PERFORMANCE REPORT

Land use planning and decision-making within the Municipality are guided by its Spatial Development Framework (SDF) in the first instance. The SDF exists as a core component of the Municipal Integrated Development Plan (IDP) in terms of the Municipal Systems Act. The SDF guides where and when monies should be spent within the municipal area. The SDF is adopted at the start of each 5-year IDP Planning Term and is reviewed annually as part of the IDP review process. The SDF may be amended as changing circumstances require. An amendment to the SDF implies a change to the IDP and by implication Council policy.

The specific land use and development parameters applicable to individual erven within the Municipality are set out in the Swellendam Integrated Zoning Scheme Regulations (IZS) and are applied accordingly. The IZS is consulted for each and every new application for development, whilst each building plan application is considered in terms of the NBRs, in consultation with the Directorate of Infrastructure Services. For larger development initiatives, particularly in rural areas, input is also requested from the relevant district and provincial authorities [Department of Health, Cape Nature, Department of Agriculture, Department of Environmental Affairs and Development Planning (DEADP), Department of Water Affairs, Department of Transport and Public Works, Heritage Western Cape] before decisions are made. The Division works closely with the Swellendam Aesthetics and Conservation Committee when considering applications for the redevelopment of heritage-listed buildings and in the conservation areas, as well as for guidance for the overall, management of conservation areas and signage within municipal boundaries.

Land use planning applications are advertised in the local press and on the municipal website for public consideration and input. It is noted that in terms of the National Constitution, municipal planning is a local government competency, including the appeal process.

The Division of Town Planning and Building Control has built up a comprehensive Geographic Information System over the past years, which together with other digital platforms and data resources, is put to good daily use when considering the merits of applications and new development initiatives. The Division is also looking to employ drone technology (finance permitted) to supplement existing data sources, particularly in areas where land uses change on a very regular basis, such as in informal settlements.

The Division is currently staffed by 6 persons: Manager, Town Planner, Town Planning / GiS Technician, Building Control Officer, Building Inspector and an Administrator. The Division will be augmented by an Environmental Compliance Officer.

3.11.2 Highlights: Town Planning and Building Control

The table below specifies the highlights for the year:

Highlights	Description
RSEP monies were received for the implementation of the Railton Community Walkway, and monies were received for the planning of the Railton Links Community Walkway.	Both walkways will go a long way in improving safety and security for pedestrians currently using these accessways.
Legislation	Compliance is enforced with the assistance of law enforcement
Breede River Estuary Advisory Forum - Operations	- Following years of inaction, the BREAF is operating well, with improved engagement and communication of all stakeholder groups in the area
Creating New Development Opportunities: via a streamlined land alienation process	A committee was established to identify and release municipal land for alienation.

Town Planning and Building Control Highlights

3.11.3 Challenges: Town Planning and Building Control

The table below specifies the challenges for the year:

Description	Action Plan
Land use compliance, particularly in the traditional rural areas	• Appointment of a dedicated compliance officer • Due process i.to. compliance and law enforcement
Illegal building works, particularly along the Breede River Estuary and in previously disadvantaged areas	• Due process i.to. compliance and law enforcement • Dissemination of applicable information
Proliferation of informal settlement, particularly in areas not identified or considered suitable for residential purposes	• Due process i.to. compliance and law enforcement • Delineation of a Temporary Relocation Area

Town Planning and Building Control Challenges

3.11.4 Statistics: Town Planning and Building Control

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

Applications for Land Use Development						
Detail	Subdivisions		Rezoning		Consent Use / Departures	
	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23
Planning application received	24	17	12	12	52	51

Determination made in the year of receipt	18	16	11	12	45	46
Applications withdrawn	0	1	0	0	6	5
Applications outstanding at year-end	6	0	1	0	1	0
Awaiting DEADP decision	0	0	0	0	0	0

Applications for Land Use Development

Type of service	2021/22	2022/23
Building plans application processed	268	202
Total surface (m2)	37 344	25 246
Approximate value (Rand)	330 965 601.00	232 951 150.00
Land use applications processed	88	80

Additional Performance Town Planning and Building Control

3.11.5 Employees: Town Planning and Building Control

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	0	0	0
7 – 9	2	1	1
10 - 12	2	2	0
13 – 15	2	2	0
16 – 18	1	1	0
19 – 20	0	0	0
Total	**7**	**6**	**1**

Employees: Town Planning and Building Control

3.11.6 Capital: Town Planning and Building Control

The following table indicates the capital expenditure for this division:

Capital Projects	2022/23			
	R'000			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Planning - Office Equipment	3	3	–	-
Total	**3**	**3**	**-**	**-**
Total project value represents the estimated cost of the project on approval by Council				

Capital Expenditure 2021/22: Town Planning and Building Control

3.12 LOCAL ECONOMIC DEVELOPMENT

3.12.1 Introduction to Local Economic Development (LED)

The function of strategic facilitation services currently located in the office of the Municipal Manager includes economic development, land release and town planning, tourism and events and coordination of strategic developments. The Swellendam Tourism Growth and Development Strategy 2019 to 2025 was adopted by Council on the 31 October 2019. Ongoing partnerships with the local private sector, NGO's, government entities (sector focused meetings) strengthen the support regarding procurement planning and an economically sustainable delivery model. The new tourism strategy also represents the plan for Swellendam's integrated programme of work for the next six years (July 2019 – June 2025). The programme embraces destination marketing alongside visitor services and industry services with a revamped visitor strategy and membership programme.

The Swellendam municipal area realised an average GDPR growth rate of 2.5 per cent between 2014 and 2018. The tertiary sector had the highest average growth rate (3.2 per cent), which was 0.7 percentage points higher than the municipal average, followed by the secondary sector, which realised an average growth rate of 2.5 per cent. The main drivers of economic growth during this period include the finance, insurance, real estate and business services (4.9 per cent) and manufacturing (3.6 per cent) sectors. The construction; wholesale and retail trade, catering and accommodation; and community, social and personal services sectors also made significant contributions to the municipal area's GDPR growth (2.6 per cent each). Conversely, the primary sector's GDPR contracted by an average of 1.1 per cent per annum during the same period. Estimates for 2019 indicate that this trend persisted – the municipal area's reduced economic growth can largely be attributed to the 10.1 per cent contraction in the agriculture, forestry and fishing sector. The finance, insurance, real estate and business services sector continued to be the main driver of GDPR growth in the municipal area, realising an estimated GDPR growth rate of 4.7 per cent, which was 4.0 percentage points higher than the municipal average.

3.12.2 Sectorial Analysis

In line with its GDPR contribution, the tertiary sector is the largest contributor to employment in the OD, accounting for 64.2 per cent of the district's total employment. The wholesale and retail trade, catering and accommodation sector and the finance, insurance, real estate and business services sectors are the main drivers of economic activity in the tertiary sector in terms of GDPR and employment. It should be noted that the transport, storage and communication sector accounts for 11.0 per cent of GDPR but only 4.0 per cent of employment, while the community, social and personal services sector accounts for 13.0 per cent of employment but only 6.8 per cent of GDPR.

Although the primary sector accounts for the smallest share of the OD's GDPR (10.0 per cent), it is the second largest contributor to employment (20.9 per cent), indicating that the sector is relatively labour-intensive. This sector mostly relies on the strength of the agriculture, forestry and fishing sectors. The secondary sector is the smallest contributor to employment in the OD and is more capital-intensive, accounting for 23.6 per cent of GDPR but only 14.8 per cent of employment. Similar to their GDPR contributions, the manufacturing and construction sectors are the largest contributors to employment in the secondary sector, accounting for 7.8 per cent and 6.8 per cent of total employment respectively. Regarding the trend observed between 2014 and 2018, the tertiary sector had the highest annual growth rate, on average creating 2 344 employment opportunities per annum, followed by the secondary sector (466 jobs) and the primary sector (102 jobs). Estimates for 2019 indicate that the tertiary sector continued to be the largest contributor to employment in the OD, as it is the only sector with a net increase in job opportunities, albeit lower than the average annual that was obtained in the previous five years. The primary and secondary sectors experienced a net decline of 337 and 753 jobs respectively, which was largely driven by job losses in the agriculture, forestry and fishing sectors and construction sectors.

Swellendam Trade

The Swellendam municipal area maintained a relatively constant trade surplus between 2010 and 2016, which was mainly driven by a positive trade balance in the agriculture, forestry and fishing sectors. This is in contrast with the manufacturing sector's trade deficits between 2011 and 2015. However, in 2017, the agriculture, forestry and fishing sectors recorded a deficit of R68.3 million, resulting in the municipal area's trade deficit of R72.9 million. The Swellendam municipal area's positive trade balance in 2018 was short-lived, as the area recorded a trade deficit of R4.3 million

in 2019, which was mainly attributed to the manufacturing sector's deficit of R51.3 million. Positively, the agriculture, forestry and fishing sector's trade surplus increased by R10.2 million from R36.8 million in 2018 to R47.0 million in 2019.

Informal Street Trading

Annually the Municipality provides sites to informal traders at a nominal fee. There are 18 full-year permits and most of the sites are occupied. Trading takes place daily from 07:00 to 18:00 and peaks over weekends and on paydays.

The Municipality has also invested in a container park to allow for business expansion and trading.

Land Release and Property Development

Swellendam Municipality has committed to releasing land for residential, commercial and industrial development. The following property transactions are in the pipeline as follows:

Industrial Development

Currently land for the industrial area is being released next to the traffic department to assist in the growth and expansion of the industrial area.

A rezoning/environmental process is underway to rezone 18ha of industrial land, south of the N2. This will provide sufficient industrial land for Swellendam for the next ten years and will be resealed in a phased manner.

Residential Development

The Municipality is engaged in the process of releasing in excess of 8 hectares of land for the development of middle to high-income residential areas. In addition, the Municipality is considering the release of land for infill development in Railton and Swellendam to try and strengthen its coffers through the sale of land and through increasing the tax base in the town.

A number of private properties are being considered for private residential development either through townhouses or the development of apartments. A number of applications on private property are currently in process.

Retirement residential development – two additional retirement villages are in planning by the private sector. More details will be released as soon as these are finalized.

The Municipality aims to create between 300 and 500 middle to high-income residential opportunities to offset the subsidy burden of the approximately 1,800 low-cost housing opportunities that are currently in the pipeline.

The estimated value of the middle to high-income residential development is estimated to contribute R450 million to R750 million to the local economy in terms of economic opportunity and development.

Low-Cost Residential Development

Currently, in Barrydale 87 houses have been approved and constructed while a further 350 are in planning for the next phase of delivery. A number of dependencies on infrastructure are critical.

In Buffeljagsrivier 35 FLISP housing opportunities have been approved. Further planning is entirely dependent on the willingness of landowners to sell land and the municipal capacity to upgrade infrastructure.

In Suurbraak 550 housing units are in planning while the Municipality upgrades water and sanitation infrastructure.

Gruisgat property – erf 6715 – On the entrance into the town from an easterly direction (from Buffeljagsrivier side of Swellendam) land is available for reconsideration for development for commercial and retail purposes.

Currently, two small shopping complexes are under consideration by the private sector for development in the next 12 to 36 months. Planning processes are advanced, and confirmations will be made as soon as the processes have been completed.

The single largest housing development plan is in the final phases of planning in Railton with an estimated 950 housing units being considered. The rezoning of this site has been finalized and all

required approvals are in place. Phased development will depend on funding availability from the Department of Human Settlements.

All of these low-cost residential opportunities are expected to be delivered over the next 3 to 5 years. The estimated value of the low-cost housing is approximately R360 million to R450 million inclusive of bulk link services.

Commercial and Retail Development

Railton – Retail and business hub. The Municipality has recently finalized a subdivision and town planning process for Railton to reseal land for commercial and retail purposes.

3.12.3 Employees: Local Economic Development

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	1	0	1
7 – 9	0	0	0
10 - 12	2	2	0
13 – 15	1	0	1
16 – 18	0	0	0
19 – 20	0	0	0
Total	**4**	**2**	**2**

Employees: Local Economic Development

3.12.4 Highlights: LED

The table below specifies the highlights for the year:

Highlights	Description
Barrydale Container Park	Establishment and launch of the Barrydale Container Park.

LED Highlights

3.12.5 Challenges: LED

The table below specifies the challenges for the year:

Description	Action Plan
Staff constraints	Appointment of additional personnel to be done when funds are made available in the budget.

LED Challenges

3.12.6 Capital: Developmental Services

The following table indicates the capital expenditure for this division:

Capital Projects	2022/23			
	R'000			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Barrydale Smitsville Container park - 2022/23	–	1 918	1 547	80.6%
Total	**–**	**1 908**	**1 547**	**80.6%**
Total project value represents the estimated cost of the project on approval by Council				

Capital Expenditure : LED

COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.13 LIBRARY SERVICES

3.13.1 Introduction to Library Services

The Swellendam Municipality is proud to have 5 public libraries, 1 Wheelie Wagon and 1 Satellite library. Library Services expanded its services with the opening of the South African Library for the Blind at Swellendam Library. The service is for the blind and visually impaired. South African Library for the Blind provides print handicapped members with free Braille and Audio Books accessible at Swellendam Public Library. The main library is Swellendam Public Library, with Railton Public Library serving as the branch library. Buffeljagsrivier, Suurbraak and Barrydale have their own libraries. Library cards can be used at any of the libraries in the Swellendam Municipal area, but preferable that patrons return their books to the library from which they borrowed from.

All the libraries are equipped with free access to the internet, and rural connectivity computers for public use. All the libraries are equipped with free access to the internet, and rural connectivity computers for public use. The libraries have broadband coverage and public Wi-Fi service was expanded to all the libraries in the Swellendam Municipal Area.

The libraries have broadband coverage and public Wi-Fi service was expanded to Railton and Swellendam Public Library in January 2020. The Western Cape Government provide each library with an ICT Cadet they were recruited through the Year Beyond programme and they will provide computer assistance to the public for the following nine months.

Vleiplaas School will close their school doors permanently in December 2021, which means that Vleiplaas Container Library has to close its doors as well for the Vleiplaas public.

Five (5) Senior Library Assistants of the library services have started in April 2021 with formal online studies at Universal Knowledge Software (UKS) (12 months Certificate Course). After completing their studies successfully, they will gain a basic level of higher education knowledge and skills in librarianship. The five were found competent and await the dates for the formal examination which will took place in July 2022.

3.13.2 Highlights: Library Services

The table below specifies the highlights for the year:

Weltevrede Container Library (Wheelie Wagon) will open soon, 5 km outside Barrydale at Weltevrede School. We are in the process of signing the MOA, afterwards Province will move the book stock to the new Container library.

Municipalities are required to submit a request for funding for each financial year and June 2023 we identified Barrydale Library as next in line for an library upgrade, the cost projection are R7 000 000 (Seven Million Rand). This information still needs to be communicate in the IDP.

The YearBeyond is a youth service partnership between the Western Cape Government. Which provide much needed services to the most vulnerable communities by creating opportunities for unemployed youth to do meaningful work. Yeboneers are appointed in all the Swellendam Municipal Libraries and classified as reading champions and ICT Cadets for six months. The project is ongoing and starts in June and ends November

3.13.3 Highlights: Library Services

The table below specifies the highlights for the year:

Highlights	Description
Maintenance work done at Railton Library.	Security gates, inside and outside paint, repaired the leakages and replacing the toilets seats.
Partnering with NGO's and the Drostdy Museum.	Light for Africa, Railton Foundation and CAP, in order to create a culture of reading and awareness among school children.

YearBeyond	Reading Champions & ICT Cadets at the libraries provide support services.
National Library Week 2023	The library week rollout was done by Minister Anroux Marais at the Desmond Tutu Library in March 2023

Library Services Highlights

3.13.4 Challenges: Library Services

The table below specifies the challenge for the year:

Description	Action Plan
SLIMS	The computerised database used by Western Cape libraries crashed in November 2022.
New Library Material	Due to the SLIMS crashed the libraries could not receive any new library materials for nine months.
Manual Library System	Due to the SLIMS crashed the libraries needed to issue & return library material manually for nine months.

Library Services Challenges

3.13.5 Service Statistics for Library Services

The table below specifies the service statistics for the year:

	2021/2022	2022/2023
Library members	92756	110 667
Book Circulated	71109	85 916
Exhibitions held	370	478
Internet users	3518	6591
Literacy & Reading programs (Children's programmes)	117	1065
Outreach Library activity (Visits by school groups)	49	775
Old age home visits	92	104
Wheelie wagon visits	6	(3) Vleiplaas Closed down Nov 2022

Highlights	Description
The new library	Added facilities such as activity hall board room, computer room, workroom and brand-new library shelves.
Library for the Blind Services	Assistance for the blind and visually impaired.

Supporting staff	ICT Cadets at the libraries provide support services.
UKS Studies done by 5 library staff members	12-month online study (Certificate)

Library Services Highlights

3.13.6 Challenges: Library Services

The table below specifies the challenge for the year:

Description	Action Plan
Vandalism at Railton Library	Repair & replace of items that are being damaged or stolen.
Vleiplaas closed down in November 2022	Alternative venue sourced
Book budget cuts	We need to find ways to get an influx of new library material.

Library Services Challenges

3.13.7 Service Statistics for Library Services

The table below specifies the service statistics for the year:

	2021/2022	2022/2023
Library members	92756	110 667
Book Circulated	71109	85 916
Exhibitions held	370	478
Internet users	3518	6591
Literacy & Reading programs (Children's programmes)	117	1065
Outreach Library activity (Visits by school groups)	49	775
Old age home visits	92	104
Wheelie wagon visits	6	3 Vleiplaas Closed down Nov 2022

3.13.8 Employees: Library Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	11	8	3
7 – 9	5	3	2
10 - 12	1	0	1
13 – 15	1	1	0
16 – 18	0	0	0

Job Level	Posts	Employees	Vacancies (full-time equivalents)
19 – 20	0	0	0
P.T.I	3	3	0
CG	2	2	0
Total	**23**	**17**	**6**

Employees: Library Services

3.13.9 Capital: Library Services

The following table indicates the capital expenditure for this division:

Financial Performance: Library Services					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
1 x laminate machine	Provincial: Other	15	12	7	39,0%
Library equipment and air conditioners	Provincial: Other	–	290	250	13,8%
Bookshelves and equipment	Provincial: Other	–	157	153	2,3%
2 x 17 liter Urn	Provincial: Other	–	1	1	19,5%
2 x 17 liter Urn	Provincial: Other	–	1	1	19,5%
Vacuum cleaner	Provincial: Other	–	2	1	26,4%
2 x Valencia rugs	Provincial: Other	–	6	5	9,8%
Paving	Provincial: Other	–	150	149	0,6%
Supply & Install 2 Double Gates In Framework at Ra	Provincial: Other	–	25	25	0,0%
	Total	15	643	593	7,8%
Total project value represents the estimated cost of the project on approval by Council					

Capital Expenditure: Library Services

3.14 CEMETERIES

The Municipality is responsible for 9 cemeteries of which 5 are full to capacity. There are currently 4 in use, which are situated in Swellendam (2), Barrydale (1) and in Suurbraak (1). All cemeteries are maintained continuously and are generally in good condition.

Vandalism remains a big priority in the Railton Cemetery and N2. The Railton Cemetery was recently extended, and there is subsequently enough space for the next 4 years. The Swellendam, Barrydale and Suurbraak cemeteries are also running out of space and new land for extensions was identified.

3.14.1 Highlights: Cemeteries

The table below specifies the highlight for the year: 2022/2023

Highlights	Description
Maintenance programme	Maintenance is being performed on a monthly basis
Railton Cemetery	Space has been increased for approximately 4-years
Toilets	Two mobile toilets were purchased

Cemeteries Highlight

3.14.2 Challenges: Cemeteries

The table below specifies the challenges for the year:

Description	Action Plan
Barrydale and Suurbraak cemeteries	Extension of cemeteries were identified.
Ground to hard to dig graves – especially Barrydale	Digger loader to dig graves in advance
Manpower for cemeteries	Current department structure is being reassessed to potentially be rearranged to address the actual needs identified.

Cemeteries Challenges

3.14.3 Capital: Cemeteries

There were no capital projects for the 2022/23 financial year.

Capital Projects	2022/23			
	R'000			
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Cemetery - Machinery and Equipment	5	5	–	-
Total	**5**	**5**	**0**	**-**

COMPONENT E: ENVIRONMENTAL PROTECTION

3.15 ENVIRONMENTAL PROTECTION

3.15.1 Introduction to Environmental Protection

The National Estuarine Management Protocol (NEMP) was published in May 2013, with the overarching management over the Breede River Estuary now being a provincial function. The province has now finalized the management plan for the estuary, in accordance with various legislation including NEMP, the Integrated Coastal Management Act (ICMA), the National and Western Cape Coastal Management Programme, as well as the White Paper on Sustainable Coastal Development in South Africa. The Breede River Estuary Management Plan was initiated in 2008 and was reviewed in 2009, 2011 and 2014. As part of the finalisation process, the EMP was advertised for comment in August 2016 and has now been signed off by the National Minister of Environmental Affairs.

In terms of the ICMA, the management of estuaries is a municipal competency, excluding those areas that reside under the authority of conservation and protected area management agencies in which the estuary is located. However, given that the Breede River Estuary falls within both the Swellendam and Hessequa Municipalities, and within both the Overberg District Council and the Eden District Council, overall coordination responsibility for the estuary lies with the provincial administration.

At an operational level, management of the lower stretches of the Breede River is being undertaken in terms of a service-level agreement between the Hessequa Municipality and Swellendam Municipality and the Lower Breede River Conservancy Trust (LBRCT). Both municipalities have promulgated a By-Law on the control and management of the Breede River. The following estuarine matters are specific municipal competencies:

To institute invasive alien vegetation clearing and management, according to the Integrated Invasive Vegetation Management Plan. The Directorate Community Services of the Municipality is responsible for this function but due to a lack of funds couldn't as yet draft an Alien Invasive Plan. It is envisaged that the Alien Invasive Plan will be completed as soon funds are available. The aquatic weed control forum met twice during the year under review. The forum addresses the challenge of Hyacinth and other aquatic weeds endangering the water resources of the Municipality.

- To actively promote a better understanding, appreciation, use and conservation of the limited natural resources within the municipal area (including biodiversity, soil, water and energy) by property owners, their staff and visitors to the area

- Appointment of environmental officers to manage and control the environmental issues
- Promotion of the conservation of the environment (biophysical, socio-economic and cultural historical characteristics)
- Promotion of the integrated management of reserves and natural areas within the municipal jurisdiction
- Develop and maintain high-quality visitor infrastructure, facilities and recreational activities along sound financial lines
- To enhance the tourist potential of the Swellendam Municipal area through the actions mentioned above
- Manage the interface between the natural and urban environment, for example, baboon management

The key municipal challenge in this regard is to generate sustainable funding for environmental management and for all of the above functions.

Pollution Control

The Municipality is mandated to establish specialized units for air quality and noise control within its administrative area. At this stage, this responsibility vests with a compliance officer of the municipality. The Air Quality By-law has been promulgated and the Air Quality Management Plan has been approved by Council for implementation.

Biodiversity and Landscape

Biodiversity management is a process and is monitored on an ongoing basis. The Municipality has access to comprehensive mapping (particularly as set out on the Municipal GIS) setting out the Biodiversity Spatial Plan, including the Critical Biodiversity Areas (aquatic and terrestrial) in its area of operation. This mapping is consulted when assessing applications for new development within the area. The South African National

Biodiversity Institute ensures that this mapping is added to regularly and kept up to date. The management and control of landscapes is also monitored when assessing new development, with the National Heritage Resources Act playing a key role in rural areas.

The Overberg District Municipality and the Department of Environmental Affairs and Development Planning have initiated the coastal setback line determination process for the Overberg Region. The Municipality currently uses the 5m contour line for the Breede River which will be in place until the setback lines for the relevant municipalities within the Overberg have been finalised.

Alien Invasive Species: As noted in the Aquatic Weed Forum, addressing the Water Hyacinth invasive requires a well-coordinated joint effort, the reason is that the problem arises upstream from the Langeberg Municipal areas and travels downstream towards Swellendam Municipality. Department of Forestry, Fisheries and Environment have been trying to use biocontrol agents upstream to stop it at source but an integrated approach of methods using mechanical methods along with biocontrol works best to address the challenge of water hyacinth.

Aquatic

PERFORMANCE REPORT

Currently, the municipality has an agreement in place with the Lower Breede Conservancy Trust. All the work being done on keeping the Breede River clean is being conducted by the homeowners under the conservation guidance of the Conservancy

NB: Upstream Breede River Water User Association noted that Parrots Feather is also becoming a problem, it will be important for Swellendam Municipality to monitor the situation.

Terrestrial:

On-land municipal property has been proactively targeted to control and eradicate AIS. Working with an experienced Conservancy (Grootvadersbosch) the management units for both Swellendam and Barrydale have been delineated and plans put in place and rolled out for the first time in 2022. The partnership with Grootvadersbosch has lead to significant strides in environmental management within the municipal area. The following progress have been made for the 2022/23 financial year.

Start Date	Area	HA	ontractor Invoic	Management (transport for inspections, PCO, contract administration, staff time	Total	Person days of employ
30-Sep-22	Swellendam initial	7,54	47110,86	R 9 422	R 65 955	180
17-Oct-22	Barrydale	2,59	31337,02	R 6 267	R 43 872	120
17-Oct-22	Barrydale	2,55	31337,02	R 6 267	R 43 872	120
09-Nov-22	Swellendam initial	21,76	65892,2	R 13 178	R 92 249	252
30-Jan-23	Swellendam initial	28,37	75377,37	R 15 075	R 105 528	288
Feb-23	Firebreaks	11,1	16446,06	R 3 289	R 23 024	60
17-Feb	Barrydale follow up	17,5	49338,18	R 9 868	R 69 073	180
13-Mar-23	Swellendam follow up	26,58	26384,23	R 5 277	R 36 938	96
Jun-23	Bethels-swellendam	1	32723,65	R 6 545	R 45 813	120
05-Jun	Barrydale follow up	1,56	23606,555	R 4 721	R 33 049	168
13-Jun-23	Barrydale	14,8	33273,65	R 6 655	R 46 583	120

Coastal Management

The Municipality has addressed the cleaning of the public beach at Infanta as well as the maintenance of infrastructure (signs, trails, paths, benches, ablutions, boardwalks, and bridges). Operational Management Plans for the public launch sites at Infanta, Moddergat and Malgas have been completed and have been approved by the Minister of Environmental Affairs and Development Management. The requisite by-law is to be promulgated thereafter.

3.15.2 Highlights: Environmental Protection

The table below specifies the highlights for the year:

Highlights	Description
Data gathering and measurement task for the Estuary Management Plan (EMP) continues	A variety of tasks regarding water quality and habitat protection have been assigned to the LBRCT to inform the EMP process and finalisation
Illegal developments identified and corrective steps taken	Illegal or non-compliant buildings and developments were inspected and either stopped or handed to the Province for action in terms of the NEMA regulations
Rescue of several turtles, injured birds and penguins	Rescued animals are stabilized and then sent to specialist rehabilitation centres
Groyne build	Marine groyne implemented at Infanta
Greater interaction with the public via social media	Many more Q and A interactions took place via more active involvement on social media

Environmental Protection highlights

3.15.3 Challenges: Environmental Protection

The table below specifies the challenges for the year:

Description	Action Plan
Illegal developments	Faster response from lead agencies where the Province has jurisdiction. Additional Municipal resources to be applied to preventing illegal building activities
Marine Living Resources Act	DAFF is to be encouraged to renew the compliance agreement to assist the Municipality to control illegal fishing and bait organism collection
Estuary Management Plan implementation	DEA and DP are progressing with plans for implementation of key aspects of the EMP

Environmental Protection Challenges

3.15.4 Lower Breede River Conservancy Trust (LBRCT) Environmental Activities

The LBRCT has four appointed environmental law enforcement officers who are appointed to act in terms of the municipal by-laws, as well as to assist with monitoring and enforcement of the Marine Living Resources Act (MLRA). There are six public slipways which need to be checked. The majority of anglers use the estuary for fishing, as well as for access to the sea and needs to be checked in terms of fish catches and compliance with the municipal by-laws. The LBRCT is tasked to record catch statistics which are then sent to the relevant Department of Agriculture, Forestry and Fisheries (DAFF) scientists.

The table below specifies the number of patrols:

Patrols	2021/22	2022/23
Vehicle/motorbike patrols	54	48
Foot patrols	63	42
Boat patrols	457	102

Number of Patrols

There are 470 slipways and jetties located on the Swellendam side of the estuary. The best way (and sometimes only way) to check these boats is on the water by patrol boat. The LBRCT conducts boat patrols to check boats and conducts foot and motorbike patrols to reach the more difficult places where bait organisms are being removed. Boat patrols are also used to check other environmental concerns such as illegal developments and contraventions in terms of NEMA. The LBRCT is expected to conduct site inspections for development applications as well as EIA's.

COMPONENT F: SECURITY AND SAFETY

This component includes:

Traffic and Law enforcement;

- Traffic and law enforcement services are rendered by the Municipality. The traffic component mainly addresses traffic law and speed enforcement while both the traffic and law enforcement section address the municipal bylaws relating to various matters
- The safety and well-being of our citizens are of utmost importance to us and we try to ensure that each and every citizen is protected and feel safe. We also make use of Private security services to protect our infrastructure and buildings. We also have a service provider who assists us with speed law enforcement
- Fire and Disaster management
- We update our approved disaster management plan each year to ensure it stays relevant. Fire services are rendered per agreement by the Overberg fire services

3.16 LAW ENFORCEMENT

3.16.1 Introduction to Law Enforcement

Law Enforcement is a SAPS function and the municipal services in this regard are restricted to policing of municipal by-laws. The aim of the Law Enforcement Unit is to ensure obedience to municipal by-laws and to create an environment that will further the social and economic development of the community. It is of utmost importance that the community feel safe and can participate without fear and prejudice in the affairs of the Municipality. The quality of life of the inhabitants and the visitors is dependent on a healthy and safe environment and therefore the municipal by-laws must be adhered to.

The community and their families must feel safe to make use of and relax in public open spaces and municipal facilities. The nuisances created by culprits must be addressed efficiently and effectively. The challenges faced in this regard relate to the division of powers between the local and district municipalities and the grey areas that were created. Furthermore, unfunded mandates are enforced on municipalities to assist with provincial competencies such as environmental control. A lack of trained staff to cope with air pollution and noise control is a major challenge to overcome.

3.16.2 Highlights: Law Enforcement

The table below specifies the highlights for the year:

Highlights	Description
New tactical equipment	Dealing with riots and community uproars

Law Enforcement Highlights

3.16.3 Challenges: Law Enforcement

The table below specifies the challenge for the year:

Description	Actions Plan
Understaffed	Trying to address this through budget processes and subsequently filling of vacant positions.
Uniforms and training	Budget needs to be allocated in order to address this matter.

Law Enforcement Services Challenge

3.16.4 Employees: Law Enforcement

The following table indicates the staff composition for this division:

Job Level	2022/23		
	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	0	0	0
7 – 9	7	5	2
10 - 12	0	0	0
13 – 15	0	0	0
16 – 18	0	0	0
19 – 20	0	0	0
Total	**7**	**5**	**2**

Employees: Law Enforcement

3.16.5 Capital: Law Enforcement

There were no capital projects for the 2022/2023 financial year.

3.17 TRAFFIC SERVICES

3.17.1 Introduction to Traffic Services

The Municipality provides a comprehensive traffic service including traffic law enforcement, road markings, road traffic signs, law enforcement in general and shared disaster management in conjunction with the Overberg District Disaster Management Unit.

We endeavour to educate and create a culture of compliance and willingness to obey to traffic laws, rules and regulations and operate on the legal mandate of NRTA 93/96 and NLTA 5/2009. Operational activities inter alia include roadblocks, high visibility, random vehicle checkpoints, execution of traffic-related warrants and traffic laws and policing of municipal by-laws.

Traffic also partners with other law enforcement agencies, like the SAPS, LBRCT and Provincial Traffic Services to minimize road deaths and other crime related problems.

The Municipality does not have a Disaster Management Unit, even though the service must be provided to the community and actions to address this matter have been set in place.

Several awareness campaigns regarding road safety and fire protection are conducted throughout the year. The Municipality prides itself in enforcing its by-laws diligently and ensuring that the Swellendam municipal area is a safer place for all.

3.17.2 Highlights: Traffic Services

The table below specifies the highlights for the year:

Highlights	Description
Roadshows	Selected road shows were conducted within the community where possible.

Traffic Services Highlights

3.17.3 Challenges: Traffic Services

The table below specifies the challenges for the year:

Description	Actions to address
Lack of manpower	Adequate budget is required to fill vacant positions
Weekend and after-hour services	A meaningful engagement and discussion are required to be held between personnel and unions

Traffic Services Challenges

3.17.4 Employees: Traffic Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	4	2	2
7 – 9	10	6	4
10 - 12	10	7	3
13 – 15	1	1	0
16 – 18	0	0	0
19 – 20	0	0	0
P.T.I	1	1	0
Admin Support	1	1	0
Total	**27**	**18**	**9**

Employees: Traffic Services

3.17.5 Capital: Traffic

Financial Performance: Traffic Services					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
2 x 4 seater Sedans (2022/2023)	Borrowing	450	464	429	7,6%
Traffic: Machinery and Equipment	Capital Replacement Reserve	–	15	–	100,0%
Security equipment - PPE	Overberg District Municpality	–	26	–	100,0%
	Total	450	505	429	15,1%
Total project value represents the estimated cost of the project on approval by Council					

3.18 SPORT AND RECREATION

3.18.1 Introduction to Sport and Recreation

In terms of our mandate, we make facilities, such as sports fields, available to the broader community. The Municipality is responsible for the development of the facilities and the upgrade thereof whilst the sport club leases the facilities and as agreed, must maintain it.

The Municipality develops and maintains community parks, halls, campsites and the caravan park. This places an enormous financial burden on the Municipality, with its limited staff capacity and finances.

The vastness of the municipal footprint demands a duplication of all services throughout the area and poses to be a well-oiled machine due to strict adherence to planning and implementation schedules.

The following infrastructure presently exists. Sports grounds for rugby, soccer and netball in Swellendam, Barrydale, Suurbraak, Buffelsjagsriver and cricket pitch within the municipal region. Community Halls are the Swellendam Town Hall, Railton Community Hall, Suurbraak Community Hall, Buffeljagsrivier Community Hall and Barrydale Community Hall.

The Municipality is also responsible for maintaining community parks throughout the area and the Swellendam Caravan Park is in the process of being upgraded and beautified.

3.19.2 Highlights: Sport and Recreation

The table below specifies the highlights for the year:

Highlights	Description
Maintenance programme	Maintenance programs performed on a monthly basis
Netball courts	New netball courts were upgraded

Sport and Recreation Highlights

3.19.3 Challenges: Sport and Recreation

The table below specifies the challenges for the year:

Description	Actions Plan
Vandalism (Railton, Barrydale, Buffeljagsrivier, Suurbraak)	• Repairs were conducted • Use of security guards required

Sport and Recreation Challenges

3.19.4 Service Statistics for Sport and Recreation

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

Type of service	2021/22	2022/23
Community parks		
Number of parks with play park equipment	6	8
Number of wards with community parks	6	6
Sport fields		
Number of wards with sports fields	3	3
R-value collected from the utilization of sport fields	0	0

Service Statistics for Sport and Recreation

3.19.5 Employees: Parks and Recreation

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	11	5	6
4 – 6	33	25	8
7 – 9	10	10	0
10 - 12	0	0	0
13 – 15	1	1	0
16 – 18	0	0	0

Job Level	Posts	Employees	Vacancies (full-time equivalents)
19 – 20	0	0	0
Total	**55**	**41**	**14**

Employees: Parks and Recreation

3.19.6 Capital: Parks and Recreation

Financial Performance: Community Parks					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Procure new tractor	Borrowing	600	530	530	0,0%
Procure new teletrailer for skips	Capital Replacement Reserve	280	220	219	0,7%
Single cab LDV (2022/2023)	Borrowing	275	299	293	1,9%
Procurement of a Scag grass cutter	Capital Replacement Reserve	180	160	157	2,1%
Procurement of a new trailer - Parks	Capital Replacement Reserve	25	42	42	0,0%
Parks - Machinery and Equipment	Capital Replacement Reserve	30	30	29	4,6%
Baboon Proof Bins	Capital Replacement Reserve	–	60	59	1,2%
	Total	**1 390**	**1 341**	**1 328**	**0,9%**
Total project value represents the estimated cost of the project on approval by Council					

PERFORMANCE REPORT

COMPONENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.20 EXECUTIVE AND COUNCIL

This component includes Executive Office (Mayor; Councillors; and Municipal Manager).

3.20.2 Introduction to Executive and Council

The Council consists of 11 councillors, including the Executive Mayor, Deputy Executive Mayor and Speaker as determined by the MEC for Local Government in the Western Cape. It is a category B municipality with a mayoral executive system combined with a ward participatory system as provided for in the Western Cape Determination of Types of Municipalities Act, 2000. In terms of Section 57 of the MSA the Municipal Council elects an Executive Mayor and Deputy Executive Mayor. The Executive Mayor is entitled to receive reports from council committees and to forward

them to the Council with a recommendation or dispose of the matter in terms of his delegated powers.

3.20.3 Highlights: Executive and Council

The table below specifies the highlights for the year:

Highlights	Description
Administrative authority	Council and its committees continued to meet albeit in the face of the restrictions of the Pandemic, thus reaching its compliance deadlines.
Legislative authority	• Council reviewed their delegations
Oversight	Oversight structures met regularly (MPAC and Section 32 Irregular Expenditure Committee)

Executive and Council Highlights

3.20.4 Challenges: Executive and Council

The table below specifies the challenges for the year:

Description	Action Plan
Political instability	Councillors were replaced within the prescribed legislation and a new executive structure established
Electronic meetings	Upgrade to the laptops of councillors. It is outdated (old generation) this requires upgrading/replacement pending an analysis and available funding

Executive and Council Challenges

3.20.5 Employees: Executive and Council

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	15	3	12
7 – 9	7	5	2
10 - 12	11	8	3
13 – 15	5	1	4
16 – 18	2	1	1
MM and Directors	4	3	1
P.T.I	1	1	0

Job Level	Posts	Employees	Vacancies (full-time equivalents)
Total	45	22	23

Employees: Executive and Council

3.20.6 Capital: Executive and Council

Financial Performance: Municpal Manager					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Media - Office Equipment	Capital Replacement Reserve	50	10	–	100,0%
	Total	50	10	–	100,0%
Total project value represents the estimated cost of the project on approval by Council					

3.21 FINANCIAL SERVICES

3.21.1 Introduction to Financial Services

Sound financial management practices are essential for municipalities. The major challenge for municipalities is long-term financial sustainability. The MFMA aims to direct municipalities to a sustainable financial environment and to modernise financial management practices. The act places municipalities on a financially sustainable footing and supports cooperative government between all spheres of government.

Successful implementation of the provisions of the act will maximise the capacity of municipalities to deliver services to their residents, users and customers.

The Municipality must review how we conduct our business to ensure that value for money is obtained in all our expenditures, that revenue administration systems are operating effectively, and that creditors (including bulk service providers) continue to be paid timeously and in full.

3.21.2 Highlights: Financial Services

The table below specifies the highlights for the year:

Highlights	Description
Payment Percentage	The payment percentage is 97.4%, irrespective of the impact of the cost increases and economic conditions.
Cashflow	Improvement of the liquidity of the Council and increase in cash reserves.

Unqualified Audit opinion	The municipality received an Unqualified Audit opinion.

Financial Services Highlights

3.21.3 Challenges: Financial Services

The table below specifies the challenges for the year:

Challenges	Description
Implementation of mSCOA	Ongoing new versions of mSCOA from the National Treasury.
Decentralised procurement	Capacity constraints and productivity
Limited funding resources	Consumers' rates basis mostly residential
Compliance requirements	There are too many compliance requirements.

Financial Services Highlights

3.21.4 Employees: Financial Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	7	4	3
7 – 9	15	8	7
10 – 12	11	8	3
13 – 15	4	3	1
16 – 18	1	1	0
Chief Financial Officer	1	1	0
P.T.I *	10	10	0
Financial Interns	5	3	2
Total	**54**	**38**	**16**

Employees: Financial Services

3.21.5 Capital: Financial Services

The following table indicates the capital expenditure for this division:

Financial Performance: Financial Services					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Security cameras at high risk areas	Capital Replacement Reserve	100	–	–	#DIV/0!
Installing of shelves	Capital Replacement Reserve	150	150	150	0,1%
Office Furniture - All departments (2024 - 2025)	Capital Replacement Reserve	90	–	–	#DIV/0!
Conversion of old Library into offices	Capital Replacement Reserve	920	920	–	100,0%
Office furniture - All departments (2022/23)	Capital Replacement Reserve	–	155	145	6,3%
Office Equipment	Finance Lease	–	–	1 148	
	Total	**1 260**	**1 225**	**1 443**	**-17,8%**
Total project value represents the estimated cost of the project on approval by Council					

3.22 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

3.22.1 Introduction to ICT Services

Information and Communication Technology (ICT) forms part of the Directorate: Financial Services. The ICT Department is responsible for planning, coordinating and rendering ICT services to the Municipality to ensure efficient operations and support services in terms of the ICT Strategy and Policy.

The functions of the ICT Department include:

- Develop and implement an ICT Strategy and policy for the Municipality
- Provide operations and support services
- Research, develop and maintain ICT systems
- Ensure network connectivity so that users have access to the network
- Install ICT equipment and appropriate software programs to ensure the availability of services and licensing
- Provide expert advice regarding the acquisitions of maintenance of ICT equipment and systems
- Maintain ICT systems to ensure the efficient operations of all systems

3.22.2 Highlights: ICT Services

The highlights for the year under review were as follows:

Highlights	Description
UPS installation	UPS was installed at 4 outside buildings.
New IT equipment	New PC's and laptops were purchased.
Sophas Fire Wall	New Firewall was installed

Highlights: ICT Services

3.22.3 Challenges: ICT Services

The challenge that was experienced includes the following:

Description	Actions to address
No ICT Manager	No ICT manager
Governance Practices	Outdated Government practices
Power	Network downtown due to load-shedding and generator breakdown.
Disaster management	No disaster management site

Challenge: ICT Services

3.22.4 Capital Expenditure

The following table indicates the capital expenditure for this division:

Financial Performance: ICT Services					
Capital Projects	Funding Source	2022/2023			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
ICT network	Capital Replacement Reserve	130	340	279	17,9%
Server	Capital Replacement Reserve	200	426	426	0,1%
Computer equipment	Capital Replacement Reserve	–	160	–	100,0%
	Total	330	926	705	23,9%
Total project value represents the estimated cost of the project on approval by Council					

3.23. HUMAN RESOURCE SERVICES

3.23.1 Introduction to Human Resource Services

The Human Resource Unit at Swellendam Municipality is a relatively small collection of professionals who were trained in Human Resource Management and Organisational Development. Due to the limited number of professionals, various functions are coordinated and performed by the same individuals. The continuous financial constraints facing Swellendam Municipality resulted in a decision in 2019 to add even more functions like Ethics Management and Fraud Management to

the mandate of this Unit. The Coordination of the EPWP -project still takes up more time and resources from the Human Resource Unit because of the lack of a LED Unit at the municipality. Also, the number of national projects in addition to EPWP that HR must administer to create short-term jobs and to alleviate poverty are on the increase and have stretched the internal resources to its limits.

Regardless of the post COVID-19 and mentioned challenges, HR-officials have managed their responsibility with utmost care and compassion and we had to ensure that the normal functions continue to offer quality service to all employees and the public. These functions include:

- Recruitment, appointment, and retention of staff
- Recording, maintenance and updating of compensation and benefits information
- Offering staff members a physical environment that is free from safety, health and psychological hazards
- Review and maintain an Organisational Structure that promotes productivity and sustains high levels of morale
- Creating a culture of discipline, equality, transparency and fairness in the workplace and ensure the organisation is free from all forms of discrimination and prejudice
- Training and development of staff, Interns and WIL-students
- Support staff through appropriate "Employee Assistance" and wellbeing -interventions
- Ensure Performance Management
- Employment equity is implemented through Change Management -practices
- EPWP, EPIP and other programmes are coordinated and managed
- Ethics awareness is raised among all staff
- Fraud awareness and prevention activities is ongoing to ensure clean governance and management practices
- Post COVID -19 Coordination and risk preparedness

Here follows a brief outline of the main themes in the Human Resources Unit.

Organisational Efficiency and Improvement

This function endeavours to develop, implement and maintain a structure that is effective and can maintain the organisational and individual productivity required for efficient service delivery to the community. A HR strategy was drafted in the previous year to enable effective HRM practices. It provides for effectively communicating with all parties concerned and routes how human resources will be managed throughout the organisation. This provides the basis for strategic plans and enables the Municipality to measure progress made and evaluate the outcomes, thereof.
The organizational structure is a living document that requires continuous reviews and amendments. It remains one of the main discussion points at the LLF meetings. Regular reviews were done by the Restructuring Committee during the past year and the necessary adjustments where needed, were made. Posts are continuously evaluated by the Overberg TASK Evaluation Committee and audited by the Provincial TASK Committee to ensure they are aligned to their sector norms.

The Western Cape Provincial Local Government has funded a complete review of the Organisational Structure by Agitominds that will be completed in September /October 2023. The main focus of this review will be to create an ideal and efficient organisational structure for Swellendam Municipality within the context of the financial and resource constraints that are facing the municipality.

Staffing Function

It is evident from the employment statistics elsewhere in this report that several new appointments were made during the past year. Human Resources reports on vacant posts and the filling thereof monthly at the Corporate Portfolio Committee and the LLF. Changes to the Employment Policy caused by the Municipal Staff Regulation that became effective on 1 July 2022 brought about the following changes in the recruitment and selection -processes:

- The line managers and supervisors form the selection panels that do the shortlisting and interviews.
- HR advices the selection panels on correct procedure and protocols.
- HR record and uses the outcomes of these selection panels processes to motivate appointments to the MM.
- The MM gives final approval before any appointment can become effective.

Some of the challenges that remain unresolved include:

- the scarcity of local candidates with appropriate skills to fill vacant posts
- the ever-increasing costs to appoint candidates with relevant qualifications and experience
- the costs of advertising and the additional cost that relocation of new staff bring
- the shortage of candidates meeting the "equity profile" who apply for vacant posts
- The high rental and property prices in Swellendam for prospective employees

The focus of this function remains the filling of posts which are related to service delivery and to meet all the legal requirements.

Financial Interns

At the end of the reporting period, there were on average 2 "Finance Interns" in the system because 3 have been appointed in various permanent posts. Their general conditions of employment were set out in the MFMA and the guidelines supplied by the National Treasury. The Internship Programme is funded by the National Treasury. These contracts continue to provide much-needed capacity to the Finance Department of Swellendam Municipality while the Interns are accumulating valuable on–the–job experience.

Work-Integrated Learning Students

During the year under review, several students from TVET Colleges and CPUT were doing their Work Integrated Learning (WIL) in different departments. These students have all completed their N6 – theory at a Technical and Vocational Education and Training (TVET) College and must do 18 months of practicals to obtain their national diplomas. Whilst we offer these students the platform to gain valuable practical experience, they provide the Municipality with much-needed administrative and clerical skills. Most of these students were part of the WIL-project funded by the LGSETA and were paid monthly stipends of R2500 to cover their transport and accommodation costs.

A summary of WIL-students and other Interns who were placed at Swellendam Municipality:

Programmes	Total of Interns	Funders
12 Month General Management Leanership	15	Services Seta
24 Month Road Construction Learnership	10	NARYSEC
12 Month Community Housebuilding	27	Construction Seta
12 Months Internship	04	Bankseta
WIL Students (2022/23)	08	LGSETA
Finance Interns	05	National Treasury
18 Month WIL Students (2022/2023)	04	EPWP
Electrical Engineering (Student)	02	EPWP
Civil Engineering (Student)	01	EPWP

Expanded Public Works Programme (EPWP)

The Human Resources Unit also administers the Expanded Public Works Programme (EPWP) which is funded by the national- and provincial government and other short-term job creation projects.

During the EPWP –cycle for 2022/2023 Swellendam Municipality met all the targets which were set in terms of the "number of work opportunities" to be created as well as the "full time equivalent".

It is obvious from the above that the number of EPWP workers and those on either short-term training or project-based contracts are steadily rising. This continues to add to the already heavy administrative and technical burden of the Unit. However, these projects are the biggest attempts to alleviate unemployment and poverty in our community and must therefore be supported. The HR Unit is fully committed to grow this leg of our work and to supporting our community in the creation of learning and work opportunities for especially the youth and women. This we will do ethically and transparently with only the interest of the Swellendam –a community at heart.

The salary payments and benefits of the EPWP –employees are administered through the same software systems as that of the permanent staff and they receive similar rights and benefits to ensure that they are not in any way discriminated against or disadvantaged. This programme is a

powerful mechanism to alleviate unemployment in this municipal area and offer participants short term financial relief during trying times.

A great success story was realized when 13 EPWPs were appointed in permanent posts during the year under review.

The Swellendam Municipality achievement against the planned targets for 2022/2023:

Target for Work Opportunities	Work Opportunities Achieved	Target for FTE's	FTE's Achieved
340	377	70	104

Administration of Employee Compensation and Benefits

The administration of the various types of leave and benefits is done on SAMRAS-software. During the past financial year, further progress was made in this functional area. All leave is daily captured and stored electronically. Information or leave status reports can now be generated when required. This function meets all the legal requirements and the staff is the beneficiaries of this improved user-friendly system. Awareness sessions to explain the benefit structures of both medical aid schemes and retirement funds were held regularly and forms part of a compulsory induction session for new employees.

A lot more pressure is expected on this function in future when the "two pot" retirement fund - system must be administered that will make withdrawals from retirement-funds by members possible.

Skills Development and Training

The Municipality has an obligation in terms of the Skills Development Act, 97 of 1998, to develop its employees by providing training and development opportunities for them. A workplace skills plan (WSP) which outlines the needs with regards to training and skills development was submitted before the due date of 30 April. The biggest challenges facing this function remained the same for the past number of years and include:

- LGSETA is inconsistent and functions irresponsive to the needs of municipalities
- The Western Cape office is hampered due to capacity problems and cannot manage its workload in a manner that will offer better and more support to municipalities in rural areas
- There is a limited internal budget available for training and development
- LGSETA funds are conditional to volumes of paperwork and bureaucratic processes with endless delays and uncertainties

Name of Course	Name of Service Provider	Learners
Training and Development	The University of Cape Town (Online)	01
Occupational Health and Safety	The University of Cape Town (Online)	01
Electrical Evaluation ARPL Training	Belcomec	02
First Aid Level 2	SafeTech	26
Mentoring for Public Service Managers Training	Department of Local Government (PSETA)	02
Registry Clerks Course	The Western Cape Archives and Records Service via Microsoft Teams	01
Electrical Prep Training	Belcomec	02
Working at Heights / Fall Arrest Training	Heights & Safety Training.	30
Electrical Trade Test	Belcomec	02
Local Labour Forum Training Programme for Employer Representatives	SALGA via Ms Teams	11

A number of these courses where attended on-line and it brought about a massive saving in terms of transport and accommodation costs. The academic knowledge that these qualifications offer in the fields of financial management, strategic governance, ethics and legislation, will go a long way to better equip officials to understand the challenges in local government and to offer fresh and different solutions to overcome them.

The supervisory courses also contributed significantly to the management of staff, assets and operational budgets. Supervisors are now better equipped to fulfil their tasks and to ensure that all resources are utilized to the maximum and that waste is minimized. All these courses are linked to priority areas in the spectrum of services that the Municipality must deliver to its constituency. Improved knowledge and understanding will inevitably enhance the outcomes of the service delivery process.

Occupational Health and Safety

The Occupational Health and Safety Act (85 of 1993) and the Compensation for Occupational Injuries and Diseases Act (130/1993) are the Acts that govern Occupational Health and Safety in the Workplace in South Africa. The first law intends to protect employees against accidents and diseases and the second set procedures in place to compensate employees who suffered injury or contracted diseases when control measures fail. Both these laws have stiff penalties and even prison sentences when it is proven that the employer was negligent or deliberately ignored his duties and responsibilities as outlined in these laws.

Occupational Health and Safety is a function of the Human Resources Section within the Directorate Corporate Services and this function is managed by the Senior HR Practitioner and is assisted by the HR Administrator who is also responsible for Labour Relations and Employee Wellness. The Municipality made consistent efforts during the year under review to meet its legal obligations in terms of these laws.

All new appointed staff, temporary workers and EPWP workers received induction on Occupational Health and Safety and current staff on a continuous basis through the annual HR Roadshow. The induction entails the Occupational Health and Safety Policy of Swellendam Municipality, PPE Policy and Injuries on Duty and Responsibilities of the different role players.

The maintenance and upgrade of the fire equipment at the municipal buildings are a continued priority. All firefighting equipment of Swellendam Municipality was serviced up to date during March 2023. Quarterly Health and Safety Committee Meetings are held, and the Health and Safety Representatives are actively involved in all aspects. Health and Safety "Inspection Reports" of the different departments and the" Injury on Duty Reports" are tabled at these meetings for monitoring

and discussion. The number of injuries on duty and the causes thereof is monitored and these statistics are made available to the health and safety committee and the LLF. We are happy to report that we had no serious injuries on duty and must thank our Managers, Supervisors and employees for their continuous effort in this regard.

All injuries on duty are immediately reported to Human Resources and HR complete a WCL2 form for the injured staff member to confirm that the employee is a staff member of Swellendam Municipality and to confirm that the injury took place in the workplace. All injuries are captured on the CompEasy system to obtain claim numbers in order to track the status.

The minutes of the Health and Safety Committee Meetings are tabled for discussion at LLF meetings and issues raised are taken up with the relevant line management to ensure that corrective action is taken and further reports to the Municipal Manager on items that need her attention and / or intervention.

Human Resources ensured that all sections in the Municipality have elected Occupational Health and Safety Representatives whom assists with the monitoring and reporting of OHS activities in the workplace. Health and Safety Training was provided to OHS Representatives, Managers and Supervisors to ensure that they understand their role, duties and functions.

First Aid points are available to all staff in the various municipal buildings and vehicles and Human Resources ensures that the first aid boxes and bags are filled up with the needed items on a regular basis. Swellendam Municipality provided First Aid Level 2 Training to 26 employees to ensure that there are first aid responders available in the various sections of the Municipality.

Municipal Buildings are treated with Pest Control on a continuous basis. All reports of possible pest outbreaks are reported to Human Resources whom then arrange with the service provider for the necessary treatment.

The supply and issuing of protective clothing and other safety equipment is an important component of occupational health and safety that is monitored by the health and safety representatives and supervisors of the different departments. The Municipality through its supply

chain management system ensures that all protective clothing and safety equipment complies with the required safety standards and that these items are available at the municipal stores.

The Occupational Health and Safety Act 85 of 1993 makes mention of Medical Surveillance which is a planned programme of periodic examination of employees by an Occupational Health Practitioner. This process must be done annually and Swellendam Municipality provided medical surveillance to employees who work at risk of contracting occupational injuries or diseases. Medical Surveillance includes a general medical examination, lung function test and urine analysis.
Swellendam Municipality ensures and facilitates the continuous administration of the Hepatitis B vaccination to employees who work with and are exposed to hazardous substances and agents.

Swellendam Municipality has emphasised the importance of training and focused on providing various training to employees in order to equip them with the necessary knowledge, skills and attitudes to perform their duties to the best of their abilities. Training that was provided to staff members include Occupational Health and Safety Training for Managers and Supervisors, First Aid Level 2 Training and Working at Heights / Fall Arrest Training. Swellendam Municipality is planning to provide other training interventions which will include Cherry Picker, Chainsaw, Brushcutter, Perform Construction Site Flag Man Duties, Digger Loader and Bulldozer Training which could not previously be done due to availability of the budget. We are also planning to provide training to additional staff for Firefighting, First Aid, OHS Representative and Evacuation Warden.

Labour Relations

All labour relations administration matters are dealt with in accordance with the relevant collective agreements and applicable legislation. The section is promoting and maintaining sound labour relations by rendering appropriate advice and guidance on labour relations matters to managers, supervisors and employees, as well as consulting with unions on matters of interest, when required.

This professional manner in which labour relations are dealt with contributes to the building of relationships amongst all levels of employees and most importantly the trust relationship between the Municipality as employer, and the employees. Workshops with employees on the Code of

Ethics, Code on Conduct and Discipline in the workplace and an Anti-Corruption Campaign were held in all towns and departments. The workshops ensure that employees are updated with all new policies, procedures and employees get the opportunity to give input in this regard.

The correct interpretation and application of legislation, collective agreements and policies are essential to ensure compliance therefore the municipality relies on good and effective communication with all role players in this regard, especially the labour unions. There are also matters that are not regulated by collective agreements that need to be consulted with organized labour in the LLF. The functionality of the LLF ensures continued deliberation on matters of mutual interest between the Municipality and organised labour. The forum meets monthly and parties are focused on resolving issues. The training and development of employees, occupational health and safety and the consultation of new and revised policies are standing items on the agenda of the LLF due to the fact that these items have a direct impact on the organisation and the functionality of employees.

This function includes assisting and advising employees, managers and unions on labour relations issues and by doing so, ensures sound labour relations in the workplace.

Fraud Prevention and Ethics Awareness activities have become an integrated part of this function. Regular discussions with management and staff promote awareness in these fields and contribute directly towards building clean corporate management and sound organisational practices.

The City of Cape Town and SALGA facilitated Presiding Officer and Initiators Training for the Municipalities in the Overberg District and 7 employees of Swellendam Municipality attended this training in order to equip line management and supervisors with the necessary skills and knowledge of disciplinary proceedings and to successfully serve as Presiding Officer or Initiator in a Disciplinary Hearing and understanding their roles.

Employee Wellness

Due to the current economic state of South Africa, we experienced that more employees of Swellendam Municipality come forward to report that they are experiencing financial strain or personal difficulties which has an impact on their mental health and wellbeing. HR have assisted

some of these employees by providing basic counselling and referring them to the relevant Support Group Discussions, Social Auxiliary Workers and Wellness Clinics if and when the need arises. Employees are continuously encouraged to come forward if they are experiencing any problems in order for Human Resources to provide them assistance to the best of their ability.

The Human Resource Unit continues to coordinate support for employees in distress. Ongoing counselling sessions were done with employees whose personal circumstances affect their work performance negatively. The concerned employee's spouses and their union representatives were involved in these sessions and the outcomes are very positive.

The Human Resources Unit organised a "Wellness Day" where employees were given the opportunity to be tested for HIV/AIDS, TB and other illnesses. As in previous years, the staff of Swellendam Hospital and various Service Providers played an important role to make a success of the wellness programs.

Employees are encouraged to make use of the wellness programs and can also privately discuss any problems that may affect their functionality and productivity in the workplace. Human Resources plays an active part to ensure that all vulnerable employees are dealt with and accommodated in the best possible way.

Staff members who were suspected to be alcohol and drug abusers or dependent are reported to Human Resources for further action and / or treatment as it is a huge risk to be under the influence of intoxicating substances in the workplace. Human Resources refer some cases to Social Auxiliary Workers or support groups for assistance and further treatment, if necessary.

Employment Equity

The Employment Equity Plan (EEP) must be taken into consideration when posts are filled and race classification, gender and disability status must be in line with the goals set for the specific occupational level in which the vacant post falls.

A new EEP must be drafted and finalized before January 2024. The formulation process must be done in full consultation with all the stakeholders, including the two unions. A number of awareness sessions must be arranged to highlight the importance and purpose of the EEP before it will be

submitted to the LLF for final approval. Annual "Employment Equity Reports" will be submitted to the Department Labour in January of each year to report on progress.

The main challenges regarding the equity profile of the Municipality include:

- The low application rate of candidates meeting the equity profile
- The poor quality of applications from target groups
- High cost of living in Swellendam to attract persons in target groups
- Lack of rental properties to accommodate candidates who would like to move to Swellendam from the target groups.

Change Management

A popular definition of change management reads as follows: "*Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome and to realize that business change effectively within the social infrastructure of the workplace.*"

From the above it is clear that change management consists of efforts that aim to change or redirect human perceptions, attitudes and actions to achieve improved organisational and/or individual performance. In many respects, Human Resources is the best positioned to play this role to bring about new thought in the way we manage and utilize our organisational and human resources. In harmony with other departments, it continuously strives to bring about innovative and creative ways to maximize service delivery to the community whilst minimizing labour and organisational costs.

Reporting and Provision of Statistical Data

This has now become a fully-fledged function that demands dedicated time and energy from Human Resources. Monthly, quarterly, semester and annual reports to COGTA, national and provincial government and National and Provincial Treasury has become the order of the day. Often different government departments request the same information in different formats or templates. This function also put pressure on the software to provide faster and more accurate statistics more often. We can only hope that a more standardized approach will be followed in

future by those seeking information from municipalities in order to ease the pressure on Human Resource staff and resources.

3.23.2 Employees: Human Resource Services

The following table indicates the staff composition for this division:

	Posts	Employees	Vacancies (full-time equivalents)
	No.	No.	No.
0-3	0	0	0
4 – 6	0	0	0
7 – 9	2	2	0
10 – 12	4	3	1
13 – 15	1	1	0
16 – 18	1	1	0
19-20	0	0	0
Total	**8**	**7**	**1**

Employees: Office Cleaners & Messengers

	Posts	Employees	Vacancies (full-time equivalents)
	No.	No.	No.
0-3	6	4	2
4 – 6	1	1	0
7 – 9	0	0	0
10 – 12	0	0	0
13 – 15	0	0	0
16 – 18	0	0	0
19-20	0	0	0
P.T.I.	1	1	0
Total	**8**	**6**	**2**

Employees: Office Cleaners & Messengers

3.24. PROCUREMENT SERVICES

3.24.1. Highlights: Procurement Services

The table below specifies the highlights for the year:

Highlights	Description
Deviations	Improved internal controls over deviations.
Capital expenditure	Monthly monitoring of capital expenditure
Bid Committee System	System improvement is an ongoing process by ensuring stricter adherence to rules and processes
Restructuring of SCM Unit	New organisational structure approved

Procurement Services Highlights

3.23.1. Challenges: Procurement Services

The table below specifies the challenges for the year:

Description	Action Plan
Lack of proper procurement planning	Improve planning requirements for procurement.
Decentralised procurement	Centralise procurement.
Contract management and administration	Further improve on contract management and Administration.
Technology	Utilise procurement technology.

Procurement Services Challenges

3.23.2. Service Statistics for Procurement Services

The table below indicates a summary of deviations from the SCM Policy:

Description	Total	Monthly Average	Daily Average
Requests processed	4708	392	19.62
Orders processed	4708	392	19.62
Requests cancelled or referred back	94	8	0.4
Extensions	32	2.66	0.13
Bids received (number of documents)	483	40	2.01
Bids awarded	48	4	0.20
Bids awarded ≤ R200 000	61	5.08	0.25
Appeals registered	1	0.08	0.004
Successful Appeals	0	0	0

Service Statistics for Procurement Services

Chapter 4 – National Key Performance Indicators – Municipal Transformation and Organisational Development

PERFORMANCE REPORT

Chapter 4

4.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the Municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organizational Development.

Year	Total Personnel Budget	Skills Levy (1%)	Total Training Budget	Total Spend	% Spent
2021/2022	113 898	1 083	221	249	113%
2022/2023	108 484	1 042	220	99	45%

4.2 Introduction to the Municipal Workforce

The Municipality currently employs **268** (including fixed term contract) officials, who individually and collectively contribute to the achievement of municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

4.2.1 Employment Equity

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: *"Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan"*.

a) Employment Equity vs. Population

The table below indicates the employment equity vs. population:

Description	African	Coloured	Indian	White	Total
Population numbers	4 455	24 716	113	6 239	35 523
% Population	**213**	**69.58**	**.32**	**17.56**	**100**
Number for positions filled	26	213	0	29	268
% for Positions filled	**9,70**	**79,48**	**0**	**10,82**	**100**

EE Population 2018/19

b) Specific Occupational Categories - Race

The table below indicates the number of employees by race within the specific occupational categories:

Occupational Categories	Race				Total
	A	C	I	W	
Legislators, senior officials and managers	1	6	N/a	12	**19**

Occupational Categories	Race				Total
	A	C	I	W	
Professionals	1	12	n/a	4	**17**
Technicians & Associate Professionals	0	1	n/a	2	**3**
Clerical and Administrative Workers	3	67	n/a	9	**79**
Service and sales workers	4	7	n/a	0	**11**
Craft and related trades workers	2	28	n/a	1	**31**
Plant and machine operators and assemblers	5	16	n/a	0	**21**
Elementary occupations	10	76	n/a	1	**87**
Total	**26**	**213**	n/a	**29**	**268**

Occupational Categories

c) Specific Occupational Levels - Race

The table below categories the number of employees by race within the occupational levels:

Occupational Levels	Race				Total
	A	C	I	W	
Top Management	0	1	N/a	3	**4**
Senior management	1	5	N/a	9	**15**
Professionally qualified and experienced specialists and mid-management	1	14	N/a	5	**20**
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	5	46	N/a	7	**58**
Semi-skilled and discretionary decision making	12	86	N/a	4	**102**
Unskilled and defined decision making	7	61	N/a	1	**69**
Total	**26**	**213**	n/a	**29**	**268**

Occupational Levels

d) Departments – Race

The following table categories the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Municipal Manager	0	3	n/a	0	0	3	n/a	2	**8**
Corporate Services	0	5	n/a	4	4	10	n/a	2	**25**
Financial Services	0	12	n/a	1	0	20	n/a	5	**38**
Community Services	12	51	n/a	2	3	28	n/a	4	**100**
Engineering Services	7	74	n/a	8	0	7	n/a	1	**97**
Total	**19**	**145**	**0**	**15**	**7**	**68**	**0**	**14**	**268**

Department – Race

4.2.2 Vacancy Rate

The approved organogram for the municipality had **412** posts at the end of the 2022/23 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. **144** Posts were vacant at the end of 2022/23, resulting in a vacancy rate of **34.9% (funded and unfunded).**

Below is a table that indicates the vacancies (as per organogram) within the municipality:

Per Post Level		
Post level	**Filled**	**Vacant**
MM & MSA section 57 & 56	4	1
T19 - T13	23	7
T12 – T4	179	107
T3 – T1	37	27
Personal-to-incumbent	19	0
Financial Interns	3	2
Admin support (traffic fines)	1	0
Library (Conditional Grant)	2	0
Total	**268**	**144**
Per Functional Level		
Functional area	**Filled**	**Vacant**
Municipal Manager	8	14
Corporate Services	25	7
Financial Services	38	16
Community Services	100	48
Infrastructure Services	97	59
Total	**268**	**144**

Vacancy Rate per Post and Functional Level

The table below indicates the number of current critical vacancies:

Salary Level	Number of current critical vacancies	Vacancy job title
Senior / Middle Management (T14-T19)		Chief Audit Executive Manager : Administrative Support Manager : ICT Services
Highly skilled supervision (T4-T13)		Senior Media Relations Officer Accountant : Budget & Reporting Accountant : Billing & Metering Inspector Law Enforcement & Compliance Examiner of Vehicles Traffic Officers Senior Process Controllers (Water purification)

Vacancy Rate per Salary Level

4.3 Managing the Municipal Workforce

Managing the municipal workforce refers to analyzing and coordinating employee behavior.

4.3.1 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 injury rate shows a slight **Increase** for the 2022/2023 financial year to **41** employees injured against **35** employees in the 2021/22 financial year.

The table below indicates the total number of injuries within the different directorates:

Directorates	2021/22	2022/23
Municipal Manager	0	1
Corporate Services	0	2
Financial Services	2	1
Community Services	10	11
Engineering Services	11	18
Sub total	**23**	**33**
Contract personnel: EPWP	12	8
Total	**35**	**41**

Injuries

4.3.2 Sick Leave

The number of day's sick leave 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 total number of employees that have taken sick leave during the 2022/2023 financial year shows a **decrease** when compared to the 2021/2022 financial year. The current 3-year sick leave cycle started on 1 January 2022.

The table below indicates the total number of sick leave days taken within the different directorates:

Department	2021/22	2022/23
Municipal Manager	24	26
Corporate Services	193	198
Financial Services	477	309
Community Services	934	896
Engineering Services	620	717
Total	**2248**	**2146**

Sick Leave

4.4 Capacitating the Municipal Workforce

Section 68(1) of the MSA states that 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).

4.4.1 Skills Matrix

The table below indicates the **number of employees** that received training (skills programs, short courses, etc.) in the year under review:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	0	2	0	1	0	0	0	1	4
Professionals	0	0	0	2	0	0	0	0	2
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	0	3	0	0	1	6	0	1	11
Service and sales workers	1	1	0	0	0	0	0	0	2
Craft and related trades workers	1	9	0	1	0	0	0	0	11
Plant and machine operators and assemblers	1	1	0	0	0	0	0	0	2
Elementary occupations	2	20	0	0	0	4	0	0	26
Total	**5**	**34**	**0**	**4**	**1**	**10**	**0**	**1**	**58**

Skills Matrix

4.4.2 Skills Development - Budget Allocation

The table below indicates that a total amount of R 108 484 were allocated to the workplace skills plan and that …….of the total amount was spent in the 2022/23 financial year:

Year	Total Personnel Budget	Skills Levy (1%)	Total Training Budget	Total Spend	% Spent
2021/2022	113 898	1 083	221	249	113%
2022/2023	108 484	1 042	220	99	45%

Budget Allocated and Spent for Skills Development

4.4.3 Municipal Minimum Competency Course Status

In terms of Section 83 (1) of the MFMA, the ***accounting officer, senior managers, the chief financial officer, head of supply chain and managers within the finance department*** of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in *various* Government Notices.

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.

Swellendam Municipality must send officials on the Municipal Minimum Competency (MMC) course in terms of National Treasury Regulations. The status of the process at the end of the financial year 2022/23 is as follows:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials				
Accounting officer	1	1	1	1
Chief financial officer	1	1	1	1
Senior managers (sect.56)	1	1	1	0 *(await outcome of 1 unit standard only)*
Managers : Finance	2	0	2	2
Supply Chain Management Officials				
Heads of supply chain management units	1	0	1	1
Total	**6**	**3**	**6**	**5**

MMC Course Status

4.5 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA 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.

4.5.1 Personnel Expenditure

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past two financial years and that the municipality is well within the national norm of between 35 to 40%:

Financial year	2021/2022	2022/2023		
	Actual Audited	Original Budget	Adjusted Budget	Actual
Description	R'000			
Councillors (Political Office Bearers Plus Other)				
All-inclusive package	5 616	5 833	6 188	5 607
Sub Total	**5 616**	**5 833**	**6 188**	**5 607**
% increase/ (decrease)	**0,0%**	**4%**	**10%**	**0%**
Senior Managers of the Municipality				
Basic Salaries	4 875	5 111	4 051	4 075
Pension Contributions	661	708	784	659
Medical Aid Contributions	–	–	–	–
Other Allowances	1 352	1 573	1 631	881
Sub-Total	**6 888**	**7 393**	**6 467**	**5 615**
% increase/ (decrease)	**0,0%**	**7%**	**-6%**	**-18%**

Other Municipal Staff				
Basic Salaries and Wages	64 460	71 921	66 660	60 601
Pension Contributions	–	–	–	–
Medical Aid Contributions	21 202	27 041	25 929	21 608
Motor vehicle allowance	5 931	6 748	6 303	5 699
Cell phone allowance	317	386	388	289
Housing allowance	455	644	644	427
Overtime	6 509	5 904	6 771	5 941
Other benefits or allowances	8 136	12 044	12 088	8 303
Sub Total	**107 010**	**124 688**	**118 783**	**102 869**
% increase/ decrease	**0,0%**	**17%**	**11%**	**-4%**
Total Municipality	**119 514**	**137 913**	**131 438**	**114 091**
% increase/ decrease	**0,0%**	**15%**	**10%**	**-5%**
Information subject to audit				

Chapter 5 - Statement of Financial Performance

PERFORMANCE REPORT

Chapter 5

This Chapter provides details regarding the financial performance of the Municipality for the 2022/23 financial year.

The Statement of Financial Performance provides an overview of the financial performance of the Municipality and focus on the financial health of the Municipality.

5.1 FINANCIAL SUMMARY

The table below indicates the summary of the financial performance for the 2022/23 financial year:

The table below shows a summary of performance against budget:

Financial Summary						
R'000						
	2021/2022	2022/2023			% Variance	
Description	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	45 860	50 336	49 304	50 116	(0,4,%)	1,6,%
Service charges	153 563	170 317	159 905	155 432	(9,6,%)	(2,9,%)
Rental from Fixed Assets	804	746	826	916	18,6,%	9,9,%
Interest, Dividends & Rent on Land	6 583	8 463	8 582	9 863	14,2,%	13,0,%
Sales of Goods & Rendering of Servic	3 881	2 984	2 669	2 900	(2,9,%)	8,0,%
Fines, Penalties and Forfeits	45 279	51 109	46 742	42 514	(20,2,%)	(9,9,%)
Licences and Permits	1 286	1 388	1 485	1 300	(6,7,%)	(14,2,%)
Agency Services	2 606	2 866	2 826	2 728	(5,0,%)	(3,6,%)
Transfers and Subsidies-Operational	63 575	57 756	66 818	55 889	(3,3,%)	(19,6,%)
Other Revenue	508	713	1 507	5 120	86,1,%	70,6,%
Gains	3 264	12 457	16 561	5 414	(130,1,%)	(205,9,%)
Total Revenue -excluding capital transfers and contributions	**327 209**	**359 133**	**357 225**	**332 192**	**(8,1,%)**	**(7,5,%)**
Employee related costs	113 898	132 080	125 250	108 484	(21,8,%)	(15,5,%)
Remuneration of Councillors	5 616	5 833	6 188	5 607	(4,0,%)	(10,4,%)
Impairment Losses	33 048	43 938	41 866	36 958	(18,9,%)	(13,3,%)
Depreciation and Amortisation	14 398	14 932	15 262	14 620	(2,1,%)	(4,4,%)
Finance Charges	4 547	6 525	6 539	9 113	28,4,%	28,2,%
Bulk Purchases	82 613	91 211	84 631	79 694	(14,5,%)	(6,2,%)
Other Materials	10 867	15 594	19 189	16 403	4,9,%	(17,0,%)
Contracted Services	31 090	40 281	43 241	29 358	(37,2,%)	(47,3,%)
Transfers and Subsidies	446	1 294	1 165	530	(144,0,%)	(119,7,%)
Operating Leases	1 541	1 701	845	336	(406,9,%)	(151,8,%)
Other Expenditure	25 560	27 071	29 430	25 561	(5,9,%)	(15,1,%)
Losses	1 091	521	138	1 052	50,4,%	86,9,%
Total Expenditure	**324 716**	**380 981**	**373 743**	**327 716**	**(16,3,%)**	**(14,0,%)**
Surplus/-Deficit	**2 493**	**(21 847)**	**(16 519)**	**4 476**	**588,1,%**	**469,0,%**
Transfers recognised - capital	81 647	45 766	71 053	47 883	4,4,%	(48,4,%)
Contributions recognised - capital & contributed assets	–	–	1 753	–	#DIV/0!	#DIV/0!
Surplus/-Deficit after capital transfers & contributions	**84 140**	**23 918**	**56 287**	**52 360**	**54,3,%**	**(7,5,%)**

PERFORMANCE REPORT

Capital expenditure & funds sources						
Capital expenditure						
Transfers recognised - capital	81 659	45 766	72 806	47 883	4,4,%	(52,0,%)
Public contributions & donations	–	–	–	–	#DIV/0!	#DIV/0!
Borrowing	–	9 150	9 602	7 211	(26,9,%)	(33,1,%)
Internally generated funds	13 436	4 978	13 446	9 689	48,6,%	(38,8,%)
Total sources of capital funds	95 095	59 893	95 854	64 784	**(0)**	**(0)**
Financial position						
Total current assets	157 318	86 660	137 375	163 922	47,1,%	16,2,%
Total non-current assets	474 403	521 555	553 870	522 236	0,1,%	(6,1,%)
Total current liabilities	(93 263)	(57 107)	(91 816)	(80 270)	28,9,%	(14,4,%)
Total non-current liabilities	(104 377)	(118 725)	(117 878)	(119 446)	0,6,%	1,3,%
Community wealth/Equity	434 082	432 383	481 551	486 442	11,1,%	1,0,%
Cash flows						
Net cash from -used operating	101 247	45 602	74 367	62 359	26,9,%	(19,3,%)
Net cash from -used investing	(94 948)	(53 654)	(91 665)	(59 802)	10,3,%	(53,3,%)
Net cash from -used financing	(2 789)	5 678	9 635	5 892	3,6,%	(63,5,%)
Cash/cash equivalents at the year end	**113 324**	**56 238**	**105 661**	**121 773**	**53,8,%**	**13,2,%**
Cash backing/surplus reconciliation						
Cash and investments available	113 324	56 238	105 661	121 773	53,8,%	13,2,%
Application of cash and investments	(24 576)	(3 500)	(3 500)	(40 014)	91,3,%	91,3,%
Balance - surplus -shortfall	**88 749**	**52 738**	**102 161**	**81 759**	**35,5,%**	**(25,0,%)**
Asset management						
Asset register summary -WDV	473 826	520 582	552 643	521 163	0,1,%	(6,0,%)
Depreciation & asset impairment	14 350	14 932	15 262	14 620	(2,1,%)	(4,4,%)
Renewal of Existing Assets	6 713	185	1 950	355	47,9,%	(449,2,%)
Repairs and Maintenance	25 229	21 631	21 176	27 437	21,2,%	22,8,%

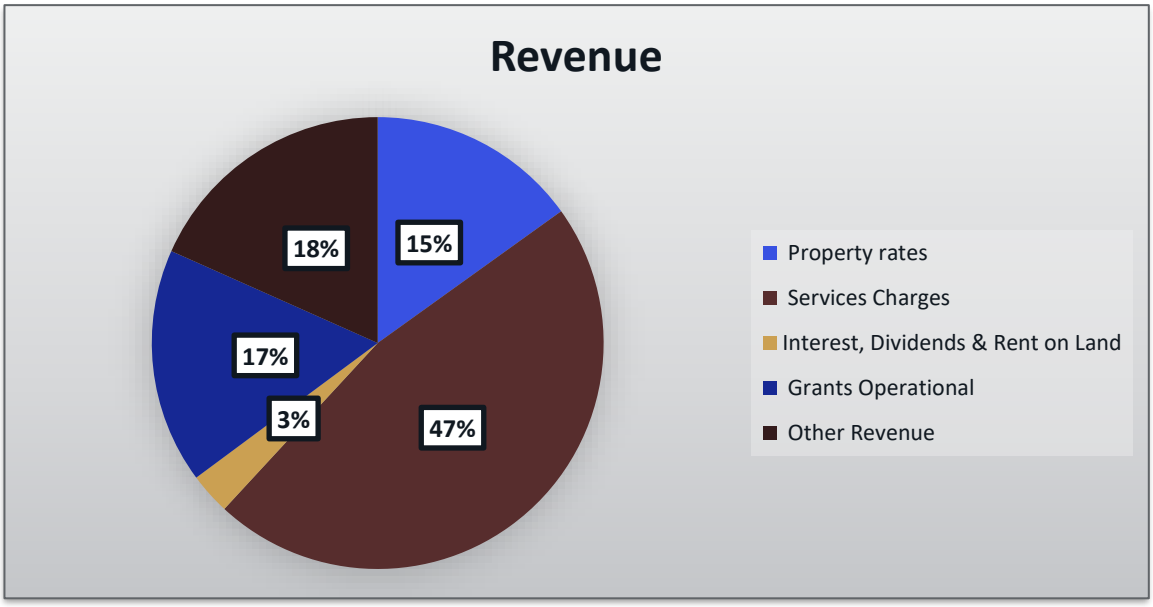
Financial Summary						
R'000						
	2021/2022	**2022/2023**			**% Variance**	
Description	**Actual**	**Original Budget**	**Adjusted Budget**	**Actual**	**Original Budget**	**Adjustments Budget**
Free services						
Cost of Free Basic Services provided	19 807	16 965	17 438	16 780	(1,1,%)	(3,9,%)
Revenue cost of free services provided	4 276	5 111	5 597	5 561	8,1,%	(0,7,%)

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

	Revenue				Operating expenditure			
Financial Year	**Budget**	**Actual**	**Diff.**		**Budget**	**Actual**	**Diff.**	
	R'000			**% of Budget**	**R'000**			**% of Budget**
2021/2022	435 933	408 856	27 077	94%	362 562	324 716	37 847	90%
2022/2023	430 031	380 076	49 955	88%	373 743	327 716	46 027	88%

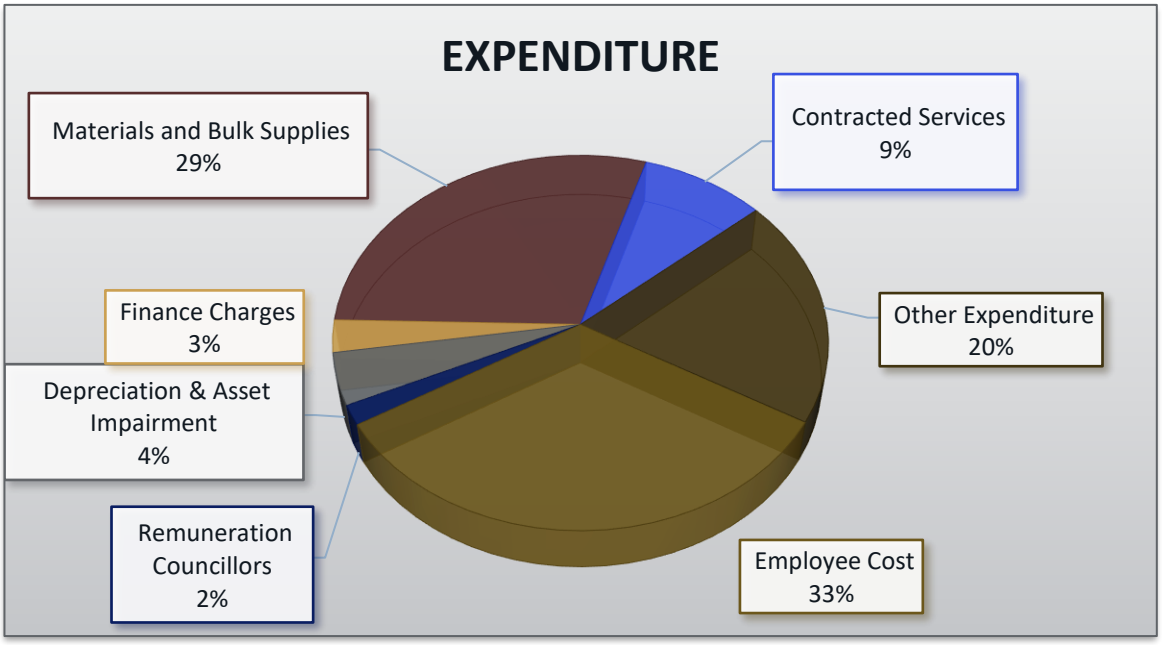
PERFORMANCE REPORT

The following graph indicates the various types of revenue (excluding capital transfers and contributions) items in the municipal budget for 2022/23.



Graph: Municipal Revenue

The following grapgh indicates the various types of expenditure items in the municipal budget for 2022/23:



Graph: Municipal Expenditure

PERFORMANCE REPORT

5.1.1 Revenue Collection by Vote:

The table below indicates the revenue collection performance by vote:

Revenue Collection by Municipal Vote						
	2021/2022	2022/2023			% Variance	
Vote Description	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000				%	
Vote 1 - Municipal Manager	20 146	27 081	33 673	29 657	8,7,%	(13,5,%)
Vote 2 - Corporate Services	1 694	1 311	1 125	1 294	(1,4,%)	13,0,%
Vote 3 - Finance Service	54 987	59 909	59 959	61 834	3,1,%	3,0,%
Vote 4 - Engineers Service	198 942	199 601	211 648	182 410	(9,4,%)	(16,0,%)
Vote 5 - Community Services	133 087	116 997	123 625	104 882	(11,6,%)	(17,9,%)
Total Revenue by Vote	**408 856**	**404 899**	**430 031**	**380 076**	**(6,5,%)**	**(13,1,%)**

5.1.2 Revenue Collection by Source:

Revenue Collection by source						
	2021/2022	2022/2023			% Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Description	R'000				%	
Property rates	45 860	50 336	49 304	50 116	(0,4,%)	1,6,%
Service Charges - electricity revenue	101 276	113 385	104 292	98 777	(14,8,%)	(5,6,%)
Service Charges - water revenue	20 929	22 655	23 552	23 500	3,6,%	(0,2,%)
Service Charges - sanitation revenue	19 324	21 390	19 348	20 405	(4,8,%)	5,2,%
Service Charges - refuse revenue	12 032	12 887	12 714	12 749	(1,1,%)	0,3,%
Rentals of facilities and equipment	804	746	826	916	18,6,%	9,9,%
Interest earned - external investments	4 294	4 960	6 460	7 681	35,4,%	15,9,%
Interest earned - outstanding debtors	2 287	3 502	2 122	2 180	(60,6,%)	2,7,%
Dividends received	2	–	0	2	100,0,%	99,9,%
Sales of Goods & Rendering of Servic	3 881	2 984	2 669	2 900		
Fines, Penalties and Forfeits	45 279	51 109	46 742	42 514	(20,2,%)	(9,9,%)
Licences and permits	1 286	1 388	1 485	1 300	(6,7,%)	(14,2,%)
Agency services	2 606	2 866	2 826	2 728	(5,0,%)	(3,6,%)
Transfers recognised - operational	63 575	57 756	66 818	55 889	(3,3,%)	(19,6,%)
Other revenue	508	713	1 507	5 120	86,1,%	70,6,%
Gains on disposal of PPE	3 264	12 457	16 561	5 414	(130,1,%)	(205,9,%)
Total Revenue (excluding capital transfers and contributions)	**327 209**	**359 133**	**357 225**	**332 192**	**(8,1,%)**	**(7,5,%)**
Transfers recognised - capital	81 647	45 766	71 053	47 883	4,4,%	(48,4,%)
Contributions recognised - capital & contributed assets	–	–	1 753	–		
Total Revenue	**408 856**	**404 899**	**430 031**	**380 076**	**(6,5,%)**	**(13,1,%)**

5.1.3 Operational Services Performance

The table below indicates the operational services performance for the 2022/23 financial year:

Financial Performance of Operational Services						
	2021/2022	2022/2023			% Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Description	R'000				%	
Operating Cost						
Executive and council	24 919	21 995	22 174	18 370	(19,7,%)	(20,7,%)
Finance and administration	52 897	47 510	47 783	37 260	(27,5,%)	(28,2,%)
Internal audit	1 987	2 588	1 196	588	(339,7,%)	(103,2,%)
Sub-Total Governance and Administration	***79 803***	***72 093***	***71 153***	***56 219***	**(28,2,%)**	**(26,6,%)**
Community and social services	8 983	14 695	14 384	13 438	(9,4,%)	(7,0,%)
Sport and recreation	12 231	15 253	15 381	14 754	(3,4,%)	(4,2,%)
Public safety	36 954	52 421	49 227	46 286	(13,3,%)	(6,4,%)
Housing	11 350	9 601	13 790	6 425	(49,4,%)	(114,7,%)
Health	–	–	1	1	100,0,%	6,3,%
Sub-Total Community and Public Safety	**69 517**	**91 971**	**92 783**	**80 904**	**(13,7,%)**	**(14,7,%)**
Planning and development	5 160	9 663	9 206	8 116	(19,1,%)	(13,4,%)
Road transport	21 139	25 442	25 555	24 711	(3,0,%)	(3,4,%)
Environmental protection	139	924	770	726	(27,2,%)	(6,1,%)
Sub-Total Economic and Environmental Services	**26 438**	**36 029**	**35 531**	**33 553**	**(7,4,%)**	**(5,9,%)**
Energy sources	93 726	105 818	97 863	90 306	(17,2,%)	(8,4,%)
Water management	16 824	28 537	30 769	22 174	(28,7,%)	(38,8,%)
Waste water management	21 142	21 175	21 745	22 519	6,0,%	3,4,%
Waste management	16 456	23 990	22 188	21 415	(12,0,%)	(3,6,%)
Sub-Total Trading services	**148 148**	**179 521**	**172 564**	**156 413**	**(14,8,%)**	**(10,3,%)**
Other	810	1 367	1 712	627	(118,0,%)	(172,8,%)
Sub-Total Other	**810**	**1 367**	**1 712**	**627**	**(118,0,%)**	**(172,8,%)**
Total Expenditure	**324 716**	**380 981**	**373 743**	**327 716**	**(16,3,%)**	**(14,0,%)**

In this table, operational income (but not levies or tariffs) is offset ageist operational expenditure leaving a net operational expenditure total for each service. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

5.2 FINANCIAL PERFORMANCE MUNICIPAL FUNCTION

5.2.1 Water Services

Financial Performance: Water ServiJes					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**41 214**	**45 846**	**57 280**	**41 611**	**(37,7%)**
Expenditure:					
Employees	7 685	9 628	9 670	2 858	(236,9%)
Repairs and Maintenance	2 402	1 476	1 223	2 215	33,4%
Other	6 737	17 434	19 876	17 101	(1,9%)
Total Operational Expenditure	**16 824**	**28 537**	**30 769**	**22 174**	**(28,7%)**
Net Surplus/ (Deficit)	**24 390**	**17 309**	**26 511**	**19 437**	**10,9%**

5.2.2 Waste Water (Sanitation)

Financial Performance: Waste Water (Sanitation) Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**26 186**	**28 420**	**29 566**	**29 074**	**(1,7%)**
Expenditure:					
Employees	8 412	6 445	6 375	4 698	(37,2%)
Repairs and Maintenance	3 610	2 512	1 451	2 217	(13,3%)
Other	9 119	12 218	13 918	15 603	21,7%
Total Operational Expenditure	**21 142**	**21 175**	**21 745**	**22 519**	**6,0%**
Net Surplus/ (Deficit)	**5 045**	**7 245**	**7 821**	**6 555**	**(10,5%)**

5.2.3 Electricity

Financial Performance: Electricity Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**116 925**	**115 904**	**112 553**	**101 794**	**(10,6%)**
Expenditure:					
Employees	5 356	7 767	7 562	5 190	(49,7%)
Repairs and Maintenance	4 146	2 495	2 590	4 486	44,4%
Other	84 224	95 556	87 712	80 629	(18,5%)
Total Operational Expenditure	**93 726**	**105 818**	**97 863**	**90 306**	**(17,2%)**
Net Surplus/ (Deficit)	**23 199**	**10 086**	**14 690**	**11 488**	**12,2%**

5.2.4 Waste Management

Financial Performance: Waste Management (Refuse)					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**16 498**	**18 181**	**17 835**	**17 441**	**(2,3%)**
Expenditure:					
Employees	4 281	4 966	4 817	4 205	(18,1%)
Repairs and Maintenance	2 813	5	10	97	94,8%
Other	9 501	10 070	9 882	7 844	(28,4%)
Total Operational Expenditure	**16 595**	**15 041**	**14 709**	**12 146**	**(23,8%)**
Net Surplus/ (Deficit)	**(97)**	**3 140**	**3 125**	**5 295**	**40,7%**

5.2.5 Housing Services

	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**47 630**	**34 860**	**46 085**	**29 931**	**(54,0%)**
Expenditure:					
Employees	2 116	2 275	2 292	2 241	(1,5%)
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	9 233	7 325	11 498	4 183	(75,1%)
Total Operational Expenditure	**11 350**	**9 601**	**13 790**	**6 425**	**(49,4%)**
Net Surplus/ (Deficit)	**36 280**	**25 259**	**32 295**	**23 507**	**(7,5%)**

5.2.6 Roads and Stormwater

Financial Performance: Roads Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**136**	**7 163**	**8 856**	**6 701**	**(32,1%)**
Expenditure:					
Employees	3 976	10 245	9 840	7 389	(38,7%)
Repairs and Maintenance	6 144	6 292	6 995	8 269	23,9%
Other	5 284	3 990	3 820	4 391	9,1%
Total Operational Expenditure	**15 404**	**20 527**	**20 655**	**20 049**	**(2,4%)**
Net Surplus/ (Deficit)	**(15 268)**	**(13 364)**	**(11 799)**	**(13 348)**	**(0,1%)**

5.2.7 IDP and Local Economic Development (LED)

Financial Performance: IDP & LED					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**310**	**–**	**1 918**	**1 547**	**(24,0%)**
Expenditure:					
Employees	3 074	472	556	528	10,5%
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	3 084	5 042	5 027	4 688	(7,6%)
Total Operational Expenditure	**6 158**	**5 514**	**5 582**	**5 216**	**(5,7%)**
Net Surplus/ (Deficit)	**(5 848)**	**(5 514)**	**(3 665)**	**(3 669)**	**(50,3%)**

5.2.8 Planning and Development

Financial Performance: Planning & Development					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**1 573**	**1 311**	**1 125**	**1 294**	**13,1%**
Expenditure:					
Employees	4 100	5 542	5 117	4 921	(12,6%)
Repairs and Maintenance	–	7	5	63	88,9%
Other	637	3 514	3 402	2 578	(36,3%)
Total Operational Expenditure	**4 737**	**9 064**	**8 524**	**7 562**	**(19,9%)**
Net Surplus/ (Deficit)	**(3 165)**	**(7 753)**	**(7 399)**	**(6 268)**	**(23,7%)**

5.2.9 Tourism & Events

Financial Performance: Tourism & Events					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	–	–	–	–	#DIV/0!
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	810	1 367	1 712	627	(118,0%)
Total Operational Expenditure	**810**	**1 367**	**1 712**	**627**	**(118,0%)**
Net Surplus/ (Deficit)	**(810)**	**(1 367)**	**(1 712)**	**(627)**	**(118,0%)**

5.2.10 Libraries

Financial Performance: Libraries					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**17 442**	**6 289**	**6 935**	**6 182**	**(12,2%)**
Expenditure:					
Employees	4 973	5 410	5 409	4 982	(8,6%)
Repairs and Maintenance	27	67	207	151	55,5%
Other	884	2 557	2 291	2 371	(7,8%)
Total Operational Expenditure	**5 885**	**8 034**	**7 908**	**7 504**	**(7,1%)**
Net Surplus/ (Deficit)	**11 557**	**(1 745)**	**(972)**	**(1 323)**	**(31,9%)**

5.2.11 Cemetaries

Financial Performance: Cemetries					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**86**	**92**	**77**	**70**	**(9,8%)**
Expenditure:					
Employees	–	–	–	–	#DIV/0!
Repairs and Maintenance	57	33	27	6	(450,7%)
Other	20	1 578	1 564	1 547	(2,0%)
Total Operational Expenditure	**77**	**1 610**	**1 591**	**1 553**	**(3,7%)**
Net Surplus/ (Deficit)	**9**	**(1 518)**	**(1 514)**	**(1 483)**	**(2,4%)**

5.2.12 Traffic Services and Law Enforcement

Financial Performance: Traffic Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**48 859**	**55 187**	**50 899**	**46 124**	**(10,4%)**
Expenditure:					
Employees	4 780	9 884	9 032	8 283	(19,3%)
Repairs and Maintenance	767	425	448	573	25,8%
Other	31 407	42 112	39 746	37 431	(12,5%)
Total Operational Expenditure	**36 954**	**52 421**	**49 227**	**46 286**	**(13,3%)**
Net Surplus/ (Deficit)	**11 905**	**2 766**	**1 672**	**(162)**	**1 803,8%**

5.2.13 License Services

Financial Performance: Licence Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	2 685	–	–	–	#DIV/0!
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	3 050	4 915	4 900	4 661	(5,4%)
Total Operational Expenditure	**5 735**	**4 915**	**4 900**	**4 661**	**(5,4%)**
Net Surplus/ (Deficit)	**(5 735)**	**(4 915)**	**(4 900)**	**(4 661)**	**(5,4%)**

5.2.14 Sport & Recreation Services

Financial Performance: Sport & Recreation Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**1 877**	**1 508**	**798**	**851**	**6,3%**
Expenditure:					
Employees	938	1 652	1 714	1 445	(14,3%)
Repairs and Maintenance	410	211	174	456	53,7%
Other	1 712	2 207	2 321	2 170	(1,7%)
Total Operational Expenditure	**3 060**	**4 070**	**4 208**	**4 071**	**0,0%**
Net Surplus/ (Deficit)	**(1 183)**	**(2 563)**	**(3 411)**	**(3 221)**	**20,4%**

5.2.15 Community Halls and Facilities Services

Financial Performance: Community Halls & Facilities Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**681**	**742**	**822**	**916**	**10,3%**
Expenditure:					
Employees	1 211	1 328	1 410	1 195	(11,2%)
Repairs and Maintenance	106	512	563	359	(42,7%)
Other	369	1 981	2 048	2 029	2,4%
Total Operational Expenditure	**1 686**	**3 821**	**4 021**	**3 583**	**(6,7%)**
Net Surplus/ (Deficit)	**(1 005)**	**(3 079)**	**(3 199)**	**(2 666)**	**(15,5%)**

5.2.16 Community Parks

Financial Performance: Community Halls & Facilities Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**681**	**742**	**822**	**916**	**10,3%**
Expenditure:					
Employees	1 211	1 328	1 410	1 195	(11,2%)
Repairs and Maintenance	106	512	563	359	(42,7%)
Other	369	1 981	2 048	2 029	2,4%
Total Operational Expenditure	**1 686**	**3 821**	**4 021**	**3 583**	**(6,7%)**
Net Surplus/ (Deficit)	**(1 005)**	**(3 079)**	**(3 199)**	**(2 666)**	**(15,5%)**

5.2.17 Health Services

Financial Performance: Health Services					
					R'000
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	–	–	–	–	#DIV/0!
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	–	–	1	1	100,0%
Total Operational Expenditure	**–**	**–**	**1**	**1**	**100,0%**
Net Surplus/ (Deficit)	**–**	**–**	**(1)**	**(1)**	**100,0%**

5.2.18 Financial Services

Financial Performance: Financial Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**54 987**	**59 909**	**59 959**	**61 834**	**3,0%**
Expenditure:					
Employees	15 821	18 788	17 863	16 850	(11,5%)
Repairs and Maintenance	11	30	29	14	(121,2%)
Other	6 880	(968)	(590)	(5 019)	80,7%
Total Operational Expenditure	**22 713**	**17 849**	**17 302**	**11 845**	**(50,7%)**
Net Surplus/ (Deficit)	**32 275**	**42 059**	**42 657**	**49 989**	**15,9%**

5.2.19 ICT Services

Financial Performance: ICT Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	902	939	283	141	(564,6%)
Repairs and Maintenance	15	42	62	54	21,6%
Other	2 364	(136)	441	(249)	45,5%
Total Operational Expenditure	**3 281**	**845**	**786**	**(54)**	**1 670,0%**
Net Surplus/ (Deficit)	**(3 281)**	**(845)**	**(786)**	**54**	**1 670,0%**

5.2.20 Corporate Services

Financial Performance: Corporate Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**14 494**	**2 158**	**3 263**	**3 068**	**(6,4%)**
Expenditure:					
Employees	20 105	11 150	9 797	9 009	(23,8%)
Repairs and Maintenance	1 608	11	8	0	(3 697,6%)
Other	2 517	2 281	2 938	1 596	(42,9%)
Total Operational Expenditure	**24 230**	**13 442**	**12 742**	**10 605**	**(26,7%)**
Net Surplus/ (Deficit)	**(9 736)**	**(11 284)**	**(9 479)**	**(7 538)**	**(49,7%)**

5.2.21 Governance (Internal Audit & Risk) Services

Financial Performance: Governance (Internal Audit & Risk) Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	1 883	2 331	844	485	(380,4%)
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	104	257	352	103	(148,8%)
Total Operational Expenditure	**1 987**	**2 588**	**1 196**	**588**	**(339,7%)**
Net Surplus/ (Deficit)	**(1 987)**	**(2 588)**	**(1 196)**	**(588)**	**(339,7%)**

5.2.22 Municipal Manager

Financial Performance: Municipal Manager					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**507**	**233**	**1 427**	**4 524**	**68,5%**
Expenditure:					
Employees	2 600	9 344	9 311	8 579	(8,9%)
Repairs and Maintenance	6	22	32	19	(11,4%)
Other	2 951	(7 031)	(6 788)	(7 453)	5,7%
Total Operational Expenditure	**5 557**	**2 335**	**2 555**	**1 144**	**(104,0%)**
Net Surplus/ (Deficit)	**(5 050)**	**(2 102)**	**(1 128)**	**3 380**	**162,2%**

5.2.23 Disaster Management

Financial Performance: Disaster Management					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	744	–	–	–	#DIV/0!
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	591	1 231	864	798	(54,3%)
Total Operational Expenditure	**1 334**	**1 231**	**864**	**798**	**(54,3%)**
Net Surplus/ (Deficit)	**(1 334)**	**(1 231)**	**(864)**	**(798)**	**(54,3%)**

5.2.24 Fleet Management

Financial Performance: Fleet Management					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**–**	**–**	**–**	**–**	**#DIV/0!**
Expenditure:					
Employees	1 008	1 007	1 017	1 017	1,0%
Repairs and Maintenance	3	3 243	3 756	3 306	1,9%
Other	623	4 647	5 957	5 585	16,8%
Total Operational Expenditure	**1 634**	**8 897**	**10 730**	**9 908**	**10,2%**
Net Surplus/ (Deficit)	**(1 634)**	**(8 897)**	**(10 730)**	**(9 908)**	**10,2%**

5.2.25 Property Services

Financial Performance: Property Services					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**121**	**1**	**1**	**–**	**#DIV/0!**
Expenditure:					
Employees	–	1 787	1 665	1 483	(20,5%)
Repairs and Maintenance	570	530	503	346	(53,0%)
Other	469	3 035	2 953	2 489	(21,9%)
Total Operational Expenditure	**1 039**	**5 351**	**5 120**	**4 318**	**(23,9%)**
Net Surplus/ (Deficit)	**(918)**	**(5 351)**	**(5 120)**	**(4 318)**	**(23,9%)**

5.2.26 Mayor and Council

Financial Performance: Mayor & Council					
	R'000				
Details	2021/2022	2022/2023			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	**19 329**	**27 081**	**30 572**	**27 064**	**(13,0%)**
Expenditure:					
Employees	11 517	17 489	17 466	12 212	(43,2%)
Repairs and Maintenance	–	–	–	–	#DIV/0!
Other	7 845	2 171	2 153	5 014	56,7%
Total Operational Expenditure	**19 362**	**19 660**	**19 619**	**17 225**	**(14,1%)**
Net Surplus/ (Deficit)	**(33)**	**7 421**	**10 953**	**9 839**	**24,6%**

5.3 GRANTS

5.3.1 Grant Performance

Grant Performance						
R'000						
	2021/2022	2022/2023			% Variance	
Description	Actual (Audited Outcome)	Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Operating Transfers and Grants						
National Government:	**77 573**	**62 334**	**73 432**	**62 827**	**0,8,%**	**(16,9,%)**
Local Government Equitable Share	37 875	39 675	39 675	39 675	–	–
Finance Management	1 720	1 720	1 720	1 720	–	–
EPWP Incentive	1 682	1 497	1 497	1 497	–	–
Municipal Infrastructure Grant	12 137	13 005	13 005	12 161	(6,9,%)	(6,9,%)
Municipal Disaster Recovery Grant	–	–	3 553	–		
Integrated National Electrification Program	5 867	–	–	–		
Energy Efficiency and Demand Site Management	2 999	–	–	–		
Water Services Infrastructure Grant	15 293	6 437	13 982	7 774	17,2,%	(79,9,%)
Provincial Government:	**68 576**	**41 170**	**63 771**	**39 717**	**(3,7,%)**	**(60,6,%)**
Community Library Service Grant	10 715	–	180	154	–	(17,2,%)
Western Cape Financial Mangement Capacity Building Grant	240	–	250	250	–	–
Local Government Public Employment Support Grant	267	–	733	686	–	(6,9,%)
Human Settlement Development Grant	47 630	32 860	45 113	29 920	(9,8,%)	(50,8,%)
Provide Resources for the Development and Upgrade of SMME Infrastructure	310	–	1 918	1 547	–	(24,0,%)
Western Cape Financial Management Support Grant	346	–	250	–	–	–
Provincial Contribution towards the Acceleration of Housing Delivery	0	–	5 500	274	–	(1 909,6,%)
Western Cape Financial Management Capability Grant	–	–	200	110	–	(81,8,%)
Title Deeds Restoration Grant	–	–	172	11	–	(1 408,8,%)
Municipal Library Support Grant	–	–	150	133	–	(12,7,%)
Emergency Municipal Loadshedding Relief Grant	–		1 360	481	–	(182,8,%)
Western Cape Municipal Interventions Grant	–	–	500	231	–	(116,0,%)
Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	0	50	50	38	(31,6,%)	(31,6,%)
Library Service Replacement Funding for most vulnerable M3 Municipalities	6 714	6 260	6 594	5 882	(6,4,%)	(12,1,%)
Development of Sport and Recreational Facilities	898	–	–	0	–	100,0,%
SETA	379	–	–	0	–	100,0,%
Informal Settlement Grant	–	2 000	800	–	–	–
Drought Relief Grant	1 078	–	–	0	–	100,0,%

Other Grant Providers:	**87**	**–**	**2 202**	**1 099**	**100,0,%**	**(100,5,%)**
SETA	–	–	641	386	–	(66,0,%)
Service SETA	–	–	228	272	–	16,5,%
ODM: Safety Plan Development Grant	28	–	–	–	–	–
Joint District and Metro Approach Grant	–	–	1 299	440	–	(195,3,%)
ODM: Establishment of Local Safety Forum Grant	59	–	35	0	–	–
Total Operating Transfers and Grants	**146 237**	**103 504**	**139 405**	**103 643**	**0,1,%**	**(34,5,%)**
Variances are calculated by dividing the difference between the actual and original budget by the actual.						

5.3.2 Conditional Grants

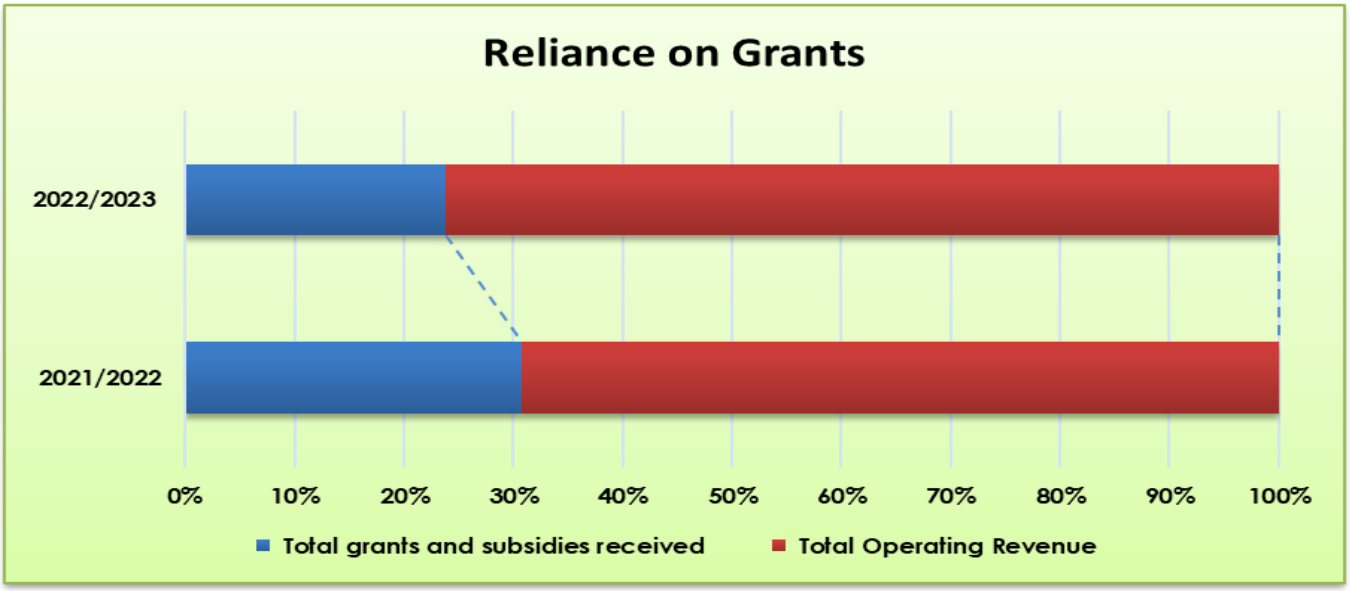
Conditional Grants						
	R'000					
	2021/2022	2022/2023			% Variance	
Description	**Actual (Audited Outcome)**	**Budget**	**Adjusted Budget**	**Actual**	**Original Budget**	**Adjusted Budget**
Finance Management	1 720	1 720	1 720	1 720	–	–
EPWP Incentive	1 682	1 497	1 497	1 497	–	–
Municipal Infrastructure Grant	12 137	13 005	13 005	12 161	(6,9,%)	(6,9,%)
Municipal Disaster Recovery Grant	–	–	3 553	–	–	–
Integrated National Electrification Program	5 867	–	–	–	–	–
Energy Efficiency and Demand Site Management	2 999	–	–	–	–	–
Water Services Infrastructure Grant	15 293	6 437	13 982	7 774	17,2,%	(79,9,%)
Community Library Service Grant	10 715	–	180	154	–	(17,2,%)
Western Cape Financial Mangement Capacity Building Grant	240	–	250	250	–	–
Local Government Public Employment Support Grant	267	–	733	686	–	(6,9,%)
Human Settlement Development Grant	47 630	32 860	45 113	29 920	(9,8,%)	(50,8,%)
Provide Resources for the Development and Upgrade of SMME Infrastructure	310	–	1 918	1 547	–	(24,0,%)
Western Cape Financial Management Support Grant	346	–	250	–	–	–
Provincial Contribution towards the Acceleration of Housing Delivery	0	–	5 500	274	–	(1 909,6,%)
Western Cape Financial Management Capability Grant	–	–	200	110	–	(81,8,%)
Title Deeds Restoration Grant	–	–	172	11	–	(1 408,8,%)
Municipal Library Support Grant	–	–	150	133	–	(12,7,%)
Emergency Municipal Loadshedding Relief Grant	–		1 360	481	–	(182,8,%)
Western Cape Municipal Interventions Grant	–	–	500	231	–	(116,0,%)
Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	0	50	50	38	(31,6,%)	(31,6,%)
Library Service Replacement Funding for most vulnerable M3 Municipalities	6 714	6 260	6 594	5 882	(6,4,%)	(12,1,%)
Development of Sport and Recreational Facilities	898	–	–	0	–	–

SETA	379	–	–	0	–	–
Informal Settlement Grant	–	2 000	800	–	–	–
Drought Relief Grant	1 078	–	–	0	–	–
SETA	–	–	641	386	–	(66,0,%)
Service SETA	–	–	228	272	–	16,5,%
ODM: Safety Plan Development Grant	28	–	–	–	–	–
Joint District and Metro Approach Grant	–	–	1 299	440	–	(195,3,%)
ODM: Establishment of Local Safety Forum Grant	59	–	35	0	–	100,0,%
Total	**108 361**	**63 829**	**99 730**	**63 968**	**0,2%**	**(55,9%)**
This includes Neighborhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in part 5.9.2. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual						

5.3.3 Level of Reliance on Grants & Subsidies

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000		%
2021/2022	145 222	408 856	35,5%
2022/2023	103 772	380 076	27,3%

THe following grapgh indicates the municipality's reliance on grants as percentage of operating revenue for the last two (2) years:



5.4 ASSET MANAGEMENT

5.4.1 Three Largest Assets:

Asset 1		
Name	**Sewerage Treatment Works: Swellendam**	
Description	Sewage Treatment Works: Kliprivier	
Asset Type	Infrastructure	
Key Staff Involved	Engineers Services	
	2021/2022	**2022/2023**
Asset Value as at 30 June	R 54 093 832	R 52 674 935
Capital Implications	n/a	
Future Purpose of Asset	Sewerage Treatment: Swellendam	
Describe Key Issues	Operations during load shedding and upgrading	
Policies in Place to Manage Asset	Financial Asset Management policy	

Asset 2		
Name	**Water Treatment Works: Suurbraak**	
Description	Water Treatment Works: Suurbraak	
Asset Type	Infrastructure	
Key Staff Involved	Engineers Services	
	2021/2022	**2022/2023**
Asset Value as at 30 June	R 7 262 210	R 6 938 755
Capital Implications	n/a	
Future Purpose of Asset	Water Treatment: Suurbraak	
Describe Key Issues	n/a	
Policies in Place to Manage Asset	Financial Asset Management Policy	

Asset 3		
Name	**Water Treatment Works: Swellendam**	
Description	Water Treatment Works	
Asset Type	Infrastructure	
Key Staff Involved	Engineering Services	
	2021/2022	**2022/2023**
Asset Value as at 30 June	R 8 958 753	R 8 655 855
Capital Implications	n/a	
Future Purpose of Asset	Water Treatment	
Describe Key Issues	Water treatment during loadshedding	
Policies in Place to Manage Asset	Financial Asset Management Policy	

5.4.2 Repairs and Maintenance

	2021/2022	2022/2023			
		Original Budget	Adjustment Budget	Actual	Budget variance
Description	Actual	R' 000			%
Repairs and Maintenance Expenditure	25 229 425	R 21 630 734	R 21 175 799	R 27 436 520	22,8%

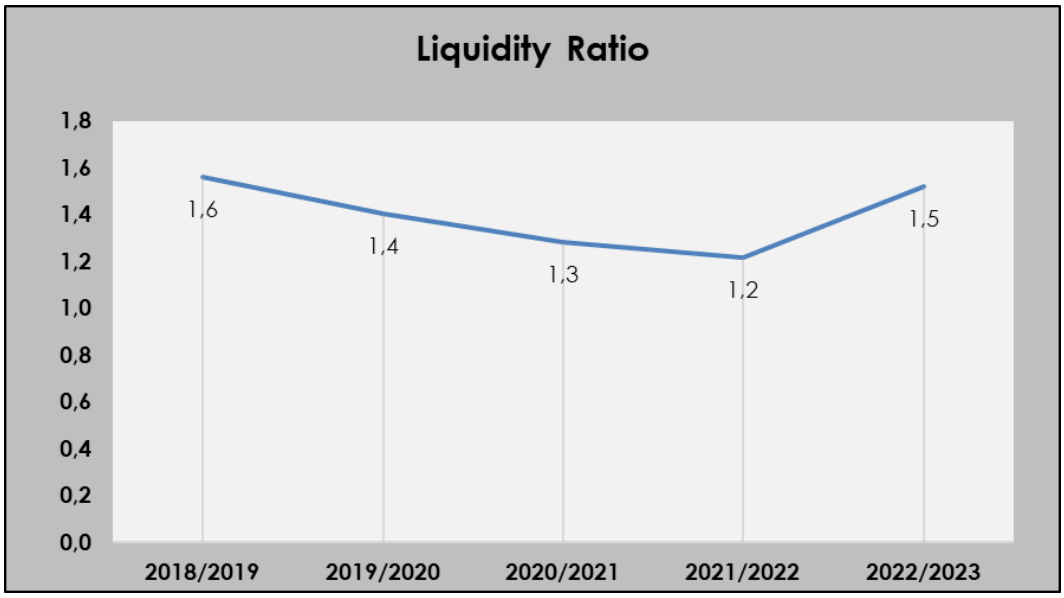
5.5 FINANCIAL RATIO'S BASED ON KEY PERFORMANCE INDICATORS

5.5.1 Liquidity Ratio

Description	Basis of calculation	2021/2022	2022/2023
Current Ratio	Current assets/current liabilities	1,69	2,04
Collection Rate	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	93,83	97,88
Liquidity Ratio	Monetary Assets/Current Liabilities	1,22	1,52

The current ratio indicates a Council's ability to meet its financial obligations such as payment for goods and services supplied. A ratio of 1:1 indicates that unrestricted current assets are available on hand to meet unrestricted current liabilities. It is furthermore an indication of a Council's solvency. Swellendam's current ratio is 2.04 which is above the norm and indicates that Council has sufficient cash on hand to meet its short-term liabilities. The current and liquidity ratio slightly increased which is an improvement and will be monitored carefully to ensure it continues it upward trend.

The following grapgh indicates the liquidity financial ratio for 2022/2023:



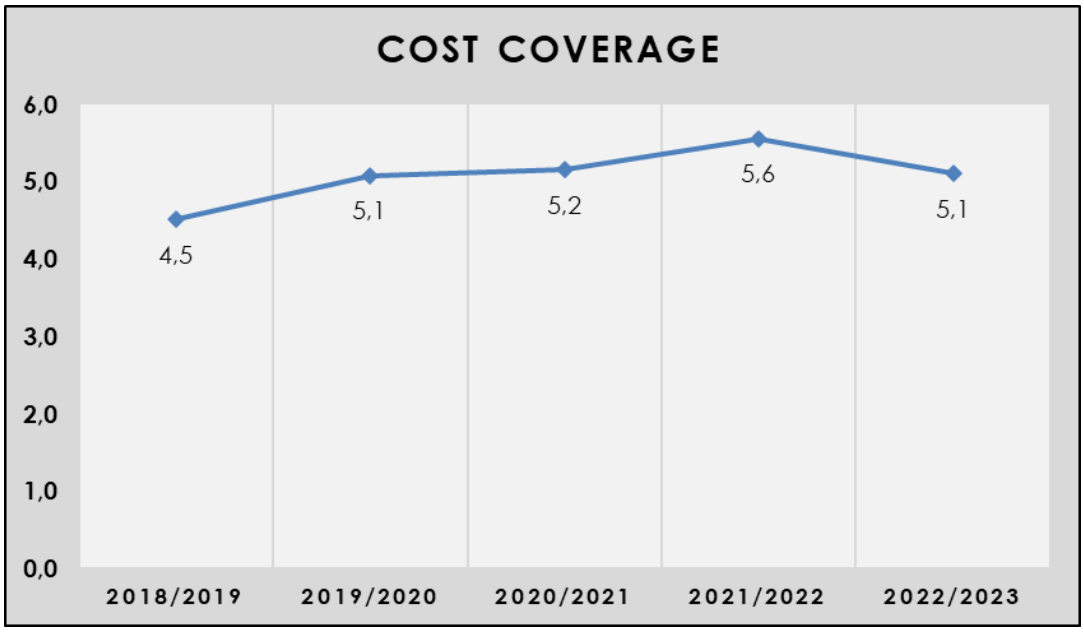
5.5.2 Financial Viability Indicators

IDP Regulation Financial Viability Indicators			
Description	**Basis of calculation**	**2020/21**	**2021/22**
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	5,56	5,11
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services*100	25,05	22,18
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	66,67	51,33

(a) Cost Coverage

This ratio indicates the Municipality's ability to meet its short-term (monthly) expenditures. It takes into consideration all available cash at a particular time including income from investments. The ratio has to be in excess of 1:3. Strict application of the Credit Control Policy and measures implemented to collect outstanding debtors should improve the ratio. However, this ratio should be read in conjunction to other ratios.

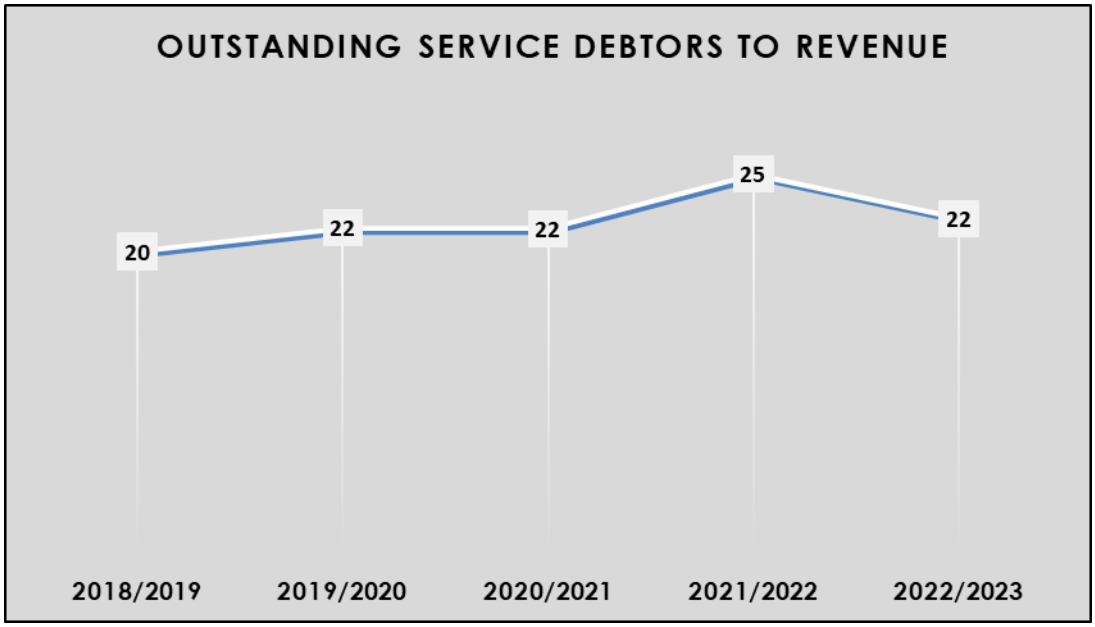
The following grapgh indicates the cost coverage financial viability indicator:



(b) Outstanding Service Debtors Revenue

This ratio indicates how effective revenue collection is being executed by the Municipality. The Municipality should continuously enhance revenue collection mechanisms and enforce debt collection policies. The ratio has remained stable over the past four years between 20 and 22 percent.

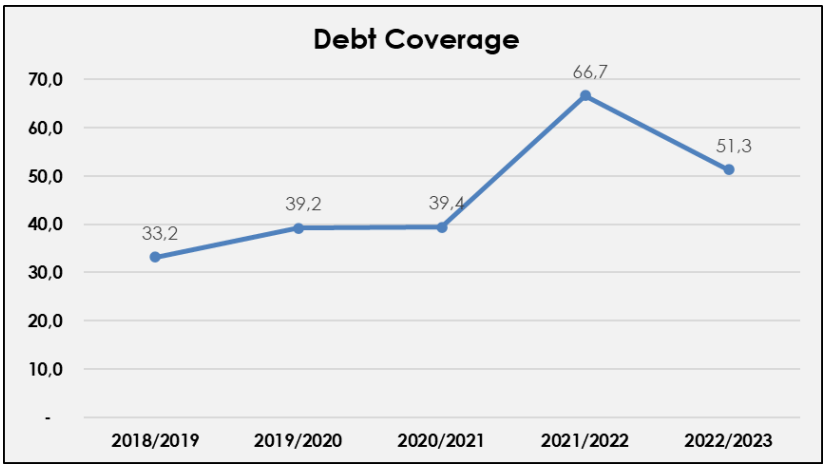
The following graph indicates the outstanding service to revenue financial viability indicator:



(c) Debt Coverage

The debt coverage ratio shows the Municipality's ability to service its debt payments. A debt coverage ratio of 2 is generally considered acceptable assuming the other tests of safety have been met. The higher the debt service ratio, the lower the risk. The Municipality's ratio decreased from 66.7% in 2021/22 to 51.3% in 2022/23 due to addiotional borrowings taken up.

The following graph indicates the outstanding service to revenue financial viability indicator:



5.5.3 Borrowing Management

The ratio goves an indicates of the total percentage paid on external loans

Description	Basis of calculation	2020/21	2021/22
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure*100	1,67	1,93

5.5.4 Employee Costs

Description	Basis of calculation	2020/21	2021/22
Employee costs	Employee costs/(Total Revenue - capital revenue)*100	28,75	31,41

5.5.5 Repairs and Maintenance

Description	Basis of calculation	2020/21	2021/22
Repairs & Maintenance	R&M / (Total Revenue excluding capital revenue)*100	6,36	7,55

5.6 SOURCE OF FINANCE

5.6.1 Capital Expenditure : Funding Sources

Capital Expenditure: Funding Sources						
	2021/2022	2022/2023			% Variance	
Details	Audited outcome	Original Budget	Adjustment Budget	Actual	Original Budget	Adjustments Budget
Source of Finance						
Description	R'000				%	
Transfers recognised - capital	81 659	45 766	72 806	47 883	4,4,%	(52,0,%)
Public contributions & donations	–	–	–	–	#DIV/0!	#DIV/0!
Borrowing	–	9 150	9 602	7 211	(26,9,%)	(33,1,%)
Internally generated funds	13 436	4 978	13 446	9 689	48,6,%	(38,8,%)
Total	**95 095**	**59 893**	**95 854**	**64 784**	**7,5,%**	**(48,0,%)**
% Percentage of Finance						
Transfers recognised - capital	85,9%	76,4%	76,0%	73,9%		
Public contributions & donations	0,0%	0,0%	0,0%	0,0%		
Borrowing	0,0%	15,3%	10,0%	11,1%		
Internally generated funds	14,1%	8,3%	14,0%	15,0%		
Capital Expenditure						
Description	2021/2022	2022/2023			% Variance	
Water and sanitation	36 118	15 362	31 328	18 473	16,8,%	(69,6,%)
Electricity	9 381	–	4 783	238	100,0,%	(1 909,6,%)
Housing	11	–	–	–	#DIV/0!	#DIV/0!
Roads and Stormwater	34 544	27 503	31 654	25 451	(8,1,%)	(24,4,%)
Other	15 040	17 028	28 090	20 622	17,4,%	(36,2,%)
Total	**95 095**	**59 893**	**95 854**	**64 784**	**7,5,%**	**(48,0,%)**
% Percentage of Expenditure						
Water and sanitation	38%	26%	33%	29%		
Electricity	10%	0%	5%	0%		
Housing	0%	0%	0%	0%		
Roads and stormwater	36%	46%	33%	39%		
Other	16%	28%	29%	32%		

5.6.2 Capital on Largest Capital Projects

Capital on Largest Capital Projects					
	2021/2022	2022/2023		% Variance	
Name of Project	Original Budget	Adjustment Budget	Actual Expenditure	Original Budget	Adjustment Budget
	R'000			%	
950 Houses - Human Settlement Development (Railton) - Water, Sewererage, Roads & Planning	29 410 000	36 469 837	27 619 827	(6,5,%)	(32,0,%)
Upgrading of Barrydale Bulk Water Supply Phase 2	5 597 391	12 158 687	6 760 251	17,2,%	(79,9,%)
Swellendam (Railton): Bulk Water Ret	4 947 775	5 513 206	5 086 721	2,7,%	(8,4,%)
Barrydale (Smitsville) Upgrading Road	5 230 055	5 230 055	4 922 365	(6,3,%)	(6,3,%)
Barrydale Smitsville Container park	-	1 917 849	1 546 510	100,0,%	(24,0,%)
Name of Project – A	**950 Houses - Human Settlement Development (Railton) - Water, Sewererage, Roads & Planning**				
Objective of Project	Reduce housing backlog and provide serviced stands.				
Delays	None				
Future Challenges	Impact on indigents and demand.				
Anticipated citizen benefits	Provision of houses and improvement of life.				
Name of Project – B	**Upgrading of Barrydale Bulk Water Supply Phase 2**				
Objective of Project	Ensure increased water supply and quality to Barrydale residents				
Delays	None				
Future Challenges	None				
Anticipated citizen benefits	Improved Quality and supply of water				
Name of Project – C	**Swellendam (Railton): Bulk Water Reticulation and**				
Objective of Project	Enlarge bulk supply line to Bakenskop water treatment works and new water line to Railton				
Delays	None				
Future Challenges	None				
Anticipated citizen benefits	Increase water supply extraction from Grootkloof dam water treatment works to prevent water restrictions and increase supply to residents.				
Name of Project – D	**Barrydale (Smitsville) Upgrading Roads and Stormwater**				
Objective of Project	Paving of gravel roads.				
Delays	None				
Future Challenges	None				
Anticipated citizen benefits	Upgrade roads in Smitsville Township to improve livelihood of residents.				
Name of Project - E	**Barrydale Smitsville Container park**				
Objective of Project	Build container park to establish small SMME business.				
Delays	None				
Future Challenges	None				
Anticipated citizen benefits	Improve Local Economic development in Smitsville.				

5.6.3 Municipal Infrastructure Grant (MIG) Expenditure on Service Backlogs

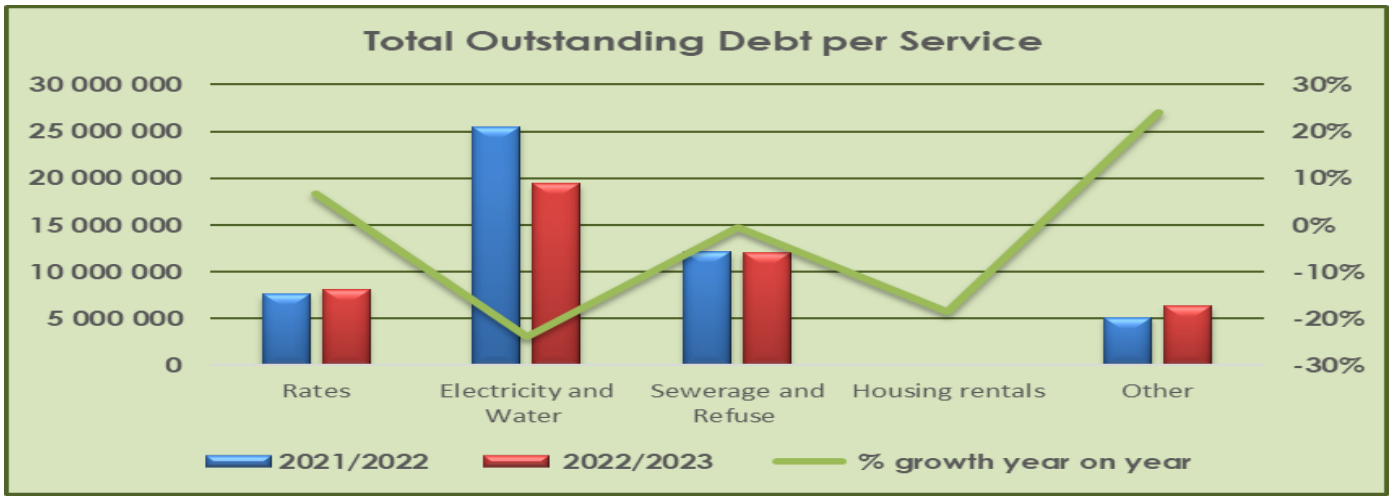
MIG Expenditure on Service Backlogs					
Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustment Budget
	R'000			%	%
Roads: Smitsville Upgrading of Gravel Roads and Stormwate	5 230 055	5 230 055	4 922 365	(6,3,%)	(6,3,%)
Swellendam (Railton): Bulk Water Ret	4 947 775	5 513 206	5 086 721	2,7,%	(8,4,%)
Total	**10 177 830**	**10 743 261**	**10 009 086**	**(1,7,%)**	**(7,3,%)**

5.7 CASH FLOW MANAGEMENT AND INVESTMENTS

Cash Flow Outcomes				
R'000				
Description	2021/2022	2022/2023		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
	R'000			
Ratepayers and other	212 674	236 595	239 754	231 374
Government Grants	128 735	103 521	126 590	109 847
Interest	4 436	8 463	8 582	7 183
Payments				
Suppliers and employees	(241 882)	(298 202)	(295 900)	(282 970)
Finance charges	(2 716)	(3 480)	(3 494)	(2 544)
Transfers and Grants		(1 294)	(1 165)	(530)
Net cash from/(used) operating activities	**101 247**	**45 602**	**74 367**	**62 359**
Cash flows from investing activities				
Receipts				
Proceeds on disposal of PPE	452	1 126	4 189	572
Decrease (increase) in non-current investments	(260)	5 113	–	(407)
Payments				
Capital assets	(95 140)	(59 893)	(95 854)	(59 967)
Net cash from/(used) investing activities	**(94 948)**	**(53 654)**	**(91 665)**	**(59 802)**
Cash flows from financing activities				
Receipts				
Increase / (Decrease) in Consumer Deposits	(0)	230	230	(0)
Borrowing long term/refinancing	–	9 200	10 008	9 700
Payments				
Repayment of borrowing	(2 789)	(3 752)	(604)	(3 808)
Net cash from/(used) financing activities	**(2 789)**	**5 678**	**9 635**	**5 892**
Net increase/ (decrease) in cash held	**3 511**	**(2 374)**	**(7 663)**	**8 449**
Cash/cash equivalents at the year begin:	**109 814**	**58 612**	**113 324**	**113 324**
Cash/cash equivalents at the yearend:	**113 324**	**56 238**	**105 661**	**121 773**

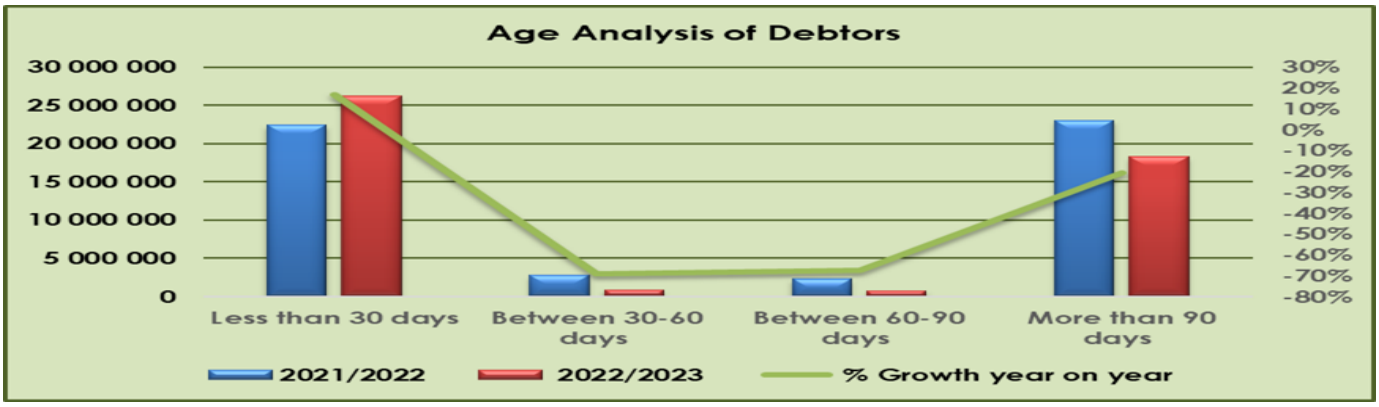
5.8 GROSS OUTSTANDING DEBTORS PER SERVICES

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		Electricity and Water	Sewerage and Refuse			
	R'000					
2021/2022	7 631	25 516	12 137	146	5 088	50 518
2022/2023	8 148	19 423	12 068	119	6 314	46 072
Difference	517	(6 093)	(69)	(27)	1 226	(4 446)
% growth year on year	6,8%	-23,9%	-0,6%	-18,5%	24,1%	-8,8%
Note: Figures exclude provision for bad debt						



5.9 TOTAL AGE ANALYIS

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000				
2021/2022	22 418	2 747	2 280	23 073	**50 518**
2022/2023	26 209	844	742	18 277	**46 072**
Difference	3 791	(1 903)	(1 538)	(4 796)	**(4 446)**
% growth year on year	16,9%	-69,3%	-67,5%	-20,8%	-8,8%
Note: Figures exclude provision for bad debt.					



5.10 MUNICIPAL COST CONTAINMENT MEASURES

National Treasury first published the draft MCCR for public comment on 16 February 2018, with the closing date being 31 March 2018. Comments were received, from the Department of Cooperative Governance and Traditional Affairs, SALGA, municipalities and other stakeholders. After extensive consultation and consideration of all comments received, the MCCR were finalised and promulgated on 7 June 2019 in the Government Gazette, with the effective date being 1 July 2019.

5.10.1 Municipal Cost Containment Policy

The MCCR do not apply retrospectively, therefore will not impact on contracts concluded before 1 July 2019. If municipalities and municipal entities decided to extend current contracts, such contracts should have been aligned with the principles outlined in the MCCR and SCM regulations.

Regulation 4(1) of the MCCR requires municipalities and municipal entities to either develop or review their cost containment policies. The MCCR require municipalities to adopt the cost containment policies as part of their budget related policies prior to 30 September 2019. The Swellendam Municipality adopted cost containment policies on 29 August 2019 per item A91.

In terms of Regulation 15(1) of the MCCR, the municipality must disclose cost containment measures applied by the municipality in the municipal in-year reports and annual cost savings disclosed in the annal report. The following cost containment measures were applied by the municipality for the period under review:

- The Municipal Council adopted its Cost Containment Measures Policy on 29 August 2019 per item A91 and said policy is duly implemented.
- The Cost Containment Measures were detailed in the policy and applied by the municipality
- Cost Containment measures are also included in the Municipal Public Accounts Committee (MPAC) Agenda as a standing item and discussed on quarterly basis.
- Various additional monitoring mechanism were introduced in the form of Annual Consultancy Assessment; Consultancy reduction Plans; Review of Various policies to be in line with the Cost Containment regulations; monitoring of private and official calls; restriction of year-end function; and electronic distribution of Council Agenda documentatio

Cost Containment			
Cost Containment Measure	Budget	Total Expenditure	Savings
	R'000	R'000	R'000
Use of consultants	4 836	2 708	2 128
Travel and subsistence	426	243	183
Domestic accommodation	97	50	47
Sponsorships, events and catering	60	33	27
Communication	2 090	1 799	291
Total	**7 509**	**4 833**	**2 676**

5.11 BORROWING AND INVESTMENT

Actual Borrowings		
R'000		
	2021/2022	2022/2023
Instrument	R'000	
Long-Term Loans (annuity/reducing balance)	21 989	28 219
Instalment Credit	–	–
Financial Leases	9	994
Total	**21 998**	**29 213**

Investment Type		
R' 000		
	2021/2022	2022/2023
Instrument	R'000	
Short Term Investments	55 894	17 329
Total	**55 894**	**17 329**

All Organisation or Person in receipt of Grants provided by the municipality	Nature of project	Conditions attached to funding	2022/2023
			R'000
Third party institutions	ContributionS to support the community	The organisation needs to supply the municipality withtheir Budget and AFS	230
Social Assistance		The organisation needs to supply the municipality withtheir Budget and AFS	55
Tourism	Contribution to promote Tourism	The organisation needs to sign an agreement and supply the municipality with the actuals and	300

Chapter 6

Component R: Auditor General Opinion 2021/22

6.1 Auditor-General Report 2021/22

2021/2022	
Findings	**Corrective steps implemented/ to be implemented**
Financial Statements	
Unqualified Audit Opinion with No Findings	No further actions required
Annual Performance Report	
No Material Findings identified	No further actions required
Report on the audit of compliance with legislation	
No Material Findings identified	No further actions required

Component S: Auditor General Opinion 2022/23

6.2 Auditor-General Report 2022/23

2022/2023	
Findings	**Corrective steps implemented/ to be implemented**
Financial Statements	
Unqualified Audit Opinion with Material Findings	Review of AFS to be improved and investigate current system used.
Annual Performance Report	
Qualified	Limitation of Scope due to riots and loss of Indigent documentation. Investigate to scan and store all documentation.
Report on the audit of compliance with legislation	
No Material Findings identified	No further actions required

6.3 INTERNAL AUDIT

Internal Audit (IA) is defined in an approved IA Charter and performs consistently with the requirements of MFMA s165.

The Internal Audit Activity of Swellendam Municipality in previous years surpassed the control maturity level as confirmed by the WC Provincial Treasury through the WCMES assessments. There is a slight decline in this maturity level due to the critical Chief Audit Executive (CAE) post being vacant.

A CAE is responsible for managing the internal audit function in accordance with the internal audit charter and Global Internal Audit Standards. This responsibility includes strategic planning, obtaining, and deploying resources, building relationships and communicating with stakeholders to provide objective assurance and advice, and ensuring and enhancing the performance of the function.

It is recommended that the municipality prioritise the recruitment and appointment of a sufficiently resourced IA function, led by a CAE with necessary competencies and relevant skills to fulfil the internal audit mandate and achieve the internal audit plan. The audit committee should, at least annually enquire about the sufficiency of internal audit resources.

Annexure A: 2022-23 Audit Report
Annexure B: 2022-23 AFS
Annexure C: 2023-23 APAC Report

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LIST OF ABBREVIATIONS

AG	Auditor-General
AFS	Annual Financial Statements
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
CMTP	Council Meets the People
COGHSTA	Department of Cooperative Governance, Human settlements and Traditional Affairs
COVID-19	Coronavirus 2019
DAFF	Department of Agriculture, Forestry and Fisheries
DEADP	Department of Environmental Affairs and Development Planning
DPLG	Department of Provincial and Local Government
DOE	Department of Energy
DWA	Department of Water Affairs
DWS	Department Water and Sanitation
EE	Employment Equity
EPWP	Extended Public Works Programme
EXCO	Executive Committee
FBS	Free Basic Services
FLIPS	Finance Linked Individual Subsidy Programme
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
GiS	Geographic Information System
HV	High Voltage
HR	Human Resources
ICT	Information Communication Technology
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
INEP	Integrated National Electrification Programme
IMFO	Institute for Municipal Finance Officers
IRDP	Integrated Residential Development Programme
IZS	Integrated Zoning Scheme
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LED	Light-emitting diode
LGSETA	Local Government Sector Education and Training Authority
LV	Low Voltage
LUPA	Land Use Planning Act
MAYCOM	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of Mayoral Committee
MSA	Municipal Systems Act No. 32 of 2000
MTECH	Medium Term **NBR** National Building Regulations
NCOP	National Council of Provinces
NERSA	National Energy Regulator South Africa
NGO	Non-governmental organisation
NT	National Treasury

OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Association
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SPLUMA	Spatial Planning Land Use and Management Act
WDF	Waste Disposal Facility
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

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