



DRAKENSTEIN

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

Paarl | Wellington | Gouda | Saron | Simondium

Annual Report

2019/20

This Annual Report is compiled in terms of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) and the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

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GLOSSARY

Definitions	
Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to parliament and provincial legislatures as prescribed by the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). This includes plans, budgets, in-year and annual reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003). Such a report must include the annual financial statements as submitted to the Auditor-General.
Approved Budget	The annual budget for a year, as approved by Council.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided, it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.

Definitions	
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are " <i>what we use to do the work</i> ". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Sets out municipal goals and development plans.
National Key Performance Areas	Five national key performance areas are: <ul style="list-style-type: none"> • Service delivery and infrastructure; • Economic development; • Municipal transformation and institutional development; • Financial viability and management; and • Good governance and community participation.
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are " <i>what we wish to achieve</i> ".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as " <i>what we produce or deliver</i> ". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunisation, or a service such as processing an application) that contributes to the achievement of a key result area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered).
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required

Definitions	
	result should be. In this employee performance management and development system (EPMDS), performance standards are divided into indicators and the time factor.
Performance Targets	The level of performance that municipalities and its employees strive to achieve. Performance targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery and Budget Implementation Plan	Detailed plan annually approved by the mayor for implementing the municipality’s delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote	<p>One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.</p> <p>Section 1 of the MFMA defines a “vote” as:</p> <p style="padding-left: 40px;"><i>“(a) One of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i></p> <p style="padding-left: 40px;"><i>(b) Which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.”</i></p>

ACRONYMS

Acronyms	
AAPAM	Association of African Public Administration and Management
AC	Audit Committee
ACDP	African Christian Democratic Party
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
APC	Appeal Committee
APR	Annual Performance Report
AQMP	Air Quality Management Plan
ASB	Accounting Standards Board
ASNAPP	Agribusiness in Sustainable Natural African Plant Products
ASNAPP	Agribusiness in Sustainable Natural African Plant Products
CAE	Chief Audit Executive
CBD	Central Business District
CCAP	Climate Change Adaption Plan
CFO	Chief Financial Officer
CIGFARO	Chartered Institute of Government Finance Audit and Risk Officers
CLLR	Councillor
CM	City Manager
CPIP	Capital Projects Implementation Plan
CRO	Chief Risk Officer
CSIR	Council for Scientific and Industrial Research
DA	Democratic Alliance
DCAS	Department of Cultural Affairs and Sport
DEA	Department of Environmental Affairs
DEA & DP	Department of Environmental Affairs and Development Planning
DLTA	Drakenstein Local Tourism Association
DM	Drakenstein Municipality
DoA	Department of Agriculture
DoRA	Division of Revenue Act
DRDLR	Department of Rural Development and Land Reform
DRDLR	Department of Rural Development of Land Reform
ECD	Early Childhood Development
EEA	Employment Equity Act
EFF	Economic Freedom Fighters
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
FARMCO	Fraud-and-Risk Management Committee

Acronyms	
FD	Federation of Democrats
FEIR	Final Environment Impact Report
FRM	Fraud Risk Management
GIS	Geographic Information System
GRAP	Generally Recognised Accounting Practice
GV	General Valuation
GVA	Gross Value Added
HIV	Human Immunodeficiency Virus
HR	Human Resources
IAS	Invasive Alien Species
ICOSA	Independent Civic Organisation of South Africa
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IEM	Integrated Environmental Management
IERM	Institute of Environment and Recreation Management
IGR	Inter-Governmental Relations
ILASA	Institute for Landscape Architecture in South Africa
INEP	Integrated National Electrification Funding
IOD	Injury on Duty
IRDP	Integrated Residential Development Program
IRM	Integrated Risk Management
ISAMAO	Institute of South African Municipal Accounting Officers
ISSP	Informal Settlements Support Programme
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
JSE	Johannesburg Stock Exchange
KFA	Key Focus Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LLF	Local Labour Forum
LSDF	Local Spatial Development Framework
MFMA	Municipal Finance Management Act
MGRO	Municipal Governance Review and Outlook
MICE	Meetings, Incentives, Conferences and Exhibitions
MIG	Municipal Infrastructure Grant
MMCs	Members of the Mayoral Committee
MPAC	Municipal Public Accounts Committee
MPRA	Municipal Property Rates Act

Acronyms	
MSA	Municipal Systems Act
mSCOA	Municipal Standard Chart of Accounts
NBR	National Building Regulations
NEMAQA	National Environmental Management Air Quality Act
NEMBA	National Environmental Management: Biodiversity Act
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NQF	National Qualification Framework
PDM	Peoples Democratic Movement
PMS	Performance Management System
PMS	Pavement Management System
PPP	Public Private Partnership
RBIG	Regional Bulk Services Infrastructure Grant
RLEDF	Regional Local Economic Development Forum
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SAN	Storage
SAPS	South African Police Service
SATSA	South African Tourism Association
SATSA	South African Tourism Services Association
SCADA	Supervisory Control and Data Acquisition
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDLC	Systems Development Life-Cycle
SEAR	Sustainable Ecological and Agricultural Resource
SEDA	Small Enterprise Development Agency
SEM	Staff Employee Monitoring
SMMEs	Small Medium and Micro Enterprises
SMT	Strategic Management Team
SO	Strategic Objective
SOER	State of Environment Report
SOP	Standard Operating Procedure
SPCA	Society for the Prevention of Cruelty to Animals
STATSSA	Statistics South Africa
SV	Supplementary Valuation
TASK	Tuned Assessment of Skills and Knowledge
TMP	Transportation Master Plan

Acronyms	
TRANCRAA	Transformation of Certain Rural Areas Act, Act 94 of 1998
UIF	Unemployment Insurance Fund
UISSP	Upgrade of Informal Settlements Support Programme
VF+	Vryheidsfront Plus
VPUU	Violence Prevention through Urban Upgrading Programme
WTE	Waste-to-Energy
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

1. EXECUTIVE MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: EXECUTIVE MAYOR'S FOREWORD

1.1 EXECUTIVE MAYOR'S FOREWORD

In 2017, Council adopted its Vision 2032 strategy in recognition of Drakenstein Municipality's secondary city status and the need to meet the requirements of our rapidly changing and growing city. The Vision, which encapsulates our drive for excellence, is aligned to the Provincial Growth and Development Strategy and the National Development Plan. It seeks to create an enabling environment for growth; development; employment and job creation; enhancing the quality of life of our residents; maintaining good corporate governance; and, sound financial management.

This Annual Report reflects on the performance of Drakenstein Municipality for the 2019/20 financial year. The year under review has proven to be one more challenging than previous years due to the outbreak of COVID-19, a global pandemic that resulted in a national lockdown that was implemented in March 2020 and was still in place on 30 June 2020.

Drakenstein Municipality with its vision of a City of Excellence was not immune to the effects of the national lockdown. The lockdown brought with it a decline in revenue collection and a reduction in national and provincial grants. During this time local government also had to assist with providing services which fell outside local government competencies. What 2019/20 showed us, is just how resilient Drakenstein Municipality is. The Municipality kept on providing services to the community in a financially sustainable manner, while facing three potential challenges, namely: health, humanitarian and financial. During this time Council, senior management and staff were in one accord: In the face of this global and devastating pandemic, we will remain focused on and adhere to our vision, which speaks of good governance.

Good governance entails addressing the needs of the public through consultation and communication; and being accountable to the citizens of Drakenstein as required by the Municipal Systems Act, 2000 (Act 32 of 2000). Council undertook a number of processes to achieve this goal, including establishing ward committees; issuing monthly newsletters and press releases; communicating via social media and online platforms such as the municipal website; and holding consultative meetings with a wide range of stakeholders. Accountability is enforced through performance contracts signed by the Members of the Mayoral Committee (MMCs) and senior management, and is monitored by the Executive Mayor and Council on a monthly basis.

The 2016 Community Survey Report from Statistics South Africa (STATSSA) indicates that the population of Drakenstein has reached 280,195 making up 71,686 households. Drakenstein's population has grown to an estimated 305,281 persons as per a report by the Western Cape Government, dated 3 July 2020. Households have increased to an estimated 74,230. Drakenstein's unemployment figure is estimated at 25% of the economically active population. The growth in population goes hand in hand with various challenges, in particular the ongoing demand for state-provided accommodation. The Municipality has a verified waiting list of 19,897 persons compared with a total waiting list of 41,803 persons seeking housing assistance. The Municipality has responded by planning and rolling out a number of projects, including the Vlakkeland project (some 2,556 mixed typology and affordability opportunities) and the Erf 16161 Development (1,978 GAP and social rental opportunities).

To develop a vibrant and resilient economy, a number of projects have been launched to promote the industrial, financial and commercial sectors. Given the need to focus and maximise our resources, five catalytic zones were identified throughout Drakenstein, namely: the N1 Corridor; South City Corridor; Paarl East/West Integration Corridor; North City Corridor; and the Hinterland catalytic zones. Development and resources will be concentrated in these zones over the next 15 years.

The Annual Report for 2019/20 provides detail on various bulk infrastructure projects being undertaken to facilitate the envisioned accelerated growth. These projects are only possible through strategic partnerships with other spheres of government, the private sector and the community of Drakenstein, without which we cannot meet the challenges that we face.

I remain grateful to Council, the Deputy Executive Mayor, the Mayoral Committee and the City Manager, all of whom continue to guide our staff, resources and operations to make Drakenstein a City of Excellence.

ALD CONRAD POOLE
EXECUTIVE MAYOR

1.2 CITY MANAGER'S OVERVIEW

This Annual Report, the thirteenth consecutive unqualified audit opinion and the sixth clean audit opinion bears testament to what can be accomplished in local government through a service delivery focused approach. In presenting the 2019/20 Annual Report we affirm that Drakenstein Municipality has made massive strides towards its vision of “*A city of excellence*”, which is guided by values of transparency, excellence, responsiveness, accountability, accessibility and integrity.

The Municipality is a Category B municipality with powers and functions assigned in terms of Sections 155 and 156 of the Constitution of the Republic of South Africa, 1996 (local government matters referred to in Schedules 4 and 5). These powers and functions are exercised subject to Chapter 5 of the Municipal Structures Act, 117 of 1998 and Chapter 3 of the Local Government Municipal Systems Act, 32 of 2000. The Municipality covers an area of 1,539 km² and consists of 33 wards. It comprises of 5 towns of which 2, Paarl and Wellington, are the primary urban nodes. We acknowledge the role of provincial and national government and regularly engage on platforms to share information and best practices.

Our vision is supported by the following strategic objectives:

- To ensure good governance and the active participation of all relevant stakeholders;
- To ensure financial sustainability in order to meet the statutory requirements;
- To transform the municipality into an effective and efficient organisation;
- To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services;
- To plan and facilitate sustainable and inclusive economic growth and development;
- To ensure a safe community and a healthy and protected environment; and
- To facilitate social and community development.

From an economic perspective Drakenstein was negatively affected by the COVID-19 Lockdown. The impact on the local economy and the loss of income suffered by households, businesses and government were severe.

Modelling of the Drakenstein's local economy undertaken during the first 2 months of Lockdown confirmed the following:

- The local economy declined by more than R800 million in revenue;
- The tourism, manufacturing, retail trade and transport sectors accounted for more than 80% of the revenue losses;

- Approximately 2 200 jobs were lost; and
- The tourism, construction and the informal sectors accounted for more than 70% of job losses.

Despite various challenges, the municipality continued to provide the necessary services and ensured that the 41 registered informal settlements in Drakenstein, all had access to clean drinking water and sanitation. Since the start of the COVID-19 pandemic, these services have been improved and additional water tanks and toilet facilities were distributed to informal settlements and farms. A total of 30 water tanks were installed (27 with a 5 000 litres and 3 with a 2 500 litres capacity). COVID-19 brought about the need for additional hygiene measures and these extra water tanks, which are kept full using a roving water tanker, provide thousands of litres of extra clean drinking water to these residents.

The overall financial performance of the Municipality in 2019/2020 confirms sound financial management and fiscal discipline. In previous financial years, increased capital infrastructure investment funded through borrowing was necessary to unlock economic growth and cater for future demand. Our focus over the past financial year was on revenue protection and enhancement, stringent expenditure management and cost containment aligned to National Treasury regulations. Various processes were initiated to lower our current gearing ratio and moved our focus from capital expenditure to infrastructure maintenance with no compromise on service delivery.

The Capital Budget spending for the 2019/20 financial year yielded a result of 87.47% in terms of the Final Capital Adjustments Budget. The Municipality's actual operating revenue (Capital grants excluded) and expenditure yielded results of 96.2% and 96.8% respectively, when compared to the Final Operating Adjustments Budget. The 2019/20 financial year realised an operating surplus of R84,1 million as opposed to the budgeted surplus of R74.2 million of the Final Operating Adjustments Budget. A positive variance of R9.8 million therefore materialised; mainly due strict cost containment and expenditure control measure.

Throughout the financial year, we promoted and maintained a positive payment culture through the effective implementation of credit control. This is evident in the ability of the Municipality to fund its operations and service its debts. However, our commitment remain to provide affordable and quality services in an efficient and effective manner to our residents. Overall, Drakenstein Municipality remains focused on fulfilling our vision and excelling as the largest local municipality in the Western Cape. Our greatest encouragement is the continued support and commitment of our residents and business community on all service delivery fronts.

DR JOHAN LEIBBRANDT

CITY MANAGER

1.3 MUNICIPAL OVERVIEW

Drakenstein Municipality is the second largest municipality in the Western Cape, 18th top municipality in South Africa and 10th Secondary City in terms of the budget size. The Municipality is characterised by scenic landscape, precious natural and cultural heritage, quality educational institutions and sporting facilities, thriving agricultural economy and unrivalled access to the regional and logistics networks.

1.3.1 Vision 2032

In broad terms the vision statement expresses the type of city we envisage for the future: *“A city of excellence.”*

1.3.2 Values

The Long-term Strategic Plan (Vision 2032) is grounded in the following values which define the character of Drakenstein Municipality and can be observed in the conduct of the leadership and employees as they perform the mandate and responsibilities bestowed upon them:

- Transparency;
- Excellence;
- Responsiveness;
- Accountability;
- Accessibility; and
- Integrity.

1.3.3 Demographics and socio-economic information

This section provides a succinct overview of the socio-economic status of Drakenstein Municipality. This profiling is important to assist the Municipality when determining the optimal allocation of resources between the municipal wards and across the population in a manner that provides and assures sustainable growth and equity.

Most importantly, the socio-economic information below compliments and informs the Integrated Development Plan (IDP) to ensure effective use of resources, improved service delivery, attract additional funding and strengthen democratic values.

1.3.3.1 Socio-Economic Status information

According to Quantec Research, the unemployment rate in Drakenstein was estimated to be 14.2% in 2019, up from 13.1% in 2018. Youth unemployment in Drakenstein is estimated to have increased to 20.05% in 2019, from 18.67% in 2018. A high unemployment rate is often associated with the number of illiterate people.

The Gini coefficient is a statistical measure of income or wealth distribution within a geographic boundary. The coefficient ranges from 0, perfect equality, to 1, total inequality. A higher coefficient means greater inequality. In 2019, the Gini coefficient in the municipal area was calculated to be 0.603, an increase from 0.601 recorded for 2018. The rising income inequality can be attributed to the increase in unemployment as well as low salaries earned by the working age population in low-skilled employment.

Table 1: Socio-Economic Status

Socio-Economic Status						
Serial No.	Year	Unemployment rate	Youth unemployment	Percentage of working age population in low skilled employment	Gini coefficient	Illiterate people older than 20 years
Column Ref.	A	B	C	D	E	F
1	2017/18	13.2%	18.73%	17.2%	0.598	16.04%
2	2018/19	*13.1%	18.67%	17.4%	0.601	16.87%
3	2019/20	*14.2%	20.05%	17.2%	0.603	16.83%

Sources: Quantec Research 2020, IHS Markit Regional eXplorer 2020

**In the previous report the extended unemployment rate for 2018/19 was conservatively estimated at 23% based upon an 18.3% unemployment rate for 2017/18 reported by IHS Markit. However, with the continuous revisions of data, IHS Markit now estimates the official narrow unemployment rate for 2018/19 at 10.7% and 2019/20 to be 11.3%. With the seasonality of many jobs available in Drakenstein, the unemployment rate should not only be based on persons who are actively seeking work as per the official definition of unemployment. Based upon the extended definition of unemployment and research undertaken by the Economic Growth Division, it is estimated that the unemployment rate for the municipal area could be about 25%.*

1.3.3.2 Demographic Profile

The Community Survey conducted by Statistics South Africa in 2016 estimated Drakenstein's population to be 280,195. Figures drawn from the Municipal Economic Review and Outlook 2019 Report estimated that 284,475 people resided in the Drakenstein in 2019, while Quantec Research estimated a population of 284 230 for 2019.

A report by the Western Cape Government dated 3 July 2020 indicates a population figure of 305 281. This is close to the population of 306 875 projected for 2024 by the Department of Social Development. A shift in the population creates many opportunities for growth and

development. Channelled properly, it may be a source of labour for different economic sectors and also provides a market for produced goods.

The table below provides a snapshot of Drakenstein’s estimated population by gender and age distribution based on Quantec Research.

Table 2: Population Details

Population Details										
Serial No.	Age	2017/2018			2018/2019			2019/2020		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Column Ref.	A	B	C	D	E	F	G	H	I	J
1	0-4	14,398	14,241	28,639	12,842	12,474	25,316	12,908	12,545	25,453
2	5-9	13,077	13,027	26,104	12,549	12,286	24,835	12,592	12,325	24,917
3	10-14	11,573	11,539	23,112	11,901	11,642	23,543	12,177	11,955	24,132
4	15-19	10,718	10,726	21,444	10,956	10,627	21,583	11,187	10,839	22,026
5	20-29	25,808	24,947	50,755	25,220	23,768	48,988	25,073	23,710	48,783
6	30-39	24,147	23,517	47,664	24,519	23,359	47,878	25,566	24,230	49,796
7	40-49	16,992	17,661	34,653	16,627	18,125	34,752	16,899	18,217	35,116
8	50-59	11,639	13,957	25,596	11,896	15,190	27,086	12,250	15,603	27,853
9	60-69	6,387	8,243	14,630	6,607	9,542	16,149	6,765	9,984	16,749
10	70+	2,961	4,866	7,827	5,868	5,814	11,682	3,288	6,116	9,404
11	Totals	137,700	142,724	280,424	138,985	142,827	281,812	138,705	145,525	284,230

Source: Quantec, 2020

Note: The Western Cape Government’s 2019 population figure for Drakenstein is **305 281** has not been used in the table above as it could not be disaggregated per age group and gender for 2018 as well as 2019.

1.3.3.3 Household Profile

The table below shows the number of households by different ethnic groups. In 2019/20, the Coloured households represented 55% of the total households in Drakenstein, followed by Black African and White households, accounting for 27.7% and 17.0% respectively.

Table 3: Household breakdown by ethnic group

Household breakdown by ethnic group						
Serial No.	Ethnic Group	2017/2018	2018/2019	% share 2018/2019	2019/2020	% share 2019/2020
Column Ref.	A	C	E	F	E	F
1	Black African	17,582	18,044	27.50%	18,489	27.70%
2	Coloured	35,350	36,024	54.90%	36,721	55%
3	Indian or Asian	220	226	0.30%	232	0.30%
4	White	11,352	11,364	17.30%	11,320	17.00%
5	Total	64,503	65,658	100%	66,762	100%

Source: Quantec Research, 2020

Note: Quantec data is regularly updated and figures may be different from those previously reported

1.3.3.4 Labour Profile

There was a net increase in the total number of people employed within the Drakenstein municipal area, from 112,778 jobs in 2018 to 112,895 jobs in 2019. An increase in jobs augurs well for the municipality as it means people have income to pay for services rendered by the municipality. Job increases were recorded in four sectors namely wholesale, retail trade, catering and accommodation (686 jobs); general government (224 jobs); finance, insurance, real estate and business services (120 jobs); and transport, storage and communication (115 jobs)

Although the agriculture, forestry and fishing sector shed 151 jobs, the total number of people employed in this sector remain significantly high. Agriculture forms the backbone of the Drakenstein economy and provides inputs for the manufacturing sector. The construction sector recorded the biggest number (548 jobs) of job losses followed by the manufacturing sector (240 jobs).

Table 4: Employment by Sector

Employment by Sector				
Serial No.	Sector	Number of jobs		
		2017/2018	2018/2019	2019/2020
Column No.	A	B	C	D
1	Agriculture, forestry and fishing	19,224	18,680	18,529
2	Mining and quarrying	88	79	75
3	Manufacturing	9,492	9,344	9,104
4	Electricity, gas and water	361	359	360
5	Construction	7,576	7,730	7,182
6	Wholesale, retail trade, catering and accommodation	24,473	25,089	25,775
7	Transport, storage and communication	3,729	3,772	3,887
8	Finance, insurance, real estate and business services	17,336	18,046	18,166
9	General government	12,349	12,528	12,752
10	Community, social and personal services	16,862	17,151	17,065
11	Total	111,490	112,778	112,895

Source: Quantec Research, 2020

Note: Quantec data is regularly updated and figures may be different from those previously reported.

As at 30 June 2020 no official local disaggregation of labour statistics were available in order to assess the impact of COVID 19 on employment or the sectors. It must be assumed that the fourth quarter of 2020 (i.e. April, May, June) will have a negative impact on the statistics.

1.3.3.5 Economic Profile

The value of the Drakenstein economy increased from R22,02 billion in 2018 to R22,79 billion in 2019. The table below indicates the municipal Gross Value Added (GVA) at basic prices. The economic sectors that contributed the most to the Drakenstein economy in 2019/20 were finance, insurance, real estate and business services (R4.9 billion or 21,6%); wholesale, retail trade, catering and accommodation (R4.2 billion or 18,6%); manufacturing (R3.4 billion or 14,9%) and general government (R2.5 billion or 11,1%). Agriculture, forestry and fishing; construction; transport, storage and communication; community, social and personal services each contributed up to between R1.3 billion and R2 billion.

Table 5: Value of Economic Activity by Sector

Employment Activity by Sector				
Serial No.	Sector	R`000 000		
		2017/2018	2018/2019	2019/2020
Column No.	A	B	C	D
1	Agriculture, forestry and fishing	1,550	1,440	1,307
2	Mining and quarrying	59	60	63
3	Manufacturing	3,348	3,330	3,418
4	Electricity, gas and water	558	595	626
5	Construction	1,605	1,685	1,728
6	Wholesale, retail trade, catering and accommodation	3,798	4,005	4,236
7	Transport, storage and communication	1,837	1,904	1,968
8	Finance, insurance, real estate and business services	4,493	4,688	4,928
9	General government	2,295	2,437	2,538
10	Community, social and personal services	1,774	1,878	1,983
11	Total	21,317	22,022	22,795

Source: Quantec Research, 2019

Note: Quantec data is regularly updated and figures may be different from those previously reported.

As per labour statistics, the full impact of COVID-19 on the economic activity of Drakenstein was not available as at 30 June 2020. The impact will be clearer in the Annual Report for 2020/2021.

1.3.3.6 Safety and Security Profile

From the table below, it is evident that contact crime is a major problem in 2019, it shows a slight decrease on sexual offences and drug related crimes. Poverty, parental neglect, low self-esteem, alcohol and drug abuse are all connected in explaining why people commit crimes.

Table 6: Safety and Security Statistics

Safety and Security Statistics				
Serial No.	Crime	Year		
		2017	2018	2019
Column Ref.	A	B	C	D
1	Murder	130	98	141
2	Sexual offences	350	382	321
3	Drug-related crime	3,953	3,998	2,494
4	Burglary residential premises	1,919	1,606	1,548
5	Driving under the influence of alcohol or drugs	192	165	138

Source: <https://www.saps.gov.za/services/crimestats.php>

1.3.3.7 Environment

Drakenstein Municipality is situated within the unique natural environment of the Cape Floristic Region, a biodiversity hotspot and one of only six floral kingdoms found anywhere on Earth. It is important to note that the natural environment forms the basis on which our economic and social systems depend. If Drakenstein Municipality is to continue to provide a stimulating environment for residents that promotes health and well-being and a flourishing economic base, it is imperative that natural resources and ecosystems are utilised in a sustainable manner. While the natural environment of Drakenstein is still in a relatively good state, some indicators are showing that the current state of the environment is under threat. These threats are caused by habitat destruction, alien invasive species, pollution to the environment and climate change which all need attention. Drakenstein Municipality will continue to monitor the state of the environment and develop new responses to counter these threats in order to ensure that the unique character of the environment is preserved for future generations to come.

1.3.3.8 Health

This Section provides a synopsis of the total Drakenstein population by gender and ethnic group living with HIV/AIDS. The high number of people living with HIV/AIDS amongst the Black African population is a cause for concern and this includes the economically active. Therefore, this trend has a negative implication on the Municipality's economic performance.

Table 7: Number of HIV positive people

Number of HIV positive people										
Serial No.	Ethnic Group	2017/2018			2018/2019			2019/2020		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Column Ref.	A	B	C	D	E	F	G	H	I	J
1	Black African	4,233	5,962	10,196	4,352	6,078	10,430	4,555	6,282	10,837
2	Coloured	1,851	3,565	5,416	1,916	3,634	5,550	2,021	3,793	5,814
3	Indian or Asian	18	28	46	19	29	48	21	32	53
4	White	245	580	825	251	582	833	269	612	881
5	Total	6,347	10,135	16,483	6,538	10,323	16,861	6,866	10,719	17,585

Source: Quantec Research, 2020

1.4 SERVICE DELIVERY OVERVIEW

One of the objects of local government is to ensure the provision of services to communities in a sustainable manner. Basic services rendered to the community of Drakenstein Municipality is water, waste water, electricity, waste management and roads and stormwater. Other services are planning and economic development, environmental, housing, library, cemeteries, community, sport and recreation, traffic as well as fire and disaster services. These services are discussed in detail in Chapter 3 of the Annual Report.

1.4.1 Basic service delivery performance highlights

Water Services invested R51,57 million in water infrastructure for the year under review. These investments were in the bulk water pipeline project at Saron and Courtrai reservoirs and bulk water pipelines, water reticulation systems were completed and commissioned.

The upgrade of the Wellington and Paarl wastewater treatment plants has resulted in huge dividends insofar as the improved effluent quality to the Berg River. The 2019/2020 capital expenditure will focus on improving the instrumentation within our Scientific Services to ensure that reliable analysis is conducted to enhance a high standard of process operations to our wastewater treatment facilities.

The installation of electrical bulk infrastructure for the Vlakkeland housing development and electrification of informal settlements was the two biggest projects which amount to

R25 million of the total allocated electricity budget which was invested in the community of Drakenstein.

Solid Waste Management Section purchased wheelie bins to the value of R701,580 to ensure sustainable waste collection services. Dual polywood street refuse bins to the value of R434,991 were purchased and placed at high-traffic areas. These bins make provision for the separation of recyclable and non-recyclable waste, assisting with waste minimisation initiatives in the Municipality. An investigation into the maximisation of the airspace of the Wellington Waste Disposal Facility, is in progress.

The biggest investment in road and stormwater infrastructure was the R37.78 million for the multi-year project for the upgrading of Oosbosch Street between Berg River Boulevard and Jan van Riebeeck Drive to a dual carriageway and R11.15 million for the reseal of streets.

1.4.2 Basic service delivery challenges

The biggest challenge for rendering water services is to secure water during periods of drought. The current funding needs to invest in water infrastructure is R1.46 billion and this will have to be addressed in the next 10 to 20 years.

The biggest challenge for rendering waste water services is to complete the upgrade of the Paarl Waste Water Treatment Works at an estimated R236 million. The current funding needs to invest in waste water infrastructure is R1.1 billion and this will have to be addressed in the next five to ten years.

To ensure electricity supply to all Drakenstein future consumers and to accommodate all future developments, serious investment in electricity infrastructure needs to take place.

Four additional 132/66/11KV substations are required to fulfil the future load demand of developments. The existing 15MVA transformers at Dalweiding, Palmiet and Parys 66/11KV substations must also be upgraded to 20MVA including sub 11KV switching stations with their respective feeder and ring feeder cables. The supply from Eskom will have to be relocated to provide a more firm supply to accommodate the future demand.

The landfill airspace survey conducted in January 2020, indicated that the remaining useful life of the Wellington Landfill site is till June 2021. An application has been submitted to DEA & DP, to increase the current height of 12 metres to 18 metres. This will extend the lifespan of the facility with 5 to 7 years. A consultant has been appointed to investigate alternative disposal methods in order to maximise the useful life of the facility. This investigation is currently in process.

Further progress has been made in the development of infrastructure in road and storm water. Resealing of streets in accordance with the pavement management system led to a continued reduction in the formation of potholes.

Roads and stormwater infrastructure needs amounts to in excess of R1,0 billion. The construction of the Berg River Boulevard from Optenhorst Street to the R45 will cost an estimated R370 million. This project is under investigation by the Department of Transport and Public Works in conjunction with Drakenstein Municipality with the route planning and expropriation of the required land between Retief Street and the R45 being the first phase. The completion of this project will have the effect of redistributing the traffic congestion by providing alternative routes.

Some progress has been made with the greater Vlakkeland, Groenheuwel and adjoining areas. Stormwater development to mitigate the risk of flooding in the low-lying areas. The estimated cost for implementation of the full project is estimated at R148 million.

1.4.3 Proportion of households with access to basic services

All formal households have access to electricity, water, waste water and waste management services.

The 41 informal settlements comprising of 7,206 households and an estimated 14,528 residents do have access to water, waste water and waste management services. Three thousand two hundred and seventy one (3,271) informal settlement structures, which forms part of the approved informal settlement register, have access to electricity.

1.5 FINANCIAL HEALTH OVERVIEW

The Municipality made substantial investments in revenue generating infrastructure over the past number of years that created capacity for development and economic growth. The Municipality predicted certain growth patterns - linked to the investment in bulk infrastructure - which did not materialise as planned due to a slowdown in the economy of South Africa, together with the severe drought experienced by the Western Cape in from 2016-2019 the Municipality's revenue streams did not materialise as envisaged. This led to the liquidity levels of the organisation being under strain for some period, even before the negative effects accompanied by the lockdown due to the COVID-19 epidemic.

In July 2019 it was identified that Drakenstein would run into financial sustainability challenges if action was not taken to turn around the situation. Firstly, to improve the liquidity position, certain current ten year external loans of the Development Bank of Southern Africa, Standard

Bank and Nedbank were restructured in December 2019 to be repaid over a period of up to 17.5 years, including redemption “holidays” for the next six instalment periods.

Furthermore, the Municipality introduced a revenue management, expenditure management and cost containment programme under the leadership of the City Manager to raise and collect all revenue due to the Municipality. Included in the programme is a focus on expenditure management and cost containment to ensure that available resources are optimised for quality service delivery.

The current ratio (current assets/current liabilities) of the organisation as at 30 June 2020, was 0.89 to 1 as opposed to the ratios of 0.63 to 1 (2018/19), 0.95 to 1 (2017/18), 1.17 to 1 (2016/17) and 1.30 to 1 (2015/16) for the previous four financial years. The increase in the current ratio is a positive indication of the interventions implemented.

The Municipality has a significant revenue base that continues to grow substantially compared with previous years. The Municipality is still confident that the growth in medium to high income developments are increasing, albeit slower than expected five years ago, especially in the light of the negative effects of the lockdown due to the COVID-19 pandemic. This is seen in the developments south of Boland Cricket stadium, Paarl south of the N1 as well as around Wellington. Due to the restructuring of the external loans of the Development Bank of Southern Africa, Standard Bank and Nedbank, no further external loans will be taken up over the next four financial years. The increase of the Municipality’s revenue base will reduce the current gearing ratio from 74.7% to an estimated 46.3% in the 2023/24 financial year.

The Municipality has not defaulted on payment of its creditors, i.e. Eskom (bulk electricity purchases), SARS (VAT and PAYE), City of Cape Town (bulk water purchases), third party payments (pension and medical aid funds) and any other trade creditors.

1.5.1 Statement of Financial Performance Overview

The actual surplus of R84.1 million for the 2019/20 financial year compared with the final adjustments budget surplus of R74.2 million resulted in a positive variance of R8.9 million. The main reason for that was savings on expenditure, helped by the COVID-19 lockdown.

Table 8: Statement of Financial Performance Overview 2019/2020

Statement of Financial Performance Overview 2019/20						
Serial No.	Details	Original budget	Adjustments budget	Actuals	Positive/ (Negative) Variance (Column B & D)	Positive/ (Negative) Variance (Column C & D)
Column Ref.	A	B	C	D	E	F
1	Grants	250,727,572	286,116,166	193,365,938	(57,361,634)	(92,750,228)
2	Taxes, Levies and Tariffs	2,052,579,283	1,896,394,493	1,901,611,521	(150,967,762)	5,217,028
3	Other	28,469,913	135,166,943	135,192,571	106,722,658	25,628
4	Total Operating Revenue (Capital Grants Excluded)	2,331,776,768	2,317,677,602	2,230,170,030	(101,606,738)	(87,507,572)
5	Less: Expenditure	2,399,626,158	2,404,238,544	2,326,810,699	(117,277,517)	(121,889,903)
6	Surplus / (Deficit) (Capital Grants Excluded)	(67,849,390)	(86,560,942)	(96,640,669)	(28,791,279)	(10,079,727)
7	Plus: Capital Grants	120,907,968	160,759,970	180,713,797	59,805,829	19,953,827
8	Surplus / (Deficit)(Capital Grants included)	53,058,578	74,199,028	84,073,129	31,014,551	9,874,101

1.5.2 Financial viability highlights

The Capital Budget spending for the financial year yielded a result of 87.5% when compared with the Final Capital Adjustments Budget for 2019/20. The overall result can be regarded as a very good performance if considered that the country was in an unexpected lockdown due to the COVID-19 pandemic for the last three months of the 2019/20 financial year.

1.5.3 Financial viability challenges

Consumer debt remains a challenge and a number of initiatives were implemented. Consumer debt (property rates, service charges, housing and sundry debtors – VAT excluded) increased by R86.7 million from R259.9 million as at 30 June 2019 to R346.5 million as at 30 June 2020. The full effect of the lockdown due to the COVID-19 pandemic, where credit control measures were suspended for the period between April and June 2020. The relationship between the ever-increasing tariffs and outstanding debtors is an indication that consumers are struggling to meet their obligations in terms of payment for services. The worsening economic climate puts pressure not only on the world economy, but also filters down to households in municipalities globally, which has just been worsened by the COVID-19 pandemic.

The debtors' payment period for the 2019/20 financial year (before considering the provision for impairment) was 68.4 days, which is below the targeted number of 70 days. The number of days for the 2018/19 financial year (before considering the provision for impairment) was 59.2 days. The Municipality's debtors' collection period in days (after impairment) increased to 46.5 days as at 30 June 2020 compared with the 45.2 days as at 30 June 2019. The Municipality's debtors' collection period in days (before impairment) increased by 9.2 days and the Municipality's debtors' collection period in days (after impairment) improved by 1.3 days during the financial year under review. Although the increase in debtors days might not seem

significant, it should be noted that due to the impact of the COVID-19 pandemic, the provision for doubtful debt almost increased double fold, due to the estimate that a number of debtors would not be able to pay for long outstanding debt.

The ability of Council to finance the capital programme from internally generated funds remains a big challenge. This challenge has an inverse relationship with the increasing external loan debt of Council, which amounted to 74.7% of total operating revenue (conditional capital and operational grants excluded) at the end of the 2019/20 financial year. Although Council policy wise has capped the gearing ratio percentage at 50%, urgent upgrades in revenue generating bulk infrastructure to enable increased development and therefore an increased revenue base necessitated that we accelerate our capital programme in prior years.

The Municipality has restructured a major part of its current 10 year external loans in the first half of the 2019/20 financial year and has resolved not to take up any further new external loans for the next 5 financial years so as to reduce the gearing ratio. It is envisaged that the gearing ratio will decrease to about 70.2% in the 2020/21 financial year and to about 44.1% in accordance with the Long Term Financial Plan by the 2024/25 financial year.

1.5.4 Operating ratios

The operating ratios as depicted below compare favourably with the current industry norms. The employee cost (including Councillor Remuneration) of 30.2% of total operating expenditure (2019/20) is at the lower level of the 25% to 40% range regarded as the industry norm (depending on the size and type of municipality), which means that the salary bill of the organisation is well within the required norms. It slightly decreased from 31.6% in 2018/19 due to the freezing vacant positions.

Table 9: Operating Ratios

Operating Ratios				
Serial No.	Details	2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Employee Cost as a % of Operating Expenditure	28.7%	31.6%	30.2%
2	Repairs and Maintenance as a % of Operating Expenditure	13.1%	11.5%	11.0%
3	Repairs and Maintenance as a % of Carrying Value of PPE	4.9%	4.4%	4.1%
4	Finance Charges and Depreciation as a % of Operating Expenditure	14.9%	16.2%	14.7%
5	Finance Charges and Redemption as a % of Operating Expenditure	13.6%	13.9%	6.7%

The Municipality’s spending on repairs and maintenance to total operating expenditure amounts to 11.0% for the 2019/20 financial year compared with the 11.5% for the 2018/19 financial year. The ratio of repairs and maintenance as a percentage of the carrying value of

property, plant and equipment was 4.1% for the 2019/20 financial year and 4.4% for the 2018/19 financial year, which could be viewed as unfavourable if compared with National Treasury’s norm of 7% to 8%. The norm is not reasonable, simply because all municipalities’ asset registers are not compiled on the same monetary basis. If Drakenstein wants to adhere to this norm, the Municipality will have to increase all current property taxes and service charges (electricity tariffs that is regulated by NERSA excluded) with a further 31.1%, which in the current economic climate is not a proposition.

Finance charges and depreciation expenditure represent 14.7% of total operating expenditure for 2019/20 compared with the 16.2% for 2018/19. Finance charges and capital redemption represent 6.7% of total operating expenditure for 2019/20 compared with the 13.9% for 2018/19. This compares favourably with National Treasury’s norm of 6% to 8%, but only does so due to the payment holiday received with the restructuring of loans.

1.5.5 Capital expenditure

Investment in bulk and other infrastructure decreased from R652 million in the 2017/18 financial year to R572 million 2018/19. For the 2018/19 financial year actual expenditure further decreased to R572 million due to the embargo by Council not to take up any more loans, before the gearing ratio has decreased to below 45%. Actual capital expenditure as a percentage of the 2019/20 original budget amounts to 71.3% compared with the 103.1% and 126.1% for the 2017/18 and 2018/19 financial years. Actual expenditure as a percentage of the 2019/20 final adjustments budget amounts to 87.5% compared with the 99.7% and 101.6% for the 2017/18 and 2018/19 financial years.

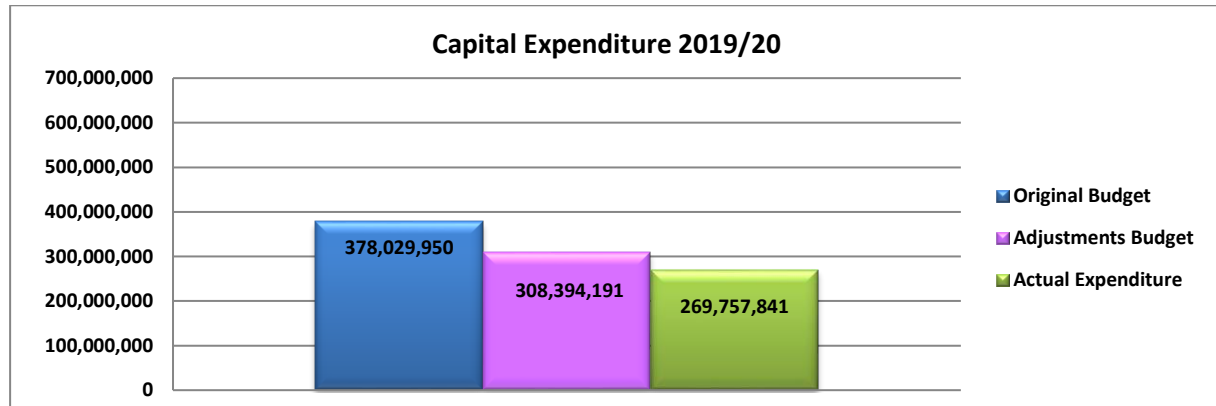
Table 10: Total Capital Expenditure

Total Capital Expenditure				
R'000				
Serial No.	Details	2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Original Budget	633,141,543	454,040,366	378,029,950
2	Final Adjustments Budget	654,678,997	563,766,161	308,394,191
3	Actual Expenditure	652,978,143	572,533,531	269,757,841
4	Actual Expenditure as a % of Original Budget	103.1%	126.1%	71.3%
5	Actual Expenditure as a % of Adjustments Budget	99.7%	101.6%	87.5%

The original budget for the 2019/20 financial year amounted to R378.0 million. After roll-over capital projects and funding from borrowings were cut the final adjustments budget amounted to R308.4 million. Actual expenditure amounted to R269.8 million leading to an under-

expenditure of R38.6 million. Actual expenditure of R269.8 million as a percentage of the final adjustments budget of R308.4 million amounts to 87.5%. The under expenditure is due to the COVID-19 lockdown period where capital projects could temporarily not proceed.

Graph 1: Capital Expenditure 2019/20



1.5.6 Municipal Standard Chart of Accounts (mSCOA)

Drakenstein Municipality had implemented mSCOA as a pilot site on 1 July 2015 on version 5.3 of mSCOA and has since changed to version 5.4 on 1 July 2016, version 6.1 on 1 July 2017 and version 6.2 on 1 July 2018. The Municipality implemented version 6.3 as from 1 July 2019 for the 2019/20 financial year.

1.6 ORGANISATIONAL DEVELOPMENT OVERVIEW

A lot of priority new vacancies were budgeted for, advertised and filled in the 2019/20 financial year. Vacancies were also advertised and filled based on which posts became vacant through resignations, staff that went on pension, death, dismissals and other any other reason related to the termination of services.

The municipality has made an effort to progressively reduce the number of positions that do not have job descriptions and have not been through the job evaluation process. This was done by benchmarking certain positions against those that are similar to the same functions. Internal job description review committees were set up to fast track the process of job description development, job grading and the filling of positions. Little progress has been made in the filling of vacancies as compared to previous years due to the COVID-19 lockdown period during the year under review. The total number of posts filled during the period under review is 169 inclusive of seasonal workers and promotions. A service provider was appointed to assist in fast tracking the filling of vacancies.

1.6.1 Municipal Transformation and Organisational Development Highlights

The main organisational development highlights include:

- The roll out of online leave application to non-computer users;
- Implementation of HR/Payroll System;
- The review and implementation of JD monitoring tool;
- Filling of 169 permanent and seasonal vacancies;
- The functioning of job review committees;
- More training of staff organisationally on writing job descriptions;
- Employee recognition for long service;
- On time submission of the Workplace skills Plan to the LGSETA;
- Facilitate training for Training Committee members;
- Conduction a Skills Audit Process;
- Awarding bursaries for internal staff and external learners.
- On time and online submission of the Employment Equity Report to the Department of Labour;
- Application for Training Discretionary Grant; and
- Functioning of the Employee Equity Forum.

1.6.2 Municipal Transformation and Organisational Development Challenges

The filling of priority vacancies continues to be a challenge as staff is leaving the organisation due to retirements, ill health and disciplinary reasons. The budgeting of posts in general also poses a challenge. Although there is a succession policy in the municipality, full buy in from departments is a challenge. The Employment Equity Forum is fully functional but robust discussions are required and representation from departments also poses a challenges.

1.6.3 MFMA Minimum Competencies

All Government Gazette 29967 targeted officials have successfully attained the prescribed minimum competencies.

Table 11: Financial Competency Development - Progress Report

Financial Competency Development : Progress Report							
Serial No.	Description	B- Total number of officials employed by municipality [Regulation 14(4)(a) and (c)]	C- Total number officials employed by municipal entities [Regulation 14(4)(a) and (c)]	Consolidated Total of B and C	Consolidated: Competency assessments completed for B and C [Regulation 14(4)(b) and (d)]	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 [Regulation 14(4)(f)]	Consolidated: Total number of officials that meet prescribed competency levels [Regulation 14(4)(e)]
Column No.	A	B	C	D	E	F	G
1	Financial Officials						
2	Accounting Officer	1	0	1	1	1	1
3	Chief Financial Officer	1	0	1	1	1	1
4	Senior Managers	4	0	4	4	4	4
5	Any other Financial Officials	85	0	85	85	85	64
6	Supply Chain Management Officials						
7	Heads of Supply Chain Management Units	1	0	1	1	1	1
8	Supply Chain Management Senior Managers	3	0	3	3	3	3
9	Total	95	0	95	95	95	74

1.7 AUDITOR-GENERAL REPORT

For the thirteenth consecutive year, Drakenstein Municipality received an unqualified audit opinion for the 2019/20 financial year. This was also the fifth clean audit opinion for the Municipality. This was achieved with in-house capacity and without the appointment of any consultants. The audit opinions received for the last 15 financial years clearly indicate an improvement in leadership and control on the matters that the Auditor-General focuses on during its audits:

1.7.1 Audited outcomes

- 2019/20: Unqualified audit opinion with no other matters (clean audit opinion);
- 2018/19: Unqualified audit opinion with no other matters (clean audit opinion);
- 2017/18: Unqualified audit opinion with other matters;
- 2016/17: Unqualified audit opinion with no other matters (clean audit opinion);
- 2015/16: Unqualified audit opinion with no other matters (clean audit opinion);
- 2014/15: Unqualified audit opinion with no other matters (clean audit opinion);
- 2013/14: Unqualified audit opinion with no other matters (clean audit opinion);
- 2012/13: Unqualified audit opinion with other matters;
- 2011/12: Unqualified audit opinion with other matters;

- 2010/11: Unqualified audit opinion with other matters;
- 2009/10: Unqualified audit opinion with other matters;
- 2008/09: Unqualified audit opinion with other matters;
- 2007/08: Unqualified audit opinion with other matters;
- 2006/07: Qualified audit opinion with other matters;
- 2005/06: Qualified audit opinion with other matters; and
- 2004/05: Qualified audit opinion with other matters.

The unqualified and qualified audit opinions have to do with the Annual Financial Statements. The other matters deal with predetermined objectives and legislative compliance issues.

Further details can be found in the Audit Outcome Improvement Plan attached as Volume III to the Annual Report 2019/20.

1.8 STATUTORY ANNUAL REPORT PROCESS

The statutory processes to follow to compile an Annual Report are depicted in the table below. The process starts in July each year with the compilation of the Annual Report and continues until the end of March the following year when Council accepts the Annual Report and the Oversight Report on the Annual Report.

With the COVID-19 lockdown, an exemption was issued, whereby the date for the submission of the Annual Financial Statements to the Auditor General was moved from 31 August to 31 October 2020 and subsequently the date for the conclusion of the Annual Audit was moved to 28 February 2021 and the date for the tabling of the Draft Annual Report for public comment was moved to 31 March 2021.

Table 12: Statutory Annual Report Process

Statutory Annual Report Process		
Serial No.	Activity	Timeframe
Column Ref.	A	B
1	Consideration of next financial year`s budget and IDP Process Plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feed seamlessly into the Annual Report Process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commence. (In-year financial reporting.)	
3	Finalise 4th Quarter Performance Report for previous financial year.	
4	Submit Draft Annual Performance Report to Internal Audit and Audit Committee.	
5	Audit/Performance Committee considers Draft Annual Performance Report of municipality.	August
6	Municipality submits Annual Financial Statements and Annual Performance Report including Draft Annual Report to Auditor-General.	
7	Annual Performance Report as submitted to Auditor-General to be provided as input to the IDP analysis phase.	September - November
8	Auditor-General assesses Annual Financial Statements and Annual Performance Report data, including Draft Annual Report.	
9	Municipality receives and addresses the Auditor- General`s Request for Information and Communication of Findings.	January
10	Executive Mayor tables Draft Annual Report and Audited Annual Financial Statements and Annual Performance Report to Council complete with the Auditor-General`s Report.	
11	Draft Annual Report is made public and representation is invited.	February - March
12	Oversight Committee (MPAC) assess Draft Annual Report and issues and Oversight Report.	
13	Council considers Oversight Report.	
14	Oversight Report is made public.	
15	Oversight Report is submitted to relevant provincial departments.	
16	Commencement of Draft Budget/IDP finalisation for next financial year. Annual Report and Oversight Report to be used as input.	

2. GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 INTRODUCTION

In the quest to realise Drakenstein Municipality's vision of "A city of excellence", it is imperative that the Municipality is governed in a way that promotes good governance. The Municipality strives to achieve excellence by balancing the needs of all residents and the constitutional and legal framework applicable to local government with the available resources in such a way that service delivery takes place in an efficient, economic and effective manner.

2.2 GOOD GOVERNANCE PERFORMANCE HIGHLIGHTS

During the reporting year the Municipality focussed on maintaining good governance and strengthening governance and oversight where possible. Dedicated units focussed on applying professional risk management principles, anti-corruption and fraud monitoring and internal auditing functions. Political governance was maintained by way of a fixed monthly meeting schedule for all Section 80 Committees advising the Executive Mayor in order to ensure that matters are duly debated by public representatives prior to such matters being considered by the Mayoral Committee and/or Council.

In addition hereto a fixed meeting schedule was also adopted for the Municipal Public Accounts Committee (MPAC) in order to ensure oversight on behalf of Council, over the executive functionaries of Council.

2.3 GOOD GOVERNANCE CHALLENGES

An assessment of King 4 Principles indicated that several elements of good governance can still be improved. Over and above the Code of Conduct for councillors and staff members as contained in the Municipal Systems Act, a Code of Ethics Policy was adopted by Council.

The attendance of portfolio committees by members has also been identified as an area that requires improvement. In order to regulate attendance of meetings by public representatives, Council has reviewed the rules of the Committee dealing with Contraventions of the Code of Conduct for Councillors in order to introduce punitive measures.

A process has also been introduced for Council to assess the performance of political structures (committees) with the view to improve performance where necessary. This process will be expanded and strengthened in the future.


2.4 POLITICAL GOVERNANCE



In compliance with Section 151(3) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996); Section 53 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); and the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), Drakenstein’s Municipal Council governs the local government affairs of the local community on its own initiative. The roles and areas of responsibility of each political structure and each political office-bearer of the Municipality and of the City Manager are defined and adhered to accordingly.


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

2.4.1 Full-time Officer Bearers

Table 13: Political Structure

Political Structure		
Serial No	Designation	Functions
Column Ref.	A	B
1	 <p>Executive Mayor Ald CJ Poole</p>	<p>The Executive Mayor represents the public and is the chief political principal of the Municipality. In terms of legislation the Executive Mayor has the following functions:</p> <ul style="list-style-type: none"> • Identify the needs of the Municipality; • Review and evaluate those needs in order of priority; • Recommend to the Municipal Council strategies, programmes and services to address priority needs through the Integrated Development Plan and the Operating and Capital Budgets, taking into account any applicable national and provincial development plans; and • Recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes and services to the benefit of the community.

Political Structure		
Serial No	Designation	Functions
2	 <p>Deputy Executive Mayor Cllr GC Combrink</p>	<p>The Deputy Executive Mayor of the Municipality exercises the power and performs the duties of the Executive Mayor if the Executive Mayor is absent or not available or if the office of the Executive Mayor is vacant.</p> <p>In addition hereto the Deputy Executive Mayor performs the duties as assigned by the Executive Mayor as member of the Mayoral Committee responsible for the Finance Portfolio.</p>
3	 <p>Speaker Cllr AC Stowman</p>	<p>The Speaker of the Municipal Council:</p> <ul style="list-style-type: none"> • Presides at meetings of the Council; • Performs the duties and exercises the powers delegated to the Speaker in terms of Section 59 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); • Must ensure that the Council meets at least quarterly; • Must maintain order during meetings; • Must ensure compliance in Council and Council committees with the Code of Conduct set out in Schedule 1 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000); and • Must ensure that Council meetings are conducted in accordance with the Rules and Orders of the Council.

Political Structure		
Serial No	Designation	Functions
4	 <p>Chief Whip Cllr RA Koegelenberg</p>	<p>The function of the Chief Whip is to create synergy and to maintain discipline among Councillors from various political parties. The role of the Chief Whip of Council covers both the political and administrative domains of Council with the emphasis on the political aspect. Seven political parties are represented in Council and the Chief Whip has to ensure that relationships are constructive and focused on key issues aimed at improving the lives of the residents of Drakenstein. The Chief Whip further acts as a link between the Speaker, the Executive and the Administration. The Chief Whip ensures that there is equitable representation on committees of Council.</p>

2.4.2 Council

Council's primary role is to govern the Municipality in a democratic and accountable manner, to perform legislative and executive functions and generally to fulfil its roles and responsibilities as set out in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). It focuses on legislation, decision-making, oversight and participatory roles and has delegated executive functions to the Executive Mayor, other office bearers, the City Manager and other staff members where applicable.

Drakenstein Municipal Council consists of 33 ward councillors and 32 proportionally elected councillors. Political parties are represented through elected councillors from the DA (42), ANC (15), EFF (2), ACDP (1), FF+ (1), PDM (1), FD (1) and ICOSA (1). A vacancy occurred in Ward 3 following the passing of the late Councillor WE Smit in March 2020.

2.4.2.1 Political Decision Making







Section 160(3) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) prescribes the manner in which Council takes decisions. A quorum of all Councillors must be present to take any decision and the majority of the votes cast results in a legal decision. The exception to this rule is that when any of the following issues are determined, it is determined by a decision taken with a supporting vote of a majority of all its members:





- The passing of bylaws;
- The approval of budgets;
- The imposition of rates and other taxes, levies and duties; and
- The raising of loans.

2.4.3 Mayoral Committee

The Executive Mayor is supported by a Mayoral Committee. Each member of the Mayoral Committee has a portfolio with specific functions. The Executive Mayor may delegate specific responsibilities to each member of the Mayoral Committee. Any powers and duties delegated to the Executive Mayor by the Municipal Council must be exercised and performed by the Executive Mayor together with the other members of the Mayoral Committee.

Table 14: Mayoral Committee

Mayoral Committee			
Serial No.	Councillor and Portfolio	Councillor and Portfolio	Councillor and Portfolio
Column Ref.	A	B	C
1	 <p>JF le Roux Engineering Services</p>	 <p>LP Mokoena Corporate Services</p>	 <p>Adv J Miller Planning and Development</p>
2	 <p>L van Niekerk Sport, Recreation, Arts and Culture</p>	 <p>L Willemsse Human Settlement and Property Management</p>	 <p>R Smuts Public Safety</p>

Mayoral Committee			
Serial No.	Councillor and Portfolio	Councillor and Portfolio	Councillor and Portfolio
Column Ref.	A	B	C
3	 <p>MA Andreas Rural Management</p>	 <p>RH van Nieuwenhuyzen Communication and IGR</p>	 <p>C Kearns Environment, Parks and Open Spaces</p>
4	 <p>E Gouws Social Services</p>		

2.4.4 Portfolio Committees

Five (5) Section 80 committees are established, namely: Corporate Services, Planning and Development, Engineering Services, Financial Services and Community Services to advise the Executive Mayor on policy matters and any other matter to be considered by the Executive Mayor. They are assigned to focus on specific functional areas of the Municipality and can only make decisions on specific functional issues if delegations have been granted to them. The members are appointed by Council. The chairpersons appointed by the Executive Mayor are full-time Councillors and form part of the Mayoral Committee.

2.4.4.1 Corporate Services Portfolio Committee

The Corporate Services Portfolio Committee consists of thirteen (13) councillors under the alternated leadership of either Cllr LP Mokoena (MMC for Corporate Services) or Cllr RH van Nieuwenhuyzen (MMC of Communication and Intergovernmental Relations) who held six (6) meetings of which two (2) were non-quoted during the year under review.

Table 15: Corporate Services Portfolio Committee

Corporate Services Portfolio Committee			
Serial No.	Name of member	Capacity	Number of meetings
Column Ref.	A	B	C
1	LP Mokoena	Chairperson	6
2	RH van Nieuwenhuyzen	Chairperson	
3	ND Sauerma	Committee Member	
4	JV Anderson	Committee Member	
5	A Lugqola	Committee Member	
6	MM Adriaanse	Committee Member	
7	FP Cupido	Committee Member	
8	JS Smit	Committee Member	
9	LW Niehaus	Committee Member	
10	BP Duba	Committee Member	
11	NP Mbenene	Committee Member	
12	Vacant	Committee Member	
13	SX Jonas	Committee Member	

2.4.4.2 Planning and Development Portfolio Committee

The Planning and Development Portfolio Committee consists of nine (9) councillors under the alternated leadership of Cllr J Miller (MMC for Planning and Development), Cllr L Willemse (MMC of Human Settlements and Property Management) and MA Andreas (MMC for Rural Management) who held five (5) meetings during the year under review.

Table 16: Planning and Development Portfolio Committee

Planning and Development Portfolio Committee			
Serial No.	Name of member	Capacity	Number of meetings
Column Ref.	A	B	C
1	J Miller	Chairperson	5
2	MA Andreas	Chairperson	
3	L Willemse	Chairperson	
4	MN Mdunusie	Committee Member	
5	WDP Meyer	Committee Member	
6	S Ross	Committee Member	
7	EA Solomons	Committee Member	
8	M Vika	Committee Member	
9	N Zikhali	Committee Member	

2.4.4.3 Engineering Services Portfolio Committee

The Engineering Services Portfolio Committee consists of nine (9) councillors under the leadership of Cllr JF le Roux (MMC of Engineering Services) who held five (5) meetings of which one (1) was non-quoted during the year under review.

Table 17: Engineering Service Portfolio Committee

Engineering Services Portfolio Committee			
Serial No.	Name of member	Capacity	Number of meetings
Column Ref.	A	B	C
1	JF le Roux	Chairperson	5
2	RB Arnolds	Committee Member	
3	PBA Cupido	Committee Member	
4	DS Blanckenberg	Committee Member	
5	VC Booysen	Committee Member	
6	HJ Kotzé	Committee Member	
7	TC Mangena	Committee Member	
8	MD Nobula	Committee Member	
9	RH van Nieuwenhuyzen	Committee Member	

2.4.4.4 Finance Portfolio Committee

The Finance Portfolio Committee consists of nine (9) councillors under the leadership of Cllr GC Combrink (Deputy Executive Mayor) who held ten (10) meetings during the year under review.

Table 18: Finance Portfolio Committee

Finance Portfolio Committee			
Serial No.	Name of member	Capacity	Number of meetings
Column Ref.	A	B	C
1	GC Combrink	Chairperson	10
2	HJN Matthee	Committee Member	
3	HR de Goede	Committee Member	
4	F Jacobs	Committee Member	
5	C Kearns	Committee Member	
6	JF le Roux	Committee Member	
7	AM Richards	Committee Member	
8	TR Mpulanyana	Committee Member	
9	MT Klaas	Committee Member	

2.4.4.5 Community Services Portfolio Committee

The Community Services Portfolio Committee consists of fourteen (14) councillors under the alternated leadership of Ald R Smuts (MMC for Public safety), Cllr E Gouws (MMC for Social Services), Cllr LT van Niekerk (Sport, Recreation, Arts and Culture) and Cllr C Kearns (MMC for Environment, Parks and Open Spaces) who held six (6) meetings during the year under review.

Table 19: Community Services Portfolio Committee

Community Services Portfolio Committee			
Serial No.	Name of member	Capacity	Number of meetings
Column Ref.	A	B	C
1	R Smuts	Chairperson	6
2	E Gouws	Chairperson	
3	C Kearns	Chairperson	
4	LT van Niekerk	Chairperson	
5	Vacant	Committee Member	
6	C Kroutz	Committee Member	
7	SE September	Committee Member	
8	GH Ford	Committee Member	
9	ZL Masoka	Committee Member	
10	AF Afrika	Committee Member	
11	TZ Nomana	Committee Member	
12	LV Nzele	Committee Member	
13	AW Abrahams	Committee Member (until 24/12/2019)	
14	MJ le Hoe	Committee Member (until his election as member and MPAC Chairperson at Council meeting held on 27/02/2020)	

2.4.5 Municipal Public Accounts Committee (MPAC)

Section 79 committees are permanent committees appointed to advise the municipal Council. Council established the Municipal Public Accounts Committee (MPAC) to perform an oversight function on behalf of Council over the executive functionaries of the Council. The MPAC, inter alia serves as an oversight committee to make recommendations to the Council when it adopts the Oversight Report on the Annual Report in terms of Section 129 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA).

The MPAC was chaired by the councillor from the ACDP Cllr J Matthee until his resignation on 29 February 2020 as councillor, thereafter by Councillor MJ le Hoe from the FD. The other members consist of five DA councillors Cllr AML Buckle, Cllr AJ van Santen, Cllr NN George,

Cllr WE Smit (until 8 March 2020) and Cllr J de Wet as well as two ANC councillors Cllr A Bekeer and Cllr LS Sambokwe. No members from the political executive arm is a member of the MPAC. The committee met on three (3) occasions during the year under review and mainly dealt with the compilation of the Oversight Report on the 2018/2019 Annual Report as well as considering of matters relating to unauthorised, irregular, fruitless and wasteful expenditure, the Unethical Incident Report and reports from FARMCO.

2.4.6 Audit Committee

In compliance with Section 166(2) of the MFMA, Council has an Audit Committee which is an independent body advising the Municipal Council, the political office-bearers, the accounting officer and the management staff of the Municipality, on matters relating to:

- Internal control;
- Risk management;
- Accounting policies;
- Adequacy, reliability and accuracy of financial reporting and information;
- Annual financial statements;
- Performance management;
- Governance;
- Compliance with MFMA, DoRA and other applicable legislation;
- Issues raised by the Auditor-General and Internal Audit; and
- Monitoring and evaluation of the Internal Audit Unit.

The Audit Committee Terms of Reference is reviewed by Council annually to ensure compliance with legislation and governance best practices. The Audit Committee meets on a quarterly basis and detail regarding their recommendations to Council can be found in Appendix G of the Annual Report.

The Audit Committee consists of four members with appropriate competence and experience required to perform the duties as outlined in the Charter. Members of the Audit Committee were appointed by Council for a three (3) year term which ends on 31 July 2021. Audit Committee members are not permitted to engage in business with Council and are required to declare any conflict of interest they may have in any matters on the agenda in every meeting.

The following members served on the Audit Committee for the 2019/20 financial year:

Table 20: Audit Committee

Audit Committee			
Serial No.	Name of member	Capacity	Qualifications
Column Ref.	A	B	C
1	Audit Committee Members (Appointed as from 01 August 2018)		
2	Ms K Montgomery	Chairperson	B.Comm: Law (Resigned 30 June 2020)
3	Mr R Najjaar	Committee Member	Hons B. Compt; and Certified Internal Auditor
4	Mr RG Nicholls	Committee Member	Chartered Accountant; and Certified Internal Auditor
5	Mr C Whittle	Committee Member	Chartered Accountant

Audit Committee meetings are attended by the Mayor (or the appointed representative), the Accounting Officer, Chief Audit Executive, Auditor General, Chief Risk Officer and members of the Strategic Management Team. The Audit Committee conducts an annual assessment of its performance which includes a self-assessment completed by the Committee Members as well as a performance assessment completed by the Accounting Officer, Mayor and the Chief Audit Executive. The outcome of the performance assessment is reported to Council annually together with an improvement plan to address areas identified for improvement.

2.4.7 Fraud and Risk Management Committee (FARMCO)

FARMCO has been established by Council to assist the Accounting Officer (City Manager) to fulfil his fraud and risk management responsibilities in accordance with prescribed legislation and corporate governance principles. This is achieved by reviewing the effectiveness of the Municipality’s fraud and risk management systems, practices and procedures and providing recommendations for improvement.

The following members served on FARMCO for the 2019/20 financial year:

Table 21: FARMCO Members

FARMCO Members			
Serial No.	Name of member	Capacity	Qualifications
Column Ref.	A	B	C
1	Ms G Bolton	Chairperson (External)	LLB (1980) (UCT); MBA (1988) (Graduate School of Business (UCT); Attorney's and conveyancer's professional examinations, Cape Law Society (1982); Certificate in Solving of Crime (Technicon RSA/University of Pretoria) (2000); Qualified Lawyer's Transfer Test for England and Wales (2010); Diploma in Managing Labour Relations and Employment Related Risks (US) (2010); Certificate Course in Arbitration, Association of Arbitrators (Southern Africa) (2010); Fellowship in Arbitration, Association of Arbitrators (Southern Africa) (2011); Admitted attorney and conveyancer of the High Court of South Africa (from 1982); Certified Fraud Examiner (CFE), Association of Certified Fraud Examiners (ACFE) (international and local) (from 2000); Solicitor (non-practicing) of England and Wales (from 2010); Commercial Forensic Practitioner, Institute for Commercial Forensic Practitioners (ICFP) (from 2011); and Fellow of the Association of Arbitrators (2012)
2	Ms K. Montgomery	Audit Committee Chairperson (External)	B.Comm: Law
3	Executive Director: Corporate Services (Mr S Johaar)	Committee Member	BA; B. Law; and Diploma in Tax Law
4	Chief Financial Officer (Mr J Carstens) (Retired 31 March 2020)	Committee Member	BBA; BBA Hons.; MBA; and IAC Diploma in Local Government
5	Chief Financial Officer (Mr B Brown) (Appointed 1 June 2020)	Committee Member	MPA Public Administration, BPUB Honours Public Administration and B Tech Cost and Management Accounting
6	Executive Director: Planning and Development (Ms L Waring)	Committee Member	BA (Sociology & Psychology); Honours Sociology; and Masters in Town and Regional Planning
7	Executive Director: Engineering Services (Mr M Wüst) (Appointed September 2019)	Committee Member	Pr. Eng
8	Executive Director: Community Services (Mr G Esau)	Committee Member	National Diploma in Horticulture; Certificate in Grafting and Budding; B-Tech in Business Administration; and B-Tech Project Management

The following permanent invitees also attend all meetings:

- City Manager: Dr J Leibbrandt;
- Chief Risk Officer: Mr G Dippenaar; and
- Chief Audit Executive: Ms R Jaftha.

Key areas of focus during the reporting period include quarterly oversight of various risk registers and the implementation of actions to mitigate risk, reported unethical incidents and monitoring the risk management implementation plan.

The Committee is regulated by the Fraud and Risk Management Charter which stipulates that FARMCO shall meet at least four (4) times per annum in terms of a schedule of agreed meeting dates to be determined at the beginning of each financial year. FARMCO can convene further meetings to discuss urgent matters at the discretion of the FARMCO Chairperson.

In accordance to the Charter, four meetings were held on 2 August 2019, 25 October 2019, 14 February 2020 and 19 June 2020.

FARMCO's Chairperson stated that the committee is satisfied that it has fulfilled its responsibilities in accordance with its terms of reference for the reporting period.

2.5 ADMINISTRATIVE GOVERNANCE


The City Manager is the Accounting Officer of the Municipality and also the head of the Administration. His primary function is to serve as chief custodian of service delivery and the implementation of political priorities and decisions.



He is assisted by his Strategic Management Team (SMT), which comprises of the Executive Directors of the five departments. There are also divisional managers reporting directly to the City Manager as indicated in the chart below. The SMT meets on at least a weekly basis to discuss current priorities, strategic interventions to improve service delivery and new initiatives based on feedback from political leadership, departments and the local community.

Figure 1: Macro Organisational Structure



Table 22: Top Administrative Structure

Top Administrative Structure		
Serial No	Position	Functions
Column Ref.	A	B
1		<ul style="list-style-type: none"> • Provides an independent appraisal of the adequacy and effectiveness of the systems of internal control, risk management and governance processes; • Evaluates and contributes to the improvement of governance management processes; • Manages financial services in order to ensure financial viability, compliance and reporting; • Provides corporate services to the institution to ensure efficient support of organisational processes; • Provides and manages planning, economic development and environmental management services; • Renders integrated community services to enhance community development in general and promotes a clean and safe environment; and • Maximises infrastructure development and delivers a service to all communities of Drakenstein.

Top Administrative Structure		
Serial No	Position	Functions
Column Ref.	A	B
2	 <p>Corporate Services Seraj Johaar</p>	<ul style="list-style-type: none"> • Provides legal and administrative support services to the institution to facilitate proficient administrative practices and procedures; • Renders human resource management and support services to the Municipality that will sustain the optimum utilisation of the Municipality's human capital; • Provides effective and efficient information and communication technology services; • Provides comprehensive communication and intergovernmental relations services; • Coordinates and provides functional and administrative support to the political office-bearers; • Provides office management services to the Executive Mayor; and • Renders property and facilities management services.
3	 <p>Chief Financial Officer Bradley Brown (01/06/2020 – till date)</p>  <p>Chief Financial Officer Jacques Carstens (01/05/2017 – 31/03/2020)</p>	<ul style="list-style-type: none"> • Manages and controls the implementation of budget policies, systems and procedures and financial statement processes to ensure legislative compliance and sound financial management practices; • Implements and maintains revenue and credit control policies and procedures to ensure sound revenue management practices and compliance; • Ensures the recording, authorisation and proper execution of expenditure systems, procedures and transactions; and • Manages supply chain management services to ensure proper systems, procedures and control for demand, acquisition, logistics, assets and disposal management.

Top Administrative Structure		
Serial No	Position	Functions
Column Ref.	A	B
4	 <p>Planning and Development Lauren Waring</p>	<ul style="list-style-type: none"> • Manages the rendering of spatial and land use planning, surveying, valuations and building control services; • Plans, develops and implements a coherent and Integrated Framework for Local Economic Development and Tourism; • Ensures the implementation of environmental management plans, policies and procedures and ensures compliance in accordance with applicable legislation; and • Renders management and line function administrative support services.
5	 <p>Engineering Services Marius Wust (01/09/2019 till date)</p>	<ul style="list-style-type: none"> • Manages Civil Engineering Services including water, sewerage, streets, storm water and traffic engineering; • Manages Electrical Engineering Services; • Manages Solid Waste Services, including waste collection, disposal facilities, waste minimisation, awareness and education, waste diversion, street sweeping, community projects, area cleaning and Waste to Energy; and • Manages project and building projects/programmes.
6	 <p>Community Services Gerald Esau</p>	<ul style="list-style-type: none"> • Manages the provisioning and maintenance/operation of parks, sport facilities and cemeteries; • Manages the rendering of protection services to ensure the safety of the community; • Provides for the development of human settlements administration and support services to address the housing needs in the area; and • Provides and manages the rendering of community development, library and information services.

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.6 INTRODUCTION

Section 3 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) requires municipalities to exercise their executive and legislative authority within the constitutional system of cooperative government as stipulated in Section 41 of The Constitution which states that all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith by fostering friendly relations; assisting and supporting one another; informing one another and consulting one another on matters of common interest; coordinating their actions and legislation with one another; adhering to agreed procedures; and, avoiding legal proceedings against one another.

2.7 COOPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Drakenstein Municipality participates in a range of intergovernmental activities, both formally and informally. Key staff members participate in professional institutes that govern the interests of various fields of work. Examples of such interaction and cooperation are:

2.7.1 National Intergovernmental Structures

- Accounting Standards Board (ASB) – Public Sector Accounting Forum;
- Electricity Distribution Regulation and Tariff Setting (NERSA);
- ESKOM-Main bulk supplier of electricity;
- Chartered Institute of Government Finance Audit and Risk Officers (CIGFARO);
- Institute for Landscape Architecture in South Africa (ILASA);
- Institute of Environment and Recreation Management (IERM);
- Institute of Fire and Emergency Safety of South Africa;
- Institute of Internal Auditors;
- Institute of Municipal and Licensing Officers of South Africa;
- Institute of Waste Management of South Africa;
- Institute of Municipal Public Safety of SA Institute of South African Municipal Accounting Officers (ISAMAO);
- National Government SETA Skills Development Forum;
- National Municipal Managers Forum;
- National Rental Task Team;
- South African Local Government Association (SALGA); and
- Southern African Tourism Services Association (SATSA).

2.7.2 Provincial Intergovernmental Structures

Information and best practices are shared and interaction with the Western Cape Government and other municipalities is valuable to ensure better coordination and cooperation. These structures provide important support and guidance to staff in maintaining and enhancement of professional work standards. Issues pertaining to service delivery and matters of common interest are discussed at the following forums:

- Accounting Standards Board (ASB) – Public Sector Accounting Forum;
- Berg River Partnership for Collaboration;
- Berg River Improvement Project Steering Committee;
- Business Economy and Tourism Cluster Working Group (Covid-19);
- CFO Forum;
- Chief Risk Officer Forum;
- Chief Audit Executive Forum;
- Chief Finance Officers’ Forum;
- Chief Risk Officers Forum;
- City of Cape Town Water Resilience Advisory Committee;
- Department of Cultural Affairs and Sport;
- Department of Environmental Affairs & Development Planning – WCRAAG;
- Department of Environmental Affairs and Development Planning Outreach Project;
- Department of Water & Sanitation Water Care Forum;
- DOE-INEP and EEDSM and electrification grants;
- Disaster Management Forum;
- EPWP coordinating meetings;
- Environmental Management Committee;
- Fynbos Forum;
- Provincial IDP Managers’ Forum;
- Informal Settlements Support Programme (ISSP);
- IPC2 Intermodal Planning Committee;
- Legislative and Constitutional Task Team;
- MIG coordinating meetings;
- Ministerial Mayors’ Forum;
- MinMay Tech Forum;
- MPRA Forum;
- Municipal Accountant Forum;
- Municipal Governance Review and Outlook (MGRO);
- Municipal Managers’ Forum;
- MPRA Forum;
- Municipal Planning Heads Forum;

- Natural Resources Reference Group;
- Premier’s Coordinating Forum;
- Provincial Affordable and Social Housing Steering Committee;
- Provincial IDP Manager’s Forum;
- Provincial Local Government SETA Skills Development Forum;
- Provincial Public Participation and Communications Forum;
- Provincial SCM Forum;
- Provincial Speakers’ Forum;
- PSG4 Sustainable Ecological and Agricultural Resource Base (SEAR) Work Group;
- Public Participation and Communications Forum;
- Records Management Forum;
- SALGA Working Groups;
- Supply Chain Management Provincial Working Group;
- Title Deeds Restoration Project;
- TDA Cape Town;
- Violence Prevention through Urban Upgrading (VPUU);
- Waste Management Officers’ Forum;
- Waste Minimisation Interest Group;
- Western Cape Accounting Working Committee;
- Western Cape Air Quality Officers’ Forum;
- Western Cape Building Control Officer’s Forum;
- Western Cape Climate Change Forum;
- Western Cape Collaborator User Group Steering Committee;
- Western Cape ICT Strategic Forum;
- Western Cape Municipal Planning Heads Forum; and
- Western Cape Provincial Asset Management Forum;
- Western Cape LGSETA SDF Forum;
- Western Cape Library and Information Service; and
- Whole of Society Approach (WoSA).

2.7.3 District Intergovernmental Structures

The following are district forums in which the Municipality participates in focusing on service delivery and information sharing:

- Breede Valley Municipal Land Use Planning Appeal Committee;
- Cape Winelands Biosphere Reserve;
- Cape Winelands District CRO and CAE Forum;
- Cape Winelands Human Settlements Regional Forum;
- Cape Winelands Regional Local Economic Development Forum (RLEDf);

- Cape Winelands Regional Forum (Human Settlements);
- Cape Winelands Skills Development Facilitators' Forum;
- Cape Winelands Waste Managers' Forum;
- Disaster Management Institute of SA;
- District Co-ordinating Forum;
- District IDP Managers' Forum;
- District Public Participation and Communications Forum;
- District SCM Forum;
- Drakenstein Heritage Committee;
- EPWP District Forum;
- Greater Cape Metro Regional Spatial Implementation Plan Intergovernmental Steering Committee;
- Local Tourism Association;
- Municipality's Local Labour Forum;
- Rural Development District Joint Operational Committee;
- Joint District Approach (JDA);
- District TASK Evaluation Committee;
- Paarl Mountain Nature Reserve Advisory Board;
- Regional Tourism Liaison Committee (RTLCL);
- Winelands Fire Protection Association (FPA); and
- Vlakkeland Coordination Committee.

2.7.4 Municipal Entities

No municipal entities have been established within the Drakenstein Area.

2.7.5 Municipal Partnerships

Drakenstein Municipality is in partnership with the City of Neumarkt in Germany. The partnership revolves around climate change-related aspects and involves municipal development cooperation, migration and development on a local level.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.8 INTRODUCTION

In terms of Section 6 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) the administration of a municipality must:

- “(a) Be responsive to the needs of the local community;*
- (b) Facilitate a culture of public service and accountability amongst staff;*
- (c) Take measures to prevent corruption;*
- (d) Establish clear relationships, and facilitate cooperation and communication between itself and the local community;*
- (e) Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive; and*
- (f) Inform the local community how the municipality is managed, of the costs involved and the persons in charge.”*

To comply with the above, the Municipality has established the legislatively required structures such as Section 80 Portfolio Committees advising the Executive Mayor as well as Council committees such as the Municipal Public Accounts Committee (MPAC), Section 62 Appeals Committee, and Special (Disciplinary) Committee dealing with the Code of Conduct for councillors, as well as a Fraud and Risk Management Committee. In addition hereto, an Audit Committee comprising of independent external professionals also advises Council. The Audit Committee also serves as the Municipality’s Performance Audit Committee and meets quarterly. A quarterly report reflecting the Audit Committee’s recommendations relating to the areas of financial management and control, performance management, internal control, risk management and governance matters is tabled in Council.

These structures represent a segregation of duties amongst public representatives and staff to ensure accountability, oversight, transparency and good governance and also assist the Municipality to discharge the necessary public accountability responsibilities.

2.9 PUBLIC MEETINGS

Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) compels municipalities to establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of a municipality. During the year under review, the Municipality used the following mechanisms to comply with this legislative requirement:

- Ward committee meetings (discussed in more detail below);
- Public notices in local and regional newspapers;

- Monthly public newsletters distributed to all account holders;
- Press releases as and when required;
- Receipt and consideration of petitions and objections;
- Public IDP and consultative meetings; and
- Functioning of a municipal website, regularly updated with recent news.

Stakeholder and community engagements to determine and undertake development priorities forms the cornerstone of the IDP. Needs are dynamic and by virtue of its changing nature, have to be reviewed frequently. The annual review of the IDP is a process which assist the Municipality to further enhance its service delivery outputs and outcomes and through the Performance Management System, implemented by the Municipality, it ensures that the Municipality remains accountable to the local community, the various sectors and businesses alike.

The Municipal Council ensures that its oversight role is sufficiently mandated by the populace voice of its local community, through fully embracing the principles of participatory democracy. This is being achieved through a well-functioning Ward Committee System, robust public participation through our various development planning processes and regular communication with the community through public meetings, community newsletters, radio and various other print and electronic media including the Municipal Website.

2.9.1 Mayoral Business Stakeholder Initiative

During the period under review, the City Manager introduced an initiative to further enhance the relationship between the Municipality and our various stakeholders, representing a vast range of sectors. This concept centres around interactions with stakeholders on strategically selected themes to ensure that the Municipality responds more efficiently and appropriately to specific service needs and to facilitate a much stronger strategic link between the perspectives of stakeholders' priorities and the municipal IDP and long-term strategy. The achievement of having a common understanding of the *status quo* of Drakenstein, the secondary city, amongst all stakeholders, is critical in creating a stable platform from which municipal planning can take place, resources prioritised and implementation monitored in a much more sensible fashion.

2.9.2 IDP/Budget Roadshows

The IDP is about determining stakeholder and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life of residents within the Municipal Area. Various stakeholders and sectors were involved during the draft IDP development process and this process comprised of 33 IDP meetings with ward committees during September 2019. Due to the National COVID-19 Lockdown, the Ward- based IDP

meetings could not take place during April 2020, in this regard, the Municipality utilised online platforms such as email, SMS's and Facebook to obtain input from communities.

2.9.3 IDP Sector Engagements

Drakenstein Municipality must play a role in ensuring integration and co-ordination between the various sectors and cross-sectoral dimensions of development, to achieve social, economic and ecological sustainability.

To ensure that municipal priorities are addressed, and in the spirit of cooperative governance, the planning process of all spheres of government must be aligned with and inform each other. This requires that municipal planning processes takes into account the legislative, policy, and strategic approaches of the line departments of national and provincial government.

Whilst the IDP is the overall strategic development plan for a municipality, prepared in terms of the Municipal System Act, Act 32 of 2000, that guide decision-making, budgeting and development in a municipality, the Spatial Development Framework (SDF) presents the long term vision of the desired spatial form of a municipality. The SDF is thus a critical component to the IDP to direct municipal and private sector spending and investment by providing spatial proposals and strategies (thus the location and nature of development) which will support economic growth and integrated human settlements.

The IDP and SDF information was interrogated in order to support the notion that the two strategic documents are aligned as required in terms of the Municipal System Act, Act 32 of 2000, Spatial Planning and Land Use Management Act, Act 16 of 2013 and the Land Use Planning Act, Act 3 of 2014.

2.10 REPRESENTATIVE FORUMS

In accordance with Section 15 of the Local Government: Municipal Planning and Performance Regulations (No. 796, 24 August 2001), Drakenstein Municipality established an IDP Representative Forum to enhance community participation in:

- The drafting and implementation of the Municipality's IDP; and
- The monitoring, measurement and review of the Municipality's performance in relation to the key performance indicators and performance targets set by the Municipality.

2.10.1 IDP Representative Forum

The participation of stakeholders in the IDP Representative Forum has been very influential in further strengthening the sectoral integration of operational and strategic planning with civil society and other spheres of government. Due to the National COVID-19 Lockdown, an IDP Representative Forum meeting could not take place this year, however, stakeholders could provide input utilising email submissions, Facebook, through SMSes as well as written submissions.

2.11 WARD COMMITTEES

Section 73 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) deals with the establishment of ward committees and stipulates the following:

- “(1) If a metropolitan or local council establishes ward committees, it must establish a ward committee for each ward in the municipality.*
- (2) A ward committee consists of:*
 - (a) The councillor representing that ward in the council, who must also be the chairperson of the committee; and*
 - (b) Not more than 10 other persons.”*

A ward committee system consisting of ward committees for each of the 31 wards was functional until the local government elections held during August 2016. The new term of office introduced two additional wards and therefore Council approved ward Committees in all of the 33 wards during November 2016. The chairperson of the ward committee is the elected Ward Councillor and other members of the ward committee were elected by the residents of the ward. It is expected of ward committees to meet regularly – at least once every quarter and the minutes are submitted to the Speaker’s Office. The functionality of the ward committees is monitored and reported to Council by the Speaker and his office on a quarterly basis.

Ward committees form an essential part of the public participation process and these structures are particularly useful to ensure a relationship between Councillors and ward residents. It provides the opportunity to discuss local matters that concern the residents in that ward. The Municipality annually avails funding to each ward in order to undertake specific projects in such wards. Ward committees play an important role in this regard as they advise on the projects they would like to be implemented. These ward projects further strengthen the relationship between the Municipality and the communities due to the direct impact that the ward committees can make on development projects in their wards.

The purpose of ward committees are:

- To act as an advisory committee to the Ward Councillor and Council;
- To ensure two-way communication to and from the community;
- To identify ward specific needs and to refer same to the administration and Council for attention;
- To actively partake in the annual IDP ward based public meetings;
- To assist the Ward Councillor in identifying ward projects and ward capital projects;
- To identify stakeholders in the wards and to liaise with them regarding matters needing attention; and
- To discuss ward related Council agenda items and to make inputs regarding same if necessary.

The major issues dealt with by Drakenstein ward committees were the following:

- Advising the Ward Councillor and Council on ward issues dealt with by Council;
- Identifying ward specific needs and referring it to the administration and Council for attention;
- Participation in the annual IDP ward based public meetings;
- The identification of operating and capital ward projects;
- Identifying stakeholders in the wards and liaising with them regarding matters needing attention; and
- Discussions on ward-related Council Agenda items and to make inputs regarding same if necessary.

Council approved a ward committee system for each of the 31 wards after the elections in 2011 and the system is fully operational. The chairperson of the ward committee is the elected Ward Councillor and other members of the ward committee are elected by the residents of the ward. It is expected of the ward committees to hold regular meetings – at least once every three (3) months – and the minutes are submitted to the Speaker’s Office. The functionality of the ward committees is monitored and reported on to Council on a quarterly basis.

Table 23: Public Meetings

Public Meetings						
Serial No.	Nature and purpose of meeting	Date of events	Number of participating municipal Councillors	Number of participating municipal Administrators	Number of community members attending	Dates and manner of feedback given to community
Column Ref.	A	B	C	D	E	F
1	IDP Meetings with Ward Committees	September - October 2019 :	40	14	231	Same day, through Customer Care System, Ward Public Meetings and at following IDP Meetings
2	IDP Ward Meetings April 2020 – Due to the National COVID-19 Lockdown, public participation could not take place. The Municipality utilised the IDP email address, Facebook and smses to obtain input from the community.	Period to provide comment: 01/04/2020 - 07/05/2020	-	-	-	-
3	IDP Representative Forum - Due to the National COVID- 19 Lockdown, an IDP Representative Forum could not take place.	-	-	-	-	-

2.12 INTRODUCTION

Governance in Drakenstein Municipality encompasses line functions pertaining to political and administrative governance, internal audit, risk management, organisational and individual performance management, public participation and IDP, intergovernmental relations, public communication, human resource management, organisational development and legal services. The governance function is supported by an independent Audit Committee, comprising of external specialists having the necessary skills to provide effective oversight of the Municipality's systems of internal control, risk management and governance processes. The Audit Committee is supported in its role by the Internal Audit function which performs audits in terms of an approved audit plan and reports to the Audit Committee on a quarterly basis.

The Municipal Public Accounts Committee (MPAC) who performs political oversight, comprises of independent councillors. In order to promote independence and objectivity, the MPAC is chaired by a councillor from a political party other than the majority party in Council.

2.13 ETHICAL CULTURE

Section 195(1) of the Constitution prescribes the various basic values and principles for public administration, which include, amongst others, the following:

“(1)(a) A high standard of professional ethics must be promoted and maintained.”

Ethics is one of the core organisational values as reflected in the IDP. Giving effect to this broad framework which requires an ethical culture, Council adopted the Code of Ethics Policy. This policy provides a solid basis in an effort to instil a culture of ethical conduct in the Administration as well as the political processes.

In terms of the International Standards for the Professional Practice of Internal Auditing, Internal Audit is required to assess the municipality systems of internal control, risk management and governance. The Internal Audit Plan which is approved by the independent Audit Committee includes various aspects of governance which is covered in terms of the 1 year operational and 3 year strategic plan. The outcome of the audits are reported to the Audit Committee on a quarterly basis.

Ethical values and considerations should be seen as an integral part of a fraud prevention strategy as part of the Fraud and Risk Management Policy.

Ethical considerations play a vital role in a zero tolerance approach towards fraud, theft and corruption and to cultivate a commitment to eradicate fraud throughout the municipality.

In the fraud awareness campaigns, the Fraud Risk Management section is committed to place strong emphasis on the fundamentally unethical nature of fraud and to ensure that it is always communicated to staff.

Whistle blowers will be willing to report suspicions of fraud if they are assured that the reporting system can be trusted, that they will remain anonymous if they have opted for anonymity when reporting their suspicions, and that they are protected from retaliation.

To ensure that a trusted reporting system is in place, Whistle Blowers Pty Ltd was appointed to administer the tip-off hotline. Allegations of theft, fraud and corruption in the municipality can be reported anonymously to Whistle Blowers.

2.14 RISK MANAGEMENT

Section 62(i)(c) of the MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management.

There is a danger that risks which fall outside traditional functions may go unmanaged and have serious consequences on the institutional objectives. The need for broad-based risk management is thus critical as it will also ensure that risks which were not previously given adequate attention are now properly managed. Risk management processes that are integrated in the institution's existing structures are likely to be more effective in producing the desired service delivery and other objectives.

The Risk Management Division supports the Municipality's governance structure by aligning its operations and practices, which includes the identification, assessment and mitigation of future risks, with the principles contained in the King IV Report on Corporate Governance for South Africa 2016 (King IV). A Combined Assurance policy, which will guide the implementation of Combined Assurance, was approved by Council in November 2018.

The Risk Management Division is responsible for the risk management function at Drakenstein Municipality through facilitation and advising on fraud and risk management issues. This entails the development of policies, strategies, plans and processes.

Drakenstein Municipality established a Fraud and Risk Management Committee (FARMCO), which meets on a quarterly basis and assists in the development and revision of all policies, strategies, plans and processes. In the financial year under review, the Risk Management Policy, Strategy as well as Plan were revised.

The high-level risk register, linked to key performance areas (strategic objectives) and key focus areas, was reviewed with all the departments through a facilitation process.

Table 24: Strategic Risks identified for 2019/2020

Strategic Risks identified								
Ref	Strategic Risk	KPA 1	KPA 2	KPA 3	KPA 4	KPA 5	KPA 6	KPA 7
SR001	Financial non-viability		X				X	
SR002	Inadequate service delivery	X		X	X		X	X
SR003	Deficiency in staff skills and capacity	X		X			X	
SR004	Increasing poverty and unemployment			X		X	X	
SR005	Inadequate infrastructure, investment and maintenance				X		X	
SR006	Weakness in governance and accountability	X	X	X	X		X	
SR007	Unmanaged urbanisation			X	X		X	X
SR008	Failure to communicate effectively with stakeholders	X				X		
SR009	Inadequate ICT planning, infrastructure and systems			X				
SR010	National electricity blackout				X			
SR011	Failure to address the consequences of notifiable diseases						X	

2.15 INTERNAL AUDIT

Internal Audit is an independent function reporting administratively to the City Manager and functionally to the Audit Committee. Internal Audit performs audits in terms of a three year strategic and one year operational plan which is approved by the Audit Committee at the commencement of each financial year. The priorities in the Internal Audit Plan can be categorised in terms of audits focusing on the systems of internal control, risk management and governance processes. The prioritisation of audits in these three categories is based primarily on the Municipality’s risk profile as well as legislative requirements. Internal Audit reports to the Audit Committee on a quarterly basis regarding progress with the implementation of the approved plan as well as the outcome of audits conducted in terms of the approved plan. Internal Audit also performs follow-up audits to assess the implementation of agreed management action plans in response to reported internal audit findings. Internal Audit executes its duties in terms of the International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors.

The Audit Committee assesses the performance of the Internal Audit quarterly, based on a range of key performance indicators linked to the operations of the Internal Audit function.

The following assurance engagements were approved, completed and reported to the Audit Committee in terms of the 2019/20 Internal Audit Plan:

- Occupational Health and Safety;
- Revenue Collection;
- Inventory Management;
- Financial Statements Review;
- Emergency Management – Electricity;
- Risk Management;
- Declaration of Councillor Interests;
- Key Financial Controls Q1 (2019/20);
- Municipal Finance Management Act Compliance Review 2019/20;
- Division of Revenue Act Compliance Review 2019/20;
- EPWP Recruitment;
- Verification of Leave Balances;
- Quarter 4 Review of Performance Results;
- Review of Annual Performance Report;
- Functionality of the Performance Management System;
- Compliance with the Municipal Systems Act;
- Quarter 1 Review of Performance Results;
- Quarter 2 Review of Performance Results;
- Quarter 3 Review of Performance Results;
- Review of Annual Report;
- Annual Inventory Count; and
- Backup and Disaster Recovery (ICT).

The International Standards for the Professional Practice of Internal Auditing require that an Internal Audit function must implement a quality assurance and improvement program that includes an external quality assurance assessment performed by an independent assessor every 5 years. The municipality’s Internal Audit function has been awarded a rating of “Generally Conforms”. This is the highest rating on a scale of three ratings prescribed by the Institute of Internal Auditors. The rating of “Generally Conforms”, confirm that the relevant structures, policies and procedures of the Internal Audit activity, as well as the processes by which they are applied, generally conform to the requirements of the individual Standard or element of the Code of Ethics in all material respects. The outcome of the external quality assurance once again confirms the municipality’s commitment to ensuring good governance.

2.16 ANTI-CORRUPTION AND FRAUD

The Fraud and Risk Management Committee (FARMCO) meets on a quarterly basis and assists with the development and revision of all policies, strategies, plans and processes relating to fraud risk management. The Fraud Prevention Policy and Strategy are incorporated in the Risk Management Policy and last approved on 29 November 2017, with the next review due in the 2020/21 financial year.

FARMCO review the effectiveness of prevention initiatives, detection techniques as well as progress made in any forensic investigations, and thereby also function as an oversight body. Drakenstein Municipality appointed Whistle Blowers (Toll free number 0800 555 337) to provide an anonymous fraud and ethics hotline service for the reporting of alleged theft, fraud and corruption.

2.17 SUPPLY CHAIN MANAGEMENT

The SCM Policy was reviewed during the 2019/20 financial year. Certain amendments to the SCM Policy were tabled before Council in order to improve operational efficiency. The Municipality has established a Supply Chain Management Policy and Delegations Review Committee that reviews the SCM Policy and its delegations on an annual basis. Furthermore, the Municipality is required to forward its SCM Policy to the Western Cape Provincial Treasury on an annual basis for scrutiny and compliance verifications against the Model SCM Policy that was issued by the National Treasury. The purpose of this exercise is to determine whether the Municipal SCM Policy deviates from the stipulations of the SCM Regulations. Drakenstein Municipality's SCM Policy complies with the regulatory framework.

2.17.1 Overview of Supply Chain Management

The Supply Chain Management functions cuts across all departments. Although governance is at its core, Supply Chain Management plays a vital role in contributing towards service delivery in a manner that is fair, equitable, transparent, competitive and cost-effective.

2.17.2 Bid Committees

The Municipality applies the bid committee system for procurement above R200,000 (Value Added Tax included) and for the procurement of long term contracts. The Bid Committees namely the Bid Specification Committee, the Bid Evaluation Committee and the Bid Adjudication Committee are all functioning effectively.

2.17.2.1 Bid Committees Structure

The Bid Committee members are appointed by the City Manager in line with the relevant legislation and is reviewed on an annual basis.

2.17.2.2 Awards made by the Bid Adjudication Committee

For the 2019/2020 financial year the Bid Adjudication Committee made 57 awards and recommended 9 awards to the Accounting Officer.

2.17.2.3 Awards made by Accounting Officer

For the 2019/20 financial year the Accounting Officer approved 9 awards that were recommended by the Bid Adjudication Committee.

2.17.2.4 Objections lodged

For the year under review a total of 56 objections were lodged by aggrieved bidders. All of these objections were reported to the Accounting Officer and resolved before the end of the 2019/20 financial year.

2.17.3 Formal Quotations (Above R30,000 and below R200,000) Procurement Processes

For the year under review a total of 199 formal written price quotations were advertised of which 91 were awarded and 108 were cancelled.

2.17.4 Disposal Management

The following immovable assets were disposed of during the year under review:

Table 25: Immovable assets disposed

Properties for which final approval was granted from 1 July 2019 – 30 June 2020			
Serial No.	Properties sold	To	Purpose
Column Ref.	A	B	C
1	Erf 21161 Paarl	Imvusa Trading 476 CC. Later ceded to KSR Civils and Construction (Pty) Ltd	Residential Development
2	Portion of Erf 31005 Paarl	Department of Transport and Public Works	Sport and Educational purposes
3	Erf 21174 & 21775 Paarl	JJP Smith owner of Erf 21068 Paarl	Business and residential purposes
4	Portions of Erf 3719 Mbekweni	Half a portion each to Acts of Apostolic Church & Mbekweni Seventh Day Adventist Church	Church and crèche purposes
5	Portion of Erf 557 Mbekweni	Shepherd Real Estate Investors (Pty) Ltd	For expansion of existing business premises
6	Portions of Erf 4921 Paarl	Fabrinox Properties (Pty) Ltd, HG Molenaar & Company (Pty) Ltd, Centaurus Investments (Pty) Ltd, Eptech Investment (Pty) Ltd, Callasage 15 (Pty) Ltd	For expansion of existing business premises
7	Erf 1588 Wellington	HH Verwyderings (Pty) Ltd	Parking purposes
8	Erf 19519 Mbekweni	Isipani Foundation NPC	Community/ Skills development purposes
9	Erf 22852 Paarl	Moria Congregation of Africa	Church and crèche purposes
10	Erf 27794 Paarl	Mickey Mouse Playgroup	Crèche purposes

2.18 BYLAWS

The table below indicate the various bylaws introduced during 2019/20 financial year:

Table 26: Bylaws introduced during 2019/20

Bylaws introduced during 2019/20						
Serial No.	Newly developed	Revised	Public Participation conducted prior to adoption of Bylaws (Yes/No)	Dates of Public Participation	Bylaws Gazetted (Yes/No)	Dates of publication
Column Ref.	A	B	C	D	E	F
1	Bylaw relating to the Use of Remotely Piloted Aircraft and Model Aircraft in Public Places and Streets	-	Yes	7 March 2019	Yes	14 February 2020
2	Drakenstein Municipality Building Control Bylaw	-	Yes	16 May 2019	Yes	13 March 2020
3	Drakenstein Municipality: Problem Premises Bylaw 2020	-	Yes	13 June 2019	Yes	13 March 2020
4	Drakenstein Municipality Integrated Waste Management Bylaw: 2020	-	Yes	19 September 2019	Yes	29 May 2020

Section 11(3) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) provides municipal councils with the legislative authority to pass and implement bylaws for the betterment of the community within the terms of the legislation.

In terms of Section 160(3) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996):

- The bylaws serve before the various structures of the Council;
- The bylaws are advertised in the local media for objections or comment;
- The bylaws are open for inspection at all municipal offices and libraries; and
- The bylaws are forwarded to the local radio station for broadcasting.

Once adopted by Council, the bylaws are promulgated in the Provincial Gazette and take immediate effect.

The following bylaws were passed in the 2019/20 financial year:

Table 27: Bylaws passed

Bylaws passed		
Serial No.	Bylaw	Promulgation Status
Column Ref.	A	B
1	By-law relating to the Use of Remotely Piloted Aircraft and Model Aircraft in Public Places and Streets	14 February 2020
2	Drakenstein Municipality Building Control Bylaw	13 March 2020
3	Drakenstein Municipality: Problem Premises Bylaw 2020	13 March 2020
4	Drakenstein Municipality Integrated Waste Management Bylaw: 2020	29 May 2020

2.19 WEBSITE

The municipal website has been well maintained and features important municipal documentation required in terms of legislation, including public policies, bylaws, supply chain documents, notices, press releases and other documents. The purpose is to inform Drakenstein's residents about the projects, achievements and initiatives of the Municipality.

At the start of the COVID-19 national lockdown, a dedicated webpage was launched called www.drakenstein.gov.za/coronavirus. The Communication and Marketing division constantly populated this webpage with the latest lockdown regulations, COVID-19 safety tips, Mayoral messages, news, notices, as well as collateral such as pamphlets and posters. This webpage also included a section focused on the business community of Drakenstein, providing updates, guidelines and information specifically applicable to business owners, SMMEs and informal traders.

As stipulated in the Government Gazette Vol. 657 of 26 March 2020, the division added a clear link from the homepage of the municipal website to www.coronavirus.co.za.

Other initiatives included the creation and soft launch of a unique webpage which acts as a portal for residents to capture their water meter readings on a monthly basis. The portal enables users to submit problems regarding their meters; capture meter readings; as well as view their reading history. This new portal also remedies the challenge the Municipality faces around properties not being accessible for municipal staff to do meter readings, due to property owners being away from the premises at the time.

Table 28: Municipal Website Content and Currency of Material

Municipal Website: Content and Currency of Material			
Serial No.	Documents published on the Municipality's website	Yes/No	Publishing Date
Column Ref.	A	B	C
1	Annual and adjustments budgets and all budget-related documents	Yes	2019/07/01 – 2020/06/30
2	All budget-related policies	Yes	2019/07/01 – 2020/06/30
3	The previous Annual Report 2018/19	Yes	2020/03/27
4	The Annual Report 2019/20 published/to be published	Yes	2021/04/01
5	All current performance agreements (2019/20) and resulting scorecards required in terms of Section 57(1)(b) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)	Yes	2019/06/27 & 2019/09/27
6	All service delivery agreements (2019/20)	Yes	2019/07/01 – 2020/06/30
7	All long-term borrowing contracts (2019/20)	Yes	2019/12/19
8	All Supply Chain Management Contracts above a prescribed value (above R 200,000) for 2019/20	Yes	2019/07/01 – 2020/06/30
9	All information statements containing a list of assets over a prescribed value that have been disposed of in terms of the MFMA Section 14(2) or (4) during 2019/20	No	No disposals each quarter 2019/07/01 – 2020/07/02
10	Contracts agreed in 2019/20 to which the MFMA Subsection (1) of Section 33 applies, subject to Subsection (3) of that Section	No	None concluded
11	Public-private partnership agreements referred to in the MFMA Section 120 made in 2019/20	No	None concluded
12	All quarterly reports tabled before Council in terms of the MFMA Section 52(d) during 2019/20	Yes	2019/07/01 – 2020/06/30

2.20 COMMUNICATION

Communication with the community of Drakenstein continued through following the PESO (paid, earned, shared and owned) media model – sending out creative, relevant and topical content that was tailor-made for the Municipality's different communication channels and platforms, and their target audiences. The Communication and Marketing division regularly placed advertisements and purchased radio airtime; sent out press releases to media (print, radio and online); invited media to events and responded to media enquiries; as well as shared news regarding municipal projects, programmes, initiatives and achievements on social media, the municipal website, and external and internal newsletters.

At the same time the municipal brand was reinforced and enhanced by distributing quality promotional items; displaying branding and banners at key events; and, exercising the Municipality's marketing rights at supported events. A significant amount of reputation management was also done to protect the brand.

Guided by its corporate identity manual, the Municipality continued to roll out its fairly new corporate identity and logo, embodying its vision of a city of excellence.

The Municipality's Facebook page – launched on 1 June 2018 – continued to achieve significant and consistent growth. Much of this growth was organic, thanks to original, engaging and relevant content directly affecting the community of Drakenstein, as well as creative videos and “how to” posts . By the end of June 2020, the Drakenstein Municipality Facebook page's followers surpassed 22 000.

The Communication and Marketing division launched a new social media platform for the Municipality on Instagram on 1 November 2019, to showcase the people, stories and beautiful area of Drakenstein. The Instagram feed is populated with exquisite and impactful images and videos of the people, places and experiences of Drakenstein, accompanied by their stories. By the end of June 2020, the Drakenstein Municipality Instagram page grew to 1 028 followers, with an increase of over 100 followers in June 2020.

When the Annual Report is completed, it is made available at all the libraries and the two Thusong Centres, in addition to the required distribution to other spheres of government. The MPAC scrutinises the report and also invites public comment on it.

2.21 COMMUNITY SATISFACTION SURVEYS

During 1 February until 30 April 2020, the Municipality conducted a Customer Satisfaction Survey in order to determine the perceived level of services and to enable the Municipality to actively plan and focus on the improvement of service standards where needed. This is an ongoing effort to raise the bar towards service excellence.

2.22 PUBLIC SATISFACTION WITH MUNICIPAL SERVICE DELIVERY

2.22.1 Customer Satisfaction Survey

The Municipality conducted a Customer Satisfaction Survey during the period 1 February 2020 until 30 April 2020 in order to establish the level of satisfaction experienced by Municipality's customers.

The 2020 survey questionnaire consisted of 17 questions in English, Afrikaans and Xhosa to give respondents an opportunity to complete the survey in a language of their choice. To rate the perceived level of services, respondents were required to indicate whether the services provided is rated good, bad, fair, or no experience of the service. Respondents were also given an opportunity to comment on what the Municipality can do to improve the service.

It should be noted that due to the COVID-19 pandemic that forced the country to go on lockdown during the early stages of the survey, the number of responses were limited.

Table 29: Customer Satisfaction Survey

Customer Satisfaction Survey									
Serial No.	Surveys	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20
		Manual Completion		Completed at Municipal Buildings		Completed on Website		Total Responses	
Column Ref.	A	B	C	D	E	F	G	H	I
1	English	52	0	2	-	47	-	101	-
2	Afrikaans	183	-	2	-	36	-	221	-
3	IsiXhosa	36	-	0	-	1	-	37	-
4	Total	271	-	4	87	84	48	359	135

The 2019/2020 Customer Satisfaction Survey questionnaire is composed of English, Afrikaans and isiXhosa questions in one survey as opposed to previous years' where we had 3 separate surveys in all 3 languages, however, the questions remained the same. As a result the system generated one survey report in all 3 languages, hence there are no amounts in the line items.

2.22.2 Complaints Management

Drakenstein Municipality procured a new Customer care and Asset Management Information System, which is set to go live in the 1st quarter of the 2020/21 financial year. The system aims to streamline service delivery complaints for both residents and officials, and will facilitate evidence based cost-containment for Departments.

The new system will provide Drakenstein's political leadership and senior management with improved business intelligence information and reporting procedures, streamline and standardise internal workflows and processes. It will also improve fixed asset management processes and asset knowledge information obtained from field personnel when carrying out daily tasks.

For residents and customers, reporting service delivery problems will be simplified with a straightforward digital contact process to complement telephone or walk-in-queries. The digital interface includes an opportunity for the complainant to post photographs to pinpoint the geographic location of the problem. By using this Geographic Information System (GIS), officials can "batch" the responses, sending out teams based on location as well as urgency. The end result is time and cost saved for both customers and the Municipality.

3. SERVICE DELIVERY PERFORMANCE

COMPONENT A: OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

3.1 INTRODUCTION

Performance management is a process that measures the implementation of the organisation's strategic 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 local government level, performance management is institutionalised through the legislative requirements of the performance management process. Performance management provides the mechanism to measure whether targets are met in line with the strategic objectives as set by the organisation.

Section 152 of the Constitution of the Republic of South Africa, 1996, deals with the objectives of local government and paves the way for performance management. The idea of a government that is accountable is important to meet the needs of Drakenstein Municipality. 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 the following, among others to:

- Promote the effective, efficient and economic use of resources;
- Ensure accountable public administration;
- Be transparent by providing information;
- Be responsive to the needs of the community; and
- Facilitate a culture of public service and accountability.

The Local Government: Municipal Systems Act (MSA) of 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) require the Integrated Development Plan (IDP) to be aligned to the municipal budget. The monitoring of organisational performance of the budget must be done against the IDP on a quarterly basis via the Service Delivery and Budget Implementation Plan (SDBIP). The report is made public after the Council has been informed of the quarterly progress against set targets.

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations of 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 as a whole, but also to the individuals employed in the organisation, as well as the external service providers and the municipal entities. This framework, *inter alia*, reflects the linkage between the IDP, the Budget and the SDBIP.

3.1.1 Legislative Requirements

In terms of section 46(1)(a) of the Local Government: Municipal Systems Act, a municipality must prepare an Annual Performance Report (APR) for each financial year that reflects the municipality’s and any service provider’s performance during the financial year. The APR must furthermore indicate the development and service delivery priorities and the performance targets set by the municipality for the financial year, and based on the results indicate what corrective measures were or are to be taken to improve performance. The 2019/20 APR is attached to this Annual Report as Volume V.

3.1.2 Organisational Performance

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

The APR highlights the strategic performance in terms of the Municipality’s Top-Layer Service Delivery and Budget Implementation Plan (SDBIP), high-level performance in terms of the strategic objectives of the Municipality and performance on the National Key Performance Indicators prescribed in terms of section 43 of the Municipal Systems Act of 2000.

3.1.3 Performance Management Policy

The Municipality adopted a Performance Management (PM) Policy during 2011. The Municipality reviewed the policy during the 2019/20 financial year. The PM Policy articulates the Municipality’s objectives in order to promote accountability and the overall strategy of the Municipality. Therefore, the main principles of the PM Policy are that it must be feasible in terms of the available resources to the Municipality and that the PM Policy must serve as an enabling mechanism for employees to achieve their performance objectives and targets.

Performance management has been introduced in the Local Government: Municipal Systems Act, Act 32 of 2000 (hereafter referred to as the MSA). The MSA is specific with regards to performance management. Each municipality must develop a performance management system (PMS) in order to enhance service delivery inputs in order to maximise outputs to the community. The MSA emphasise the amplified role of Council in performance management.

Legislative enactments which govern performance management in municipalities are found in various documents. As outlined in Section 40 of the MSA, Drakenstein Municipality must establish mechanisms to monitor and reviews its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and lower levels.

3.1.4 The IDP and the Budget

The Municipality has developed a long term 15 year strategy (2017/2032) for Drakenstein to realise a vision: to evolve into “*A city of excellence*” within the next fifteen years. Key facets of the vision are economic dynamism; quality of life for all; a strong well-governed brand; and, financial sustainability.

The IDP 2017/2022 (inclusive of Vision 2032) details a comprehensive needs analysis and big moves, key initiatives, projects and programmes to address these challenges in partnership with other spheres of government, the private sector and civil society.

The Integrated Development Plan, together with its long-term trajectory, will be reviewed annually to accommodate changes in the municipal environment, including community priorities. In turn, the revised IDP will inform changes to the budget, key performance indicators and targets of the Municipality.

The Municipal IDP must be reviewed every year to ensure that:

- Municipalities and communities keep track of progress in implementing development projects and spending the municipal budget; and
- Communities are provided with an opportunity to review their needs and make possible changes to the priorities listed in the municipal IDP.

The IDP is the principal planning instrument that guides and informs the municipal budget. The Drakenstein Municipality’s PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to measure the progress made in achieving the objectives as set out in the IDP.

The Five-Year Performance Framework reflects the connection between the strategic framework of the Municipality, as detailed in the previous chapter and IDP implementation through Key Performance Indicators and Targets to measure performance of the IDP for the five years.

These are annually revised in line with Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000 which compels a municipal council to review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of section 41 to the extent that changing circumstances so demand.

A conducive performance management culture will ensure that the developmental objectives as construed in the IDP gets relevance in the performance agreements of senior managers and consequence implementation thereof.

3.2 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The organisational performance is evaluated by means of a municipal scorecard (Top-Layer SDBIP). Performance objectives, as reflected in the municipal scorecard, are required to be practical, measurable and based on the key performance indicators.

The SDBIP is a tool that converts the IDP and budget into measurable criteria of how, where and when the strategies, objectives and normal business processes of the Municipality are implemented.

It also allocates responsibility to directorates to deliver the services in terms of the IDP and the budget.

MFMA Circular No. 13 is a clarification of the Municipal Budget and Reporting Regulations, Schedule A1, General Notice 393 in Government Gazette 32141 and prescribes that:

- The IDP and Budget must be aligned;
- The Budget must address the strategic priorities;
- the SDBIP should indicate what the Municipality is going to do during the next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the Budget/IDP processes.

The Top-Layer SDBIP was prepared as described in the paragraphs below and approved by the Executive Mayor, Cllr Conrad Poole on **24 June 2019** in terms of section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act of 2003. It was made public on the municipal website within five working days after approval by the Executive Mayor.

3.2.1 The Municipal Scorecard (Top-Layer SDBIP)

The municipal scorecard (Top-Layer SDBIP) consolidates service delivery targets set by Council/Executive Management and provides an overall picture of the performance of the Municipality as a whole, reflecting performance in its strategic priorities for the 2019/20 financial year. The scorecard is the performance evaluation tool and is used during the informal and formal performance assessment of the City Manager and Executive Directors. Components of the Top-Layer SDBIP include:

3.2.1.1 One-year detailed plan with the following components:

- Monthly projections of revenue to be collected for each source;
- Expected revenue to be collected;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Non-financial, measurable performance objectives in the form of targets and indicators;
- Output management objectives; and
- Level and standard of service being provided to the community.

3.2.1.2 Top-Layer KPI's were prepared based on the following:

- Key Performance Indicators (KPIs) for the programmes/activities identified to address the strategic objectives as documented in the IDP in co-operation with the community who identifies developmental priorities;
- KPIs identified during the IDP public participation process and KPIs that need to be reported to key municipal stakeholders; and
- KPIs to address the required national minimum reporting requirements.

3.2.2 Amendment of the Top-Layer SDBIP

The Top-Layer SDBIP was amended during the 2019/20 financial year through Council Resolution 7.7 at a Council meeting held on 27 February 2020.

3.2.3 Actual Performance

The Municipality utilises an electronic web-based, real time performance-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 set target;
- A performance comment; and
- Actions to improve the performance by the submission of corrective measures to meet the set target for the reporting interval in question, if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated and provide it to the Internal Auditor and Auditor General upon request during the quarterly and annual audit testing.

3.2.4 Monitoring of the SDBIP

Municipal performance is measured as follows:

- Mid-year assessment and submission of the mid-year report to the Executive Mayor in terms of Section 72(1)(a) and 52(d) of the Local Government Municipal Finance Management Act to assess the performance of the Municipality during the first half of the financial year;
- Quarterly performance was subjected to an internal audit and the results of their findings were submitted to the Audit Committee; and
- Quarterly performance reports are submitted to Council for information.

3.3 INDIVIDUAL PERFORMANCE

The Human Resources Management Division is responsible for the Individual Performance Management System that is rolled out to municipal staff through a Staff/Employee Efficiency Monitoring programme now referred to as Job Description Efficiency Monitoring (JDEM) tool, after it was reviewed. This has been done to ensure that the staff understand that job descriptions need to be understood and implemented effectively and efficiently in order to optimize employee performance. Employees are encouraged to take full responsibility of their functions/duties. The main purpose of the JDEM programme is to manage and improve efficiency by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.

The Job Description Efficiency Monitoring tool is a component of the PMS in Drakenstein and ensures integrated work planning, target setting, performance reporting and feedback.

This Job Description Efficiency Monitoring Template is completed by all employees not evaluated on the formal PMS. The employee and the supervisor are expected to annually complete and agree to KPIs and targets based on the individuals job description that are going to be evaluated on a quarterly basis.

The Job Description Efficiency Monitoring Exercise encourages supervisor and employee engagement, coaching and mentoring, skills transfer and also enhances communication between managers, supervisors and employees. Managers will be able to identify skills gaps of employees through this tool. Employee Monitoring takes place on a quarterly basis.

3.3.1 Executive Directors and Managers Directly Accountable to the City Manager

The Municipal Systems Act (MSA), 2000 (Act 32 of 2000) prescribes that the Municipality must enter into performance based agreements with all section 57-employees and that performance agreements must be reviewed annually and published for public interest. This process and the format are further regulated by Regulation 805 (August 2006), MSA.

The performance agreements for the section 57 appointments for the 2019/20 financial year were signed during June 2019 as prescribed. They include performance agreements for the :

- City Manager;
- Chief Financial Officer;
- Executive Director: Corporate Services;
- Executive Director: Planning and Development;
- Executive Director: Community Services; and
- Executive Director: Engineering Services.

The appraisal of the actual performance in terms of the signed agreements takes place twice per annum as regulated. The mid-year performance assessment for the City Manager and Executive Directors for the 2019/20 financial year took place on 20 January 2019. The final evaluations of the City Manager and Executive Directors for the 2019/20 financial year were scheduled for 16 February 2020.

3.3.2 Other Municipal Officials

The Human Resources Management Division is responsible for Individual Performance Management System of employees who do not undergo formal performance evaluations. The Individual Performance for these employees are managed and monitored through a Job Description Efficiency Monitoring programme and tool.

The purpose of the Job Description Efficiency Monitoring programme and tool is to manage and improve efficiency by enabling a higher level of employee participation and involvement in planning, delivery and evaluation of work performance.

The Job Description Efficiency Monitoring programme and tool is a component of the Performance Management System in Drakenstein and ensures integrated work planning, target setting, performance reporting and feedback.

This Job Description Efficiency Monitoring Template is completed by all employees not evaluated on the formal Performance Management System. Both the employee and the supervisor are expected to complete and agree to the activities that will be monitored on the individual's job description.

The Job Description Efficiency Monitoring programme and tool encourages supervisor and employee engagement, coaching and mentoring, skills transfer and also enhances communication between managers, supervisors and employees. Managers will be able to identify skills gaps of employees through this programme. The Job Description Monitoring Sessions takes place on a quarterly basis and participation are monitored by the Human Resource Division.

3.4 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (TOP-LAYER)

The SDBIP results for the year under review are reflected in the Annual Performance Report attached as Volume V to the Annual Report.

COMPONENT B: BASIC SERVICES

Water, electricity, waste water and refuse removal services are fundamentally important basic services to ensure a healthy and safe environment for all Drakenstein inhabitants. These basic services sections play a very important part in the planning and implementation of basic services in all formally established township developments as well as informal settlements in the Drakenstein Area over which the Municipality has control.

3.5 WATER SERVICES

The main objective of the Water Section is to provide water services in an effective, efficient and sustainable manner in respect of service delivery and to ensure that all people in Drakenstein Municipality's Management Area have access to adequate, safe, appropriate and affordable water services, using water wisely.

Other objectives are to upgrade existing water mains to new and higher standards and to extend the service life of existing bulk water infrastructure in accordance with the Water Master Plan.

The rapid rate of urbanisation is resulting in many cities and towns in South Africa facing major challenges of providing their increasing population with adequate and sustainable water services. On top of this, extensive parts of the continent are currently water stressed and these areas struggle to reconcile the water requirements and the water resources.

Apart from providing potable water to all our urban residents, we are obliged to fulfil our other basic functions of upgrading the existing infrastructure, extending the network and to effectively maintain the existing network.

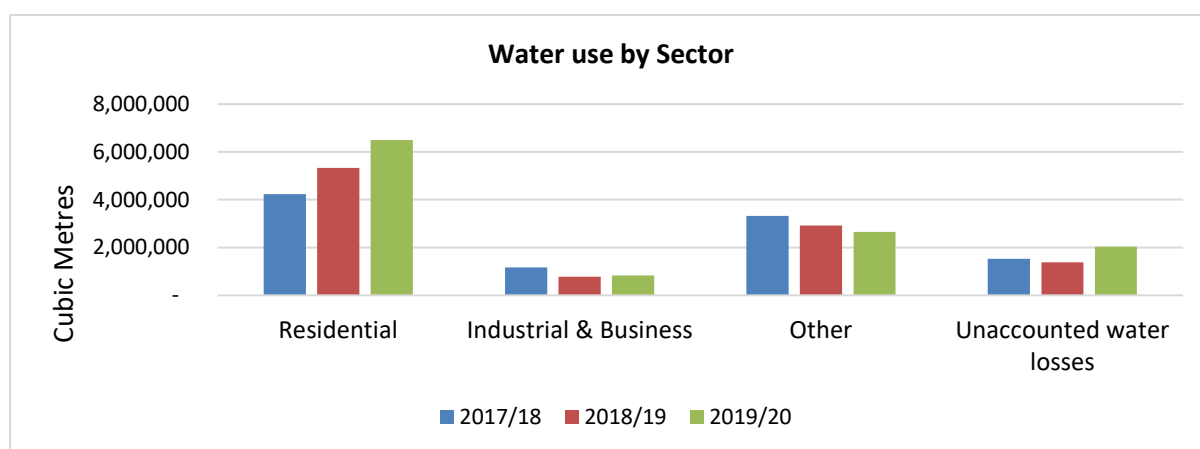
3.5.1 Service Statistics

It is clear from the table below that water use increase slightly during the 2019/20, compared to the usage during 2018/19 financial year. Water sales increases from 8,836,669 kl sold in 2018/19 to 9,988,321 kl; sold during 2019/20. Water losses over the three financial years remained more or less the same, but due to the decrease in sales turnover, technical water losses increased from 13.83 % in 2017/18 and 13.21 % in 2018/19 to 16.92 % in 2019/20.

Table 30: Total use of water by sector (cubic metres)

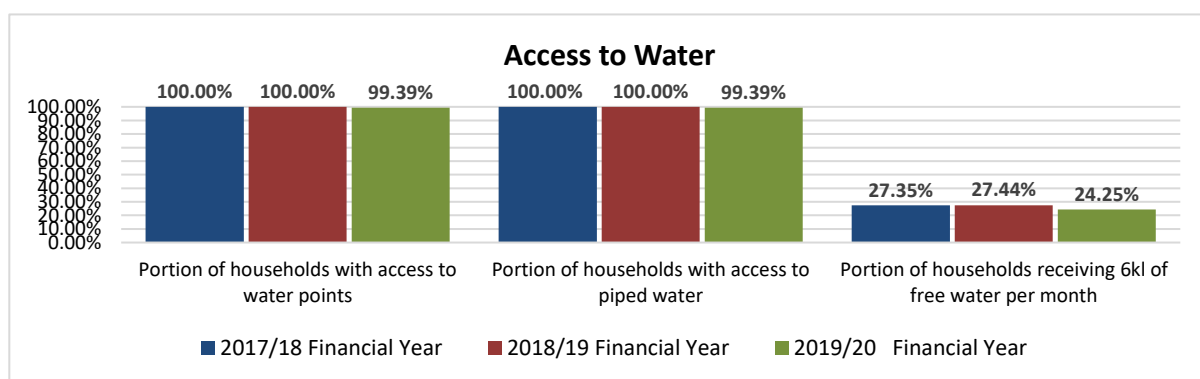
Water Use Details								
Serial No.	Year	Kilolitres						% Water Losses (Tech.)
		Residential	Industrial/ Business	Other	Total Water Sold	Water Losses	Water Bought/ Produced	
Column Ref.	A	B	C	D	E	F	G	H
1	2017/18	4,238,410	1,173,924	3,393,579	8,805,913	1,416,553	10,242,986	13.83
2	2018/19	5,330,192	776,396	2,923,703	9,030,291	1,377,669	10,428,832	13.21
3	2019/20	6,503,628	832,685	2,651,722	9,988,035	2,038,876	12,051,013	16.92

Graph 2: Water use by Sector



In the graph below households' access to water are depicted. In the 2017/18 all households still received 10kl of free water per month and during 2018/19 financial year only indigent households received 6kl of free water per month.

Graph 3: Households Access to Water



* Note that the percentage of households with access to water indicated in the graph does not include rural households.

Within the constraints of the budget, the Water Section performed satisfactorily. A total of 324 metres of water reticulation mains were upgraded in Paarl and Wellington; 162 water connections were installed in the Drakenstein Area; 334 burst pipes were repaired on reticulation networks; 1,010 water connections were repaired; 386 water meters were replaced during the year; 76 water meters were stolen and replaced by the Municipality; and, 4,499 water leaks on private properties were repaired during the financial year.

3.5.2 Service Delivery Levels

The 2019/2020 Annual WSDP Performance- and Water Services Audit Report on water service delivery levels in Drakenstein indicates that 73,725 households (99.32%) receive a water service of the minimum level and above and that 505 households (0.68%) receive a water service below the minimum level.

The audit report indicates that there is an estimated 74,161 households at the end of June 2020 in Drakenstein compared with the 71,686 households listed in the STATSSA 2016 Community Survey.

Table 31: Water Service Delivery Levels

Water Service Delivery Levels				
Serial No.	Description	Households		
		2017/18	2018/19	2019/20
Column Ref.	A	Actual No.	Actual No.	Actual No.
	B	C	D	
1	Water: (Minimum level and above)			
2	Piped water inside dwelling	39,906	40,244	40,491
3	Piped water inside yard (but not in dwelling)	24,306	25,263	25,829
4	Using public tap (stand pipes)	4,882	5,939	6,998
5	Other water supply (within 200 m)	*407	*407	*407
6	Minimum Level and Above Sub-total	69,501	71,853	73,725
7	Water: (Below minimum level)			
8	Using public tap (more than 200 m from dwelling)	481	60	208
9	Other water supply (more than 200 m from dwelling)	*163	*163	*163
10	No water supply (rural)	*134	*134	*134
11	Below Minimum Service Level sub-total	778	357	505
12	Total number of households*	70,279	**72,210	74,230
13	Minimum Service Level and Above Percentage	98.89%	99.51%	99,32%
14	Below Minimum Service Level Percentage	1.11%	0.49%	0.68%

*Farms which do not form part of the Municipal Water Reticulation System. Figures based on 2011 Census data

**STATSSA 2016 Community Survey indicated that there were 71,686 households in Drakenstein.

All formal erven in the urban areas of Drakenstein Municipality's Management Area are provided with individual water connections inside the erven (higher level of service). Communal standpipes are provided in the informal areas as a temporary emergency service. Drakenstein Municipality works towards a target of at least one (1) standpipe per twenty five (25) households.

Within formal settlements, there are 297 households (0.44%) of 67,024 households receiving a water service below the minimum water service level. These households are on farms which do not form part of the Drakenstein water reticulation system. Within informal settlements, there are 208 households (2.9%) of 7,206 households receiving a water service below the minimum water service level.

Table 32: Households - Water Service Delivery Levels below the minimum level

Households – Water Service Delivery Levels below the minimum level				
Serial No.	Description	2017/18	2018/19	2019/20
		Actual No.	Actual No.	Actual No.
Column Ref.	A	B	C	D
1	Formal Settlements			
2	Total households	64,916	66,211	67,024
3	Households below the minimum service level	*297	*297	*297
4	Proportion of households below the minimum service level	0.46%	0.45%	0.44%
5	Informal Settlements			
6	Total households	5,363	5,999	7,206
7	Households below minimum service level	481	60	208
8	Proportion of households below minimum service level	8.97%	1.00%	2.89%

**Farms which do not form part of the Municipal Water Reticulation System. Figures based on 2011 Census data.*

3.5.3 Capital Expenditure

The Water Services Section spent R51.6 million or 79% of the final adjustments budget on water infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 33: Capital Expenditure 2019/20 - Water Services

Capital Expenditure 2019/20: Water Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Replace/Upgrade Water Reticulation System	9,600,000	24,739,761	17,772,072	28.2%
2	Saron Bulk Water Pipe Replacement	13,507,692	8,568,702	8,568,701	0.0%
3	Completion of CES11/2018 - 8 ML Courtrai	9,250,000	14,099,967	7,829,356	44.5%
4	Design of Leliefontein/Wellington 700mm	2,500,000	4,400,000	4,400,000	0.0%
5	Boreholes Infrastructure	5,000,000	3,255,340	3,255,341	0.0%
6	Completion of Welvanpas WTW	3,500,000	2,359,237	2,359,237	0.0%
7	Saron Bulk Storage & Water Treatment	49,446,923	2,075,687	2,075,687	0.0%
8	Design of 400 mm Bulk Water Pipeline	750,000	1,850,000	1,849,999	0.0%
9	Welvanpas WTW & Out Buildings	-	1,132,289	1,132,289	0.0%
10	Bulk Services Simondium Area (Water)	3,365,000	1,075,000	1,075,000	0.0%
11	Extension of Basic Services: Informal Settlements Water	800,000	800,000	696,375	13.0%
12	Other Capital Projects	2,235,000	640,018	560,056	12.5%
13	Total Capital Expenditure	99,954,615	64,996,001	51,574,113	20.7%

3.5.4 Major Projects Implemented

During 2019/20 the following major projects were implemented:

- Completing and commissioning of the 400 mm diameter bulk water pipeline project at Saron;
- Completing and commissioning of the last phases of the two 8ML reservoirs and bulk water pipelines at Courtrai, Paarl;
- Started the second 8 MI reservoir at Courtrai, Paarl, as well as connecting pipe work to the reservoir to the network, project will be completed during 2020/21 financial year;
- Completing the phase 3 of the Ronwé bulk water pipeline from Ronwé Primary School, Paarl, and the R301;
- Completing and commissioning of the 10 megalitres per day Welvanpas Water Treatment Works;
- Completing and commissioning of phase 3 of the 8 megalitres per day Meulwater Water Treatment Works on Paarl Mountain;
- A total of 4,282 metres of reticulation water pipe systems were upgraded at Paarl and Wellington;
- Completing of bulk water pipe at General Hertzog Boulevard at Wellington; and
- Completed phase 1 of the upgrade and replacement of bulk water pipe at Main Road, Wellington.

3.5.5 Operating Expenditure

Water services, as a trading service, generated an operating surplus of R57.4 million for the 2019/20 financial year. The surplus is used to subsidise operating expenditure of community services that do not generate revenue to sustain themselves.

Table 34: Operating Revenue and Expenditure: Water Services

Operating Revenue and Expenditure: Water Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(233,263,331)	(207,746,889)	(170,681,945)	(179,701,538)	5.3%
2	Total Operating Revenue	(233,263,331)	(207,746,889)	(170,681,945)	(179,701,538)	5.3%
3	Employee Related Costs	23,614,307	25,594,075	25,594,075	24,545,506	4.1%
4	Impairment Losses on Financial Assets	21,272,406	27,344,648	27,464,121	37,180,855	-35.4%
5	Interest Paid	8,543,422	9,633,877	6,408,743	7,200,684	-12.4%
6	Contracted Services	9,596,204	11,113,513	10,549,818	8,640,122	18.1%
7	Depreciation and Provisions	32,409,354	20,387,128	20,387,128	32,201,184	-57.9%
8	Inventory	2,345,469	752,388	2,135,333	1,920,345	10.1%
9	Operational Costs	44,856,136	12,557,429	12,943,339	10,567,961	18.4%
10	Total Operating Expenditure	142,637,297	107,383,058	105,482,557	122,256,657	-15.9%
11	Operating (Surplus) / Deficit	(90,626,034)	(100,363,831)	(65,199,388)	(57,444,880)	-11.9%

3.5.6 Employee Statistics

The Water Services Section has 183 posts on the organisational structure approved by Council on 31 May 2018 of which 93 posts are frozen and 90 posts funded at year-end. The section had 82 filled posts and 8 vacancies at year-end, indicating a 8.9% vacancy rate.

Table 35: Employees - Water Services

Employees: Water Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies (Funded)	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	3	3	0	3	3	0	0.0%
3	T12 - T14	5	14	9	5	5	0	0.0%
4	T09 - T11	12	29	16	13	10	3	23.1%
5	T06 - T08	13	37	21	16	14	2	12.5%
6	T03 - T05	54	100	47	53	50	3	5.7%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	87	183	93	90	82	8	8.9%

3.6 WASTE WATER (SANITATION) SERVICES

The primary functions of the Waste Water Services Section (Sanitation) are to upgrade existing sewerage infrastructure (as to meet future requirements); to extend the wastewater/ sewerage network (provide higher level of service to consumers); to maintain the existing wastewater/sewerage network (ensure adequate rehabilitation and maintenance); to monitor water resources; and, to ensure the prevention of pollution thereof.

3.6.1 Service Statistics

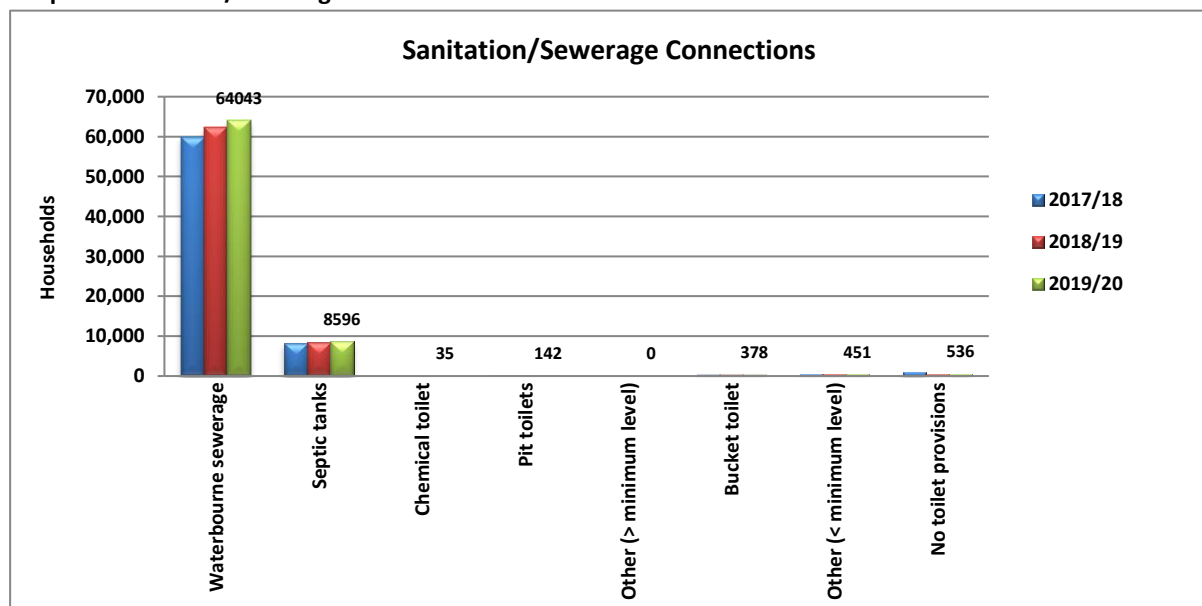
Service statistics for the year under review are listed in the table below.

Table 36: Service Statistics - Waste Water (Sanitation Services)

Waste Water (Sanitation Services)				
Serial No	Description	2017/18 Actual Number	2018/19 Actual Number	2019/20 Actual Number
Column Ref.	A	B	C	D
1	Total sewerage blockages serviced	4,300	5,139	5,129
2	Installation of new domestic sewer connections	347	178	26
3	Newly installed sewers/pipelines (in meter)	4,116	3,944	1,845

The graph below depicts the households' type of sanitation/sewerage connections.

Graph 4: Sanitation/Sewerage Connections



3.6.2 Service Delivery Levels

All formal erven in the urban areas of Drakenstein Municipality's Management Area are connected either to the waterborne sewer system or serviced by septic tanks or conservancy tanks inside the erven (higher level of service). Communal ablution facilities are provided in the informal areas as a temporary emergency service. Drakenstein Municipality works towards a target of at least one (1) seat per fifty (50) users as prescribed in the Department of Water & Sanitation's National Norms and Standards for Domestic Water and Sanitation Services, Version 3.

The 2019/2020 Annual WSDP Performance- and Water Services Audit Report on waste water service delivery levels in Drakenstein indicates that 72,750 households (98.2%) receive a waste water service of the minimum level and above, and that 1,480 households (2.0%) receive a waste water service below the minimum level.

The audit report indicates that there are an estimated 74,161 households in Drakenstein at the end of June 2020 compared with the 71,686 households listed in the STATSSA 2016 Community Survey.

Table 37: Sanitation Service Delivery Levels - Households

Sanitation Service Delivery Levels				
*Households				
Serial No	Description	2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
		Actual No.	Actual No.	Actual No.
1	Flush toilet (connect to sewerage)	59,875	62,315	63,977
2	Flush toilet (with septic tank)	8,309	8,451	8,596
3	Chemical toilet	35	35	35
4	Pit toilet (ventilated)	*142	*142	*142
5	Other toilet provisions (above minimum service level)	0	0	0
6	Sub-Total: Minimum service level and above	68,361	70,943	72,750
7	Bucket toilet	*378	*378	*378
8	Other toilet provisions (below minimum service level)	*451	*451	*451
9	No toilet provisions (Farms)	*354	*354	*354
10	No toilet provisions (informal settlements)	735	84	297
11	Sub-Total: Below minimum service level	1,918	1,267	1,480
12	Total households	70,279	**72,210	74,230
13	Minimum service level and above percentage	97.3%	98.2%	98.0%
14	Below minimum service level percentage	2.7%	1.8%	2.0%

*Farms which do not form part of the Municipal Sewer Drainage System. Figures based on 2011 Census data.

Within formal settlements, there are 1,183 households (1.8%) of 67,024 households receiving a waste water service below the minimum waste water service level. Within informal settlements, there are 297 households (4.1%) of 7,206 households receiving a waste water service below the minimum waste water service level.

Table 38: Households - Sanitation Service Delivery Levels below the minimum

Households – Sanitation Service Delivery Levels below the minimum				
Serial No.	Description	2017/18	2018/19	2019/20
Column Ref.		Actual Number	Actual Number	Actual Number
	A	B	C	D
1	Formal Settlements			
2	Total Households	64,916	66,211	67,024
3	Households below minimum service level	1,183	1,183	*1,183
4	Proportion of households below minimum service level	1.8%	1.8%	1.8%
5	Informal Settlements			
6	Total Households	5,363	5,999	7,206
7	Households below minimum service level	735	84	297
8	Proportion of households below minimum service level	13.7%	1.4%	4.1%

* Households not budgeted for as sanitation on farms is done by farm owners. Farms which do not form part of the municipal water reticulation system. Figures from 2011 Census Data.

3.6.3 Capital Expenditure

The Waste Water Services Section spent R31,5 million or 91.1% of the final adjustments budget on waste water (sanitation) infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 39: Capital Expenditure 2019/20 - Waste Water (Sanitation) Services

Capital Expenditure 2019/20: Waste Water (Sanitation) Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Wellington WWTW Rehabilitation and Extensions	1,186,438	12,066,728	12,065,712	0.0%
2	Replace /Upgrade Sewerage Systems Paarl	-	6,334,635	6,172,761	2.6%
3	Paarl East IRDP: Provision of Basic Services	800,000	3,550,000	3,550,000	0.0%
4	Design and Construction Documentation For	2,000,000	3,052,005	3,022,434	1.0%
5	Extension of Basic Services: Informal Settlements	2,500,000	2,278,460	2,278,460	0.0%
6	Recycling of WWTW Effluent	4,230,000	4,230,000	2,230,000	47.3%
7	Bulk Services Simondium Area (Sewer)	3,940,000	1,288,000	845,936	34.3%
8	Other Capital Projects	8,000,000	1,804,111	1,364,429	24.4%
9	Total Capital Expenditure	22,656,438	34,603,939	31,529,734	8.9%

3.6.4 Major Projects Implemented

- The completion of the Wellington Wastewater Treatment Works from a capacity of 7Ml/d to 16Ml/d to ensure sufficient capacity for new developments and the improvement of effluent quality to the Berg River;
- Implementation of re-use effluent at the Paarl and Wellington Wastewater Treatment Works to ensure that the use of potable water for irrigation and construction be reduced and thus contributing positively towards water demand management and water security in the drought period;
- Provision of basic sanitation services to informal settlements where 80 toilets in total were provided to 7 informal settlements; and
- Rehabilitation of the sewer networks in Paarl, Mbekweni and Wellington by method of trenchless technology (i.e. pipe cracking) or conventional open trench pipe replacement.

A total of 84,544m of pipe were replaced in the following areas:

Pipe rehabilitation in Paarl:

- Bokmakierie Street;
- De Kleine Molen Street;
- Meerhof Street;
- Dorn Rosa Street;
- Elba Street;
- Meerhof Street;
- Volk Street;
- Wynberg Street;
- Moederkappie Street;
- Magnolia Street; and
- Kudu Street.

Pipe rehabilitation in Wellington:

- Pine Street; and
- West Street.

Pipe rehabilitation in Mbekweni:

- Jabulani Street

3.6.5 Operating Expenditure

Waste water (sanitation) services, as an economic service, generated an operating deficit of R75.8 million for the 2019/20 financial year. The deficit is subsidised by the surpluses of trading services.

Table 40: Operating Revenue and Expenditure: Waste Water (Sanitation) Services

Operating Revenue and Expenditure: Waste Water (Sanitation) Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(148,867,038)	(183,252,034)	(185,633,684)	(183,970,273)	-0.9%
2	Total Operating Revenue	(148,867,038)	(183,252,034)	(185,633,684)	(183,970,273)	-0.9%
3	Employee Related Costs	38,367,081	39,598,888	39,598,888	40,696,052	-2.8%
4	Impairment Losses on Financial Assets	8,173,994	1,640,608	7,856,346	4,889,397	37.8%
5	Interest Paid	33,845,679	38,165,633	25,388,915	28,526,286	-12.4%
6	Contracted Services	10,761,161	8,605,091	11,948,337	10,868,395	9.0%
7	Depreciation and Provisions	19,395,185	23,690,843	23,690,843	19,975,872	15.7%
8	Inventory	3,415,667	2,146,057	1,852,899	2,524,269	-36.2%
9	Operational Costs	58,374,516	552,388	601,920	683,895	-13.6%
10	Total Operating Expenditure	172,333,283	114,399,508	110,938,148	108,164,168	2.5%
11	Operating (Surplus) / Deficit	23,466,245	(68,852,526)	(74,695,536)	(75,806,105)	1.5%

3.6.6 Employee Statistics

The Waste Water (Sanitation) Services Section has 194 posts on the organisational structure approved by Council on 31 May 2018 of which 66 posts are frozen and 128 posts funded at year-end. The section had 121 filled and 7 vacant posts at year-end, resulting in a 5.5% vacancy rate

Table 41: Employees - Waste Water (Sanitation) Services

Employees: Waste Water (Sanitation) Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Funded Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	3	3	0	3	3	0	0.0%
3	T12 - T14	7	12	5	7	5	2	28.6%
4	T09 - T11	5	13	6	7	5	2	28.6%
5	T06 - T08	31	54	16	38	38	0	0.0%
6	T03 - T05	74	112	39	73	70	3	4.1%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	120	194	66	128	121	7	5.5%

3.7 ELECTRICITY SERVICES

Drakenstein Municipality purchases bulk electricity from Eskom at six main distribution substations at voltages varying from 11.5 kV to 132 kV and with a NMD (Notified maximum demand) of 175 MVA.

Reticulation to Drakenstein Municipal consumers are at 11,500 or 400 volt mains.

The Department Electro-Technical Services is divided into three divisions namely:

- Operations and Maintenance: Operate and to maintain the power network;
- Planning and Customer Services: Planning, design and construction of power networks; and
- Energy Management and Control: Functions relating to energy efficiency.

Drakenstein supplies consumers within the borders of the demarcated municipal area. Saron, Hermon and Gouda and a few farmlands in the Wellington area are supplied by Eskom.

3.7.1 Service Statistics

The table below depicts the number of electricity meter connections to households that Drakenstein Municipality supplies electricity to. It needs to be noted that the exact number of households (backyarders included) on a metered erf is not known. The electricity meter connections show a slight increase annually. Households with no electricity connections are slowly but surely decreasing yearly and at the end of the year under review 2,728 households (5.5%) in informal settlements had no access to electricity within Drakenstein's electricity distribution area.

Drakenstein does not supply electricity in Saron, Gouda, Herman and portions of the rural farming areas. Eskom has the electricity distribution licence to sell electricity in these areas. The exact number of households that Eskom supply electricity to, are unknown.

Table 42: Electricity Service Delivery Levels

Electricity Service Delivery Levels				
Electricity Connections				
Serial No.	Description	2017/18	2018/19	2019/20
		Actual No.	Actual No.	Actual No.
Column Ref.	A	B	C	D
1	Electricity – conventional (min. service level)	7,554	7,177	7,243
2	Electricity – prepaid (min. service level)	36,266	37,181	38,774
3	Sub-Total: Minimum service level and above	43,820	44,358	46,017
4	Electricity (< min. service level)	0	0	0
5	Electricity – prepaid (<min. service level)	3,220	3,027	2,728
6	Other energy sources	0	0	0
7	Below minimum service level sub-total	0	0	0
8	Total number of households	47,040	*47,385	48,745
9	Minimum service level and above percentage	93.2%	93.6%	94.4%
10	Below minimum service level percentage	6.8%	6.3%	5.5%

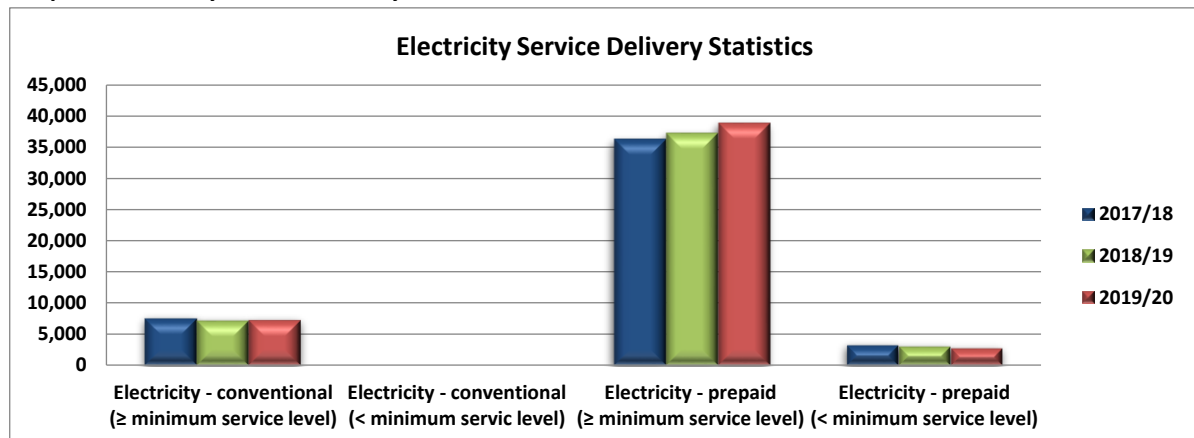
Note: Estimated figures of Eskom electricity provision within Drakenstein is unknown.

*STATSSA 2016 Community Survey indicated that there were 71,686 households in Drakenstein.

The STATSSA 2016 Community Survey does not provide any information on households with access to electricity services.

The same statistics as in the table above are depicted in the graph below. It is clear that the vast majority of electricity connections are through pre-paid electricity connections.

Graph 5: Electricity Service Delivery Statistics



From the table below it is clear that 2728 households (45.4%) in informal settlements do not have access to electricity. Drakenstein Municipality has budgeted for R10 million of its own funds for the 2019/20 financial year to eradicate these backlogs due to the fact that the INEP grant allocations do not suffice to eradicate backlogs and to cater for new low cost housing projects.

Within formal settlements, there are 42,746 electricity meter connections (100.0%) providing an electricity service to households at the minimum electricity service level.

Table 43: Electricity Service Delivery Levels below the minimum - Formal & Informal Settlements

Electricity Service Delivery Levels below the minimum Formal & Informal Settlements				
Serial No.	Description	2017/18 Actual No.	2018/19 Actual No.	2019/20 Actual No.
Column Ref.	A	B	C	D
1	Formal Settlements			
2	Formal households with electricity	41,867	41,386	42,746
3	Formal households without electricity	0	0	0
4	Totals: Formal households	41,867	41,386	42,746
5	Formal households with minimum and above service level	100.0%	100.0%	100%
6	Formal households below minimum service level	0.0%	0.0%	0.0%
7	Informal Settlements			
8	Informal households with electricity	1,953	2,972	305
9	Informal households without electricity	3,220	3,027	305
10	Total: Informal households	5,173	5,999	5,999
11	Informal households with minimum and above service level	37.3%	49.5%	54.5%
12	Informal households below minimum service level	62.2%	50.4%	45.4%

3.7.2 Service Delivery Levels

Service delivery levels are required to be performed within time limits as set by NRS 047.

To facilitate the process, the Electro-Technical Services Division has a 365 days, 24 hour Call Centre facility. This call centre will receive all electricity and other emergency type of calls from the public and initiate the required actions required to remedy the complaints.

In addition the Control Centre will initiate a SMS information service to affected wards within the municipal area where service repairs will be affected for periods longer than 30 minutes. Social media messages on a Facebook site are used as an additional information platform during prolonged incidents.

3.7.3 Capital Expenditure

The Electricity Services Section spent R53.5 million on an adjustments budget of R52.1 million or 102.72% of the final adjustments budget on electricity infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 44: Capital Expenditure 2019/20 - Electricity Services

Capital Expenditure 2019/20: Electricity Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Electrification Housing Projects	15,000,000	15,000,000	14,902,790	0.6%
2	Electrification of Informal Areas	10,000,000	10,000,000	9,999,999	0.0%
3	New Connections BICLs	-	7,637,400	7,637,399	0.0%
4	Bulk Electrification For Vlakkeland Cata	1,200,000	4,880,000	4,880,000	0.0%
5	MV Substations	-	4,740,548	4,757,331	-0.4%
6	Replacement Program for Old and Redundant Electrical Equ	1,000,000	3,247,092	3,247,090	0.0%
7	Increasing Existing HT Capacity to Facilitate Development, E	8,000,000	2,083,021	2,083,021	0.0%
8	Transformers	-	413,203	1,916,210	-363.7%
9	New Mall 66/11.5 KV Substation	4,880,000	1,200,000	1,200,000	0.0%
10	WWTW 11KV Feeder Cables	-	1,145,955	1,145,954	0.0%
11	Increasing Existing LT Capacity to Facilitate Development, E	5,200,000	922,186	922,185	0.0%
12	Airconditioners	1,000,000	434,608	342,967	21.1%
13	Other Capital Projects	650,000	423,067	507,699	-20.0%
14	Total Capital Expenditure	46,930,000	52,127,080	53,542,646	-2.7%

3.7.4 Major Projects Implemented

- **Electrification housing projects:** A total of three hundred and five (305) informal structures have been provided with electricity at a cost of R10 million. Network upgrading are phased in over a number of years in order to create spare capacity for future growth in the low cost housing areas. The Vlakkeland formal housing development has commenced with construction of houses in phases 1.2, 1.3. Electrical infrastructure has been installed for the previous mentioned phases and will commence construction for the remainder phases 1.1 and 1.4 in the new financial year.
- **Increase existing low tension network capacity:** The following Streets where upgraded from overhead to underground reticulation namely: Ambagtsvallei Street, Celiwe Street, Bergrivier Street and a portion of Castle, Swartvlei and Synagogue Streets. Iballi Street has been completed as planned. This will ensure additional capacity and network sustainability for load growth and beautification for the residents of Drakenstein.
- **Increase existing high tension network capacity:** The contractor has completed the installation of the main feeder cables between Parys, the new proposed Carolina and Bochenmeer 11KV switching stations. Civil work for the proposed Carolina switching station is 99% completed. The 11KV switchgear at Carolina switching station will be installed after fencing have been constructed. The civil works will be completed as soon as the switchgear have been installed and commissioned. 11KV feeder cables for the upgrade of the electrical bulk infrastructure to create spare capacity for the WWTW has been installed and commissioned. The 11KV feeder and ring feeder cables for Edison 11KV switching station has been installed and commissioned to create additional capacity

for future development. The first phase to upgrade Northern Paarl 11KV ring feeds has been completed. The construction of bun walls around the 66/11KV transformers at Parys and Dalweiding 66/11KV substations are completed. By upgrading the bulk infrastructure creates additional capacity in the network in order to provide power for developers and or existing consumer with a request for increase of their demand.

- Refurbish of existing electrical infrastructure: The 11KV switchgear and fencing at Stokery switching station has been replaced.
- DBSA (IPSA) master planning: Master planning for development south of the N1 corridor as well as the Vlakkeland housing development is completed.
- Installation of park and or security lights: Grant funding were received from Department of Local Government for the installation of park lights at fourteen (14) different parks in Drakenstein. An additional seven (7) with savings of the other fourteen (14) park projects was able to be commissioned by the end of June 2020.

3.7.5 Operating Expenditure

Electricity services, as a trading service, generated an operating surplus of R271.7 million for the 2019/20 financial year. The surplus is used to subsidise operating expenditure of community services that do not generate revenue to sustain themselves.

Table 45: Operating Revenue and Expenditure: Electricity Services

Operating Revenue and Expenditure: Electricity Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(1,103,935,072)	(1,245,439,554)	(1,253,316,796)	(1,239,207,200)	-1.1%
2	Total Operating Revenue	(1,103,935,072)	(1,245,439,554)	(1,253,316,796)	(1,239,207,200)	-1.1%
3	Employee Related Costs	51,960,721	56,914,542	56,666,551	55,714,464	1.7%
4	Impairment Losses on Financial Assets	4,701,991	11,163,957	6,518,537	12,232,062	-87.7%
5	Interest Paid	53,753,985	60,614,963	40,322,876	45,311,543	-12.4%
6	Contracted Services	14,044,273	27,960,684	30,673,751	17,047,303	44.4%
7	Depreciation and Provisions	41,006,564	53,371,601	53,371,601	42,200,913	20.9%
8	Inventory	9,539,877	2,393,073	2,190,055	13,783,914	-529.4%
9	Operational Costs	735,219,483	791,812,365	794,569,169	780,958,155	1.7%
10	Total Operating Expenditure	910,226,893	1,004,231,185	984,312,540	967,248,356	1.7%
11	Operating (Surplus) / Deficit	(193,708,179)	(241,208,369)	(269,004,256)	(271,958,845)	1.1%

3.7.6 Employee Statistics

The Electricity Services Section has 242 posts on the organisational structure approved by Council on 31 May 2018 of which 86 posts are frozen and 156 posts funded at year-end. The section had 140 filled and 16 vacant posts at year-end, and based on the number of vacancies (16) had a vacancy rate of 10.3%.

Table 46: Employees - Electricity Services

Employees: Electricity Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	1	0	1	1	0	0.0%
2	T15 - T17	3	8	4	4	4	0	0.0%
3	T12 - T14	13	26	9	17	16	1	5.9%
4	T09 - T11	30	51	20	31	28	3	9.7%
5	T06 - T08	15	49	13	36	35	1	2.8%
6	T03 - T05	52	107	40	67	56	11	16.4%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	113	242	86	156	140	16	10.3%

3.8 WASTE MANAGEMENT (REFUSE COLLECTIONS, WASTE DISPOSAL AND RECYCLING)

Sustainable waste management practises are more than often faced with challenges and need to be reviewed on a continuous basis to address these challenges and mitigate any risks. Waste minimisation and diversion initiatives are key to decrease the amount of waste being disposed of at the waste disposal facility in Wellington. The main objective of this section is to manage the waste generated in the municipal area, in compliance to the license conditions of its facilities and the National Norms and Standards.

Public open spaces in high density areas are more than often used as illegal dumping sites. Although basic refuse collection services are delivered in these areas, the increase in informal structures and the presence of backyard dwellers, contribute to waste not being disposed of in the appropriate manner. A lack of environmental, sanitation and waste awareness often influence the way communities manage their waste.

The Wellington Disposal Facility has limited airspace available and methods to extend the lifespan of the facility is currently investigated. A waste characterization study was performed to analyse the municipal waste stream, which will assist in the strategic planning to implement the best suitable plans

3.8.1 Service Statistics

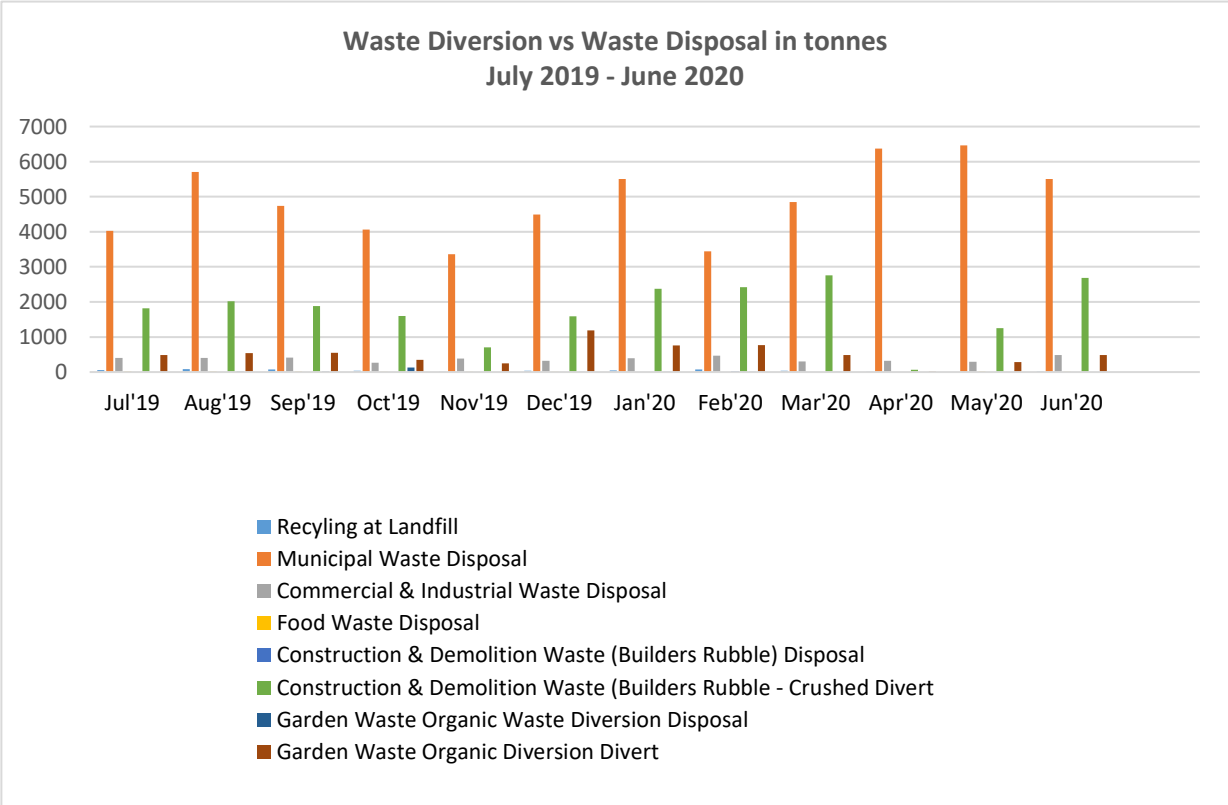
High density areas and informal settlements receive a door-to-door black bag collection service at least once per week. This service is performed by means of the EPWP programme as these areas are often inaccessible to the refuse trucks because of limited space between dwellings, illegal overhead power connections and presence of backyarders. Communal waste skips are also placed in some of these areas, to provide additional disposal facilities to the communities. A total of 38 tonnes of asbestos was safely handled and transported by an accredited service provider. It was disposed of at Vissershok hazardous landfill, in compliance with all relevant legislation.

During the COVID pandemic, the section embarked on a vigorous “War on Waste” project, cleaning illegal dumping hotspots using digger loaders and tipper trucks.

A total of 63,270.89 tonnes of waste was disposed and 27,812.64 tonnes were diverted from landfill.

Waste disposal and diversion statistics (in tonnes) for the different waste streams, are depicted in the table below:

Graph 6: Solid Waste Disposal and Diversion Statistics



3.8.2 Service Delivery Levels

The table below indicates that a solid waste removal service is rendered at 42,027 formal households within Drakenstein by means of a 240L wheelie bin. All 41 registered informal settlements receive a weekly door-to-door black bag waste removal service. Communal skips are placed in high-density and informal areas and serviced at least once a week. No services are rendered below the minimum service level by the Municipality.

The STATSSA 2016 Community Survey does not provide any information on households with access to solid waste removal services.

Table 47: Solid Waste Removal Service Delivery Levels

Solid Waste Removal Service Delivery Levels				
Serial No.	Description	2017/18 Actual Number	2018/19 Actual Number	2019/20 Actual Number
Column Ref.	A	B	C	D
1	Solid Waste Removal (Minimum level and above)			
2	Removed at least once a week (bins)	*35,448	*37,631	42,027
3	Removed at least once a week (black bags)	*5,186	*5,999	5,999
4	Sub-Total: Minimum service level and above	*40,634	*43,630	-
5	Minimum service level and above percentage	100%	100%	-
6	Solid Waste Removal: (Below minimum level)			
7	Removed at least once a week	0	0	-
8	Removed less frequently than once a week	0	0	-
9	No rubbish disposal	0	0	-
10	Sub-Total: Below minimum service level	0		-
11	Below minimum service level percentage	0%	0%	-
12	Total number of household service points	*40,634	*43,630	48,026

**Indicating service points*

3.8.3 Capital Expenditure

The Waste Management Services Section spent R2.5 million or 77.3 % of the final adjustments budget on waste management infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 48: Capital Expenditure 2019/20 - Waste Management (Refuse Collection, Waste Disposal and Recycling)

Capital Expenditure 2019/20: Waste Management (Refuse Collection, Waste Disposal and Recycling)					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Landfill Design	2,000,000	2,000,000	1,393,940	30.3%
2	Wheelie Bins	750,000	750,000	701,580	6.5%
3	Street Refuse Bins	500,000	500,000	434,991	13.0%
4	Furniture and Office Equipment	35,000	35,000	8,829	74.8%
5	Other Capital Projects	12,000,000	-	-	#DIV/0!
6	Total Capital Expenditure	15,285,000	3,285,000	2,539,340	22.7%

3.8.4 Major Projects Implemented

Capital Projects:

- The limited available airspace prioritizes the investigation to maximise the landfill airspace. Strategies include the extension of the current footprint of the site and increased waste diversion.
- Wheelie bins were acquired in order to provide a sustainable waste collection service. A survey has been undertaken to extend the refuse collection service to farms.
- Dual polywood pavement bins were purchased and placed throughout the municipal area. These bins make provision for the separation of recyclable (dry) waste and non-recyclable (wet) waste. This promotes the Municipality's waste minimisation initiatives, assisting recyclable waste to be diverted from being landfilled.

Operational Projects:

- The Solid Waste section received the following awards during the Greenest Municipality Competition:
Innovation Projects: Wellington Landfill Entrepreneurs
Most improved Waste management
- A contractor (Averda South Africa Pty Ltd) has been appointed to operate and manage the Wellington landfill site.
- Green waste has been chipped at the Paarl Transfer station and Wellington landfill and transported to a licensed composting facility.

The current COVID pandemic had a negative influence on the activities of the informal waste pickers. The collection and sorting of recyclable material was temporarily stopped during lockdown phase 5 and will resume on 1 July 2020, when lockdown regulations are relaxed.

3.8.5 Operating Expenditure

Solid waste services, as an economic service, generated an operating surplus of R100.2 million for the 2019/20 financial year.

Table 49: Operating Revenue and Expenditure: Solid Waste Removal Services

Operating Revenue and Expenditure: Solid Waste Removal Services						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(146,515,599)	(169,937,781)	(170,340,106)	(168,561,343)	-1.0%
2	Total Operating Revenue	(146,515,599)	(169,937,781)	(170,340,106)	(168,561,343)	-1.0%
3	Employee Related Costs	31,000,745	34,133,248	34,133,248	31,160,622	8.7%
4	Impairment Losses on Financial Assets	13,376,305	2,518,041	14,114,172	8,313,572	41.1%
5	Interest Paid	5,442,146	6,136,767	4,082,357	4,586,824	-12.4%
6	Contracted Services	9,216,180	17,349,685	16,219,685	10,046,133	38.1%
7	Depreciation and Provisions	7,318,004	6,021,161	6,021,161	8,188,685	-36.0%
8	Inventory	2,303,458	1,389,760	2,349,760	2,088,407	11.1%
9	Operational Costs	58,242,990	14,124,334	12,369,286	3,932,382	68.2%
10	Total Operating Expenditure	126,899,828	81,672,996	89,289,669	68,316,626	23.5%
11	Operating (Surplus) / Deficit	(19,615,771)	(88,264,785)	(81,050,437)	(100,244,717)	23.7%

3.8.6 Employee Statistics

The Waste Management (Refuse Collection, Waste Disposal and Recycling) Services Section has 341 posts on the organisational structure approved by Council on 31 May 2018 of which 197 posts are frozen and 144 posts funded at year-end. The section had 138 filled and 6 vacant posts at year-end, and based on the number of vacancies (6) had a vacancy rate of 4.2%.

Table 50: Employees - Waste Management (Refuse Collection, Waste Disposal and Recycling)

Employees: Waste Management (Refuse Collection, Waste Disposal and Recycling)								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	3	0	3	3	0	0.0%
3	T12 - T14	1	7	5	2	0	2	100.0%
4	T09 - T11	6	24	18	6	6	0	0.0%
5	T06 - T08	23	59	26	33	29	4	12.1%
6	T03 - T05	107	248	148	100	100	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	138	341	197	144	138	6	4.2%

3.9 HOUSING

The Housing and Human Settlements Division of the Municipality is located in the Department: Community Services. It consist of two sections, namely Housing Projects and Technical Support Services and Rental Stock and Housing Demand and Operations. It should be note that the housing function is not primarily that of local government, but that of the provincial government.

3.9.1 Housing Projects

The Housing Projects section is primarily responsible for the development of new housing opportunities, facilitate access to social and affordable housing and the upgrade of informal settlements with the ultimate aim to formalise these settlements. It further manages the municipal housing pipeline and human settlement plan.

The target for the year was the delivery of 300 opportunities (inclusive of providing access to services and top structures).

Achievements/important events during the year include:

- Over 500 houses were under construction at the Vlakkeland Catalytic Housing Development at the end of the financial year. Due to a combination of contractor challenges and COVID 19 lockdown regulations, no houses could be handed over during the financial year. Corrective measures have been instituted and it is foreseen that the houses will only be handed over during the first quarter of the new financial year;

- Appointment of a contractor to service 400 sites at Vlakkeland for sub phases 1.1 and 1.4 of Phase one at Vlakkeland. COVID unfortunately contributed to delay on completion of these sites and will only be completed in the new financial year;
- Commencement with the planning for the upgrade of 11 informal settlements;
- Completion of the last civil works at the Lantana Housing Development (servicing of 37 sites) and commencement with the construction of the last 25 of the 76 houses built at Lantana. ;
- Registration of 391 title deeds to beneficiaries of different housing projects;
- Two (2) Title Deed hand over ceremonies held at Saron and Gouda.
- Twenty-two (22) sites were serviced at the Schoongezicht Housing Development with a further 91 under construction at the end of the financial year with completion envisaged toward March 2021.
- As has become the custom, the housing divisions embarked on several housing summits during March 2020. The summits introduced, allowed communities a platform to engage the Municipality on only housing related matters. Unfortunately, due to COVID 19, the summits had to be abandoned half way through the summit program;
- 3 housing roadshows were hosted during the year: These roadshows focused on beneficiaries of the Vlakkeland Housing Project. . Follow up sessions are planned for the new financial year;
- Completion of the new wing to the Paarl East Housing Office providing office space to the Housing Projects and Technical Support Division
- Adoption of the draft Human Settlement Plan by Council. The Plan circulated for public comment and the intent is to submit it back to Council early in the new financial year for final approval; and
- Successful purchase of private land to supplement the Simondium Housing Development.

3.9.2 Rental Stock and Support Services

The Rental Stock and Support Services Section is responsible for the management and maintenance of 3,772 rental units, the management of the housing demand data base (i.e. the waiting list for housing opportunities), management of informal settlements and the management of evictions and emergency housing

The following projects were successfully completed.

Table 51: Rental Stock and Support Services projects implemented

Serial No.	Projects	Comments
Column Ref.	A	B
1	Upgrade of various rental units	Replace and Repair of staircase rails Springbok Street, Chicago, Klein Nederburg, Install of washing lines Lantana and Bauhinia Flats. Installation of PVC Gutters and Downpipes at Blommedal, Mimosa and La Uva flats Install palisade fencing at Breda Hof General repair work at Mbekweni B Block and Grysbok Street Chicago Installation of IBR roof sheets at Disa Street block 18. Install of steel "afdakkies" in Ribbok Street block 1-13 & block 2 and Steenbok Street block 4-14. Install ceramic floor tiles some rental units.
2	Improve access to basic services in Informal Settlements	Built 80 waterborne ablution facilities and 10 water standpipes to improve access to basic services in informal settlements.
3	New water meters –Amstelhof to enable transfer of property	Approximately 29 water meters installed

Challenges

- Housing Demand for 19 897 low cost houses;
- Forty one (41) informal settlements comprising of 7,206 structures and housing an estimated 14,528 people;
- High Rate of eviction applications and access to serviced land for evicted families;
- Access to funding to improve basic services and the maintenance of these services in Informal Settlements
- Vandalism and theft of basic services infrastructure in the informal settlements; and
- Gang violence and crime is increasing daily and workers are threatened when performing their duties.

3.9.3 Housing Pipeline

Annually, a pipeline of projects is presented to the Mayoral Committee for approval. These projects are then submitted to the Provincial Department of Human Settlements, who in turn link it to a business plan. The business plan for the 2018/19 financial year is indicated in the table below.

Table 52: Housing Pipeline Projects

Housing Pipeline Projects			
Serial No.	Project	Description	Progress for 2019/20
Column Ref.	A	B	C
1	Vlakkeland Housing Development	Development of 2,556 housing opportunities in phases over multiple financial years.	Over 500 sites serviced and 300 houses under construction. Due to inclement weather, planned house handovers could not take place and was postponed into the 2019/20 financial year.
2	Chester Williams (139 opportunities)	Upgrade of informal settlement.	Feasibility planning in process.
3	Lovers Lane (168 opportunities)	Upgrade of informal settlement.	Feasibility planning in process.
4	Dignified Informal Sites (360 opportunities)	Upgrade of 12 informal settlements.	Feasibility planning in process.
5	Paarl East IRDP Project	Greenfields development catering for 538 opportunities.	Project Feasibility report submitted to Provincial Human Settlements during March 2019. Request for Environmental authorisation in process.
6	Simondium	Development of 1,033 opportunities.	Preliminary and Feasibility planning commenced and land acquisition negotiations to secure private property to form part of the Simondium Development were at an advanced stage at the end of the financial year.
7	Erf 557	Council approved proposed mixed development to cater for 500 opportunities.	Project initiation document submitted to Provincial Human Settlements. Outcome of application still awaited.
8	Title Deed Restoration Project	Address the historical backlog of title deeds within Drakenstein.	Major impact during the year with over 300 title deeds registered.

3.9.4 Housing Statistics

Table 53: Housing Statistics

Housing Statistics			
Serial No	Description	Totals	Remarks
Column No.	A	B	C
1	New applications captured on the WCHDDB	110	Daily capturing of new applications within 5 days.
2	Number of cancelled applications	16,015	Cancelled application involves persons who did not update their information when required.
3	Number of persons assisted	5,897	The number of persons assisted with housing opportunities.
4	Number of active persons on the waiting list	19,897	Active persons refer to persons who updated their information during the course of the year.
5	Total number of persons on the demand database	41,919	The total number of persons on the demand database (waiting list), including the active, cancelled and assisted.
6	Housing allocations	7	New allocations to Council rental units – next qualified applicants on the waiting list.
7	Transfers of rental units	63	Successfully attended to in cases where the tenant passed on, etc.
8	Exchanges	2	Tenants agreements and medical reasons.
9	Issue of starter kits for fire victims	82	Informal structures were destroyed during a fire.

3.9.5 Evictions

At the end of the financial year, Drakenstein Municipality have approximately 1,303 evictions cases registered (ESTA 565 and PIE 738) and as a result, causing it to become one of the national hotspots in the country for evictions.

3.9.5.1 Summary of Prevention of Illegal Eviction and Unlawful Occupation of Land (PIE) Data Base

- Registered cases = 738
- Cases Pending in court = 316
- Orders granted = 146
- Cases Withdrawn = 31
- Struck from roll = 34

3.9.5.2 Summary of Extension of Security of Tenure Act (ESTA) Data Base

- Registered cases = 565
- Cases Pending in court = 154
- Orders granted = 146
- Cases Withdrawn = 31
- Cases Struck from roll = 34

The reviewed Human Settlement Plan (HSP) identify various pockets of land for investigation and feasibility to assist the Municipality in addressing the evictions challenges over the medium to long term.

3.9.6 Capital Expenditure

The Housing Services Section spent R33.7 million or 85.51% of the final adjustments budget on bulk and internal infrastructure projects needed for housing projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 54: Capital Expenditure 2019/20 - Housing Services

Capital Expenditure 2019/20: Housing Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Simondium Land	-	14,089,702	14,089,702	0.0%
2	Vlakkeland LV Network	-	7,279,363	7,279,359	0.0%
3	Buildings Erection of New Offices	-	3,296,781	3,296,647	0.0%
4	Basic Services : Schoongezicht Emergency Housing Project	-	4,540,560	2,179,781	52.0%
5	Upgrading Own Rental Stock	2,000,000	2,634,000	1,469,708	44.2%
6	Basic Services : Lantana Housing Project	-	1,452,302	1,452,302	0.0%
7	Lantana Service: Roads & Stormwater	-	1,122,451	1,122,450	0.0%
8	Water Meters and Connections Amstelhof	2,000,000	1,000,000	1,000,000	0.0%
9	Lantana Electrification	-	584,550	542,405	7.2%
10	Schoongezicht Electrification	-	406,287	406,160	0.0%
11	Paarl East IRDP: Provision of Basic Services	-	-	274,285	#DIV/0!
12	Lantana Sub- Surface Drainage	2,500,000	250,000	200,364	19.9%
13	Rebuilding of Grysbok and Springbok Flat	7,500,000	2,100,000	128,735	93.9%
14	Emergency Housing Units (Nutec)	1,500,000	647,000	47,000	92.7%
15	Other Capital Projects	49,520,000	48,188	244,985	-408.4%
16	Total Capital Expenditure	65,020,000	39,451,184	33,733,882	14.5%

3.9.7 Operating Expenditure

Housing services, a Schedule 4 of the Constitution of the Republic of South Africa functional area of concurrent national and provincial legislative competence, generated an operating deficit of R29.2 million for the 2019/20 financial year. The deficit is subsidised through surpluses of trading services. It remains an underfunded mandate from National and Provincial Government.

Table 55: Operating Revenue and Expenditure: Housing Services

Operating Revenue and Expenditure: Housing Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(59,487,381)	(140,920,789)	(153,271,768)	(60,064,628)	-60.8%
2	Total Operating Revenue	(59,487,381)	(140,920,789)	(153,271,768)	(60,064,628)	-60.8%
3	Employee Related Costs	43,999,780	25,332,209	25,332,209	24,465,212	3.4%
4	Impairment Losses on Financial Assets	(333,883)	1,269,734	11,513,095	20,716,809	-79.9%
5	Interest Paid	3,846,778	4,337,770	2,885,613	3,242,197	-12.4%
6	Contracted Services	16,300,211	77,053,483	97,936,164	7,679,743	92.2%
7	Depreciation and Provisions	27,620,042	12,499,442	12,499,442	28,418,619	-127.4%
8	Inventory	2,101,131	290,313	475,745	3,962,094	-732.8%
9	Operational Costs	13,185,779	1,407,830	4,003,285	801,037	80.0%
10	Total Operating Expenditure	106,719,838	122,190,781	154,645,553	89,285,710	42.3%
11	Operating (Surplus) / Deficit	47,232,457	(18,730,008)	1,373,785	29,221,082	2027.0%

The Housing Services Section has 141 posts on the organisational structure approved by Council on 31 May 2018 of which 63 posts are frozen and 78 posts funded at year-end. The section had 77 filled and 1 vacant posts at year-end, and based on the number of vacancies (1) had a vacancy rate of 1.3%.

Table 56: Employees - Housing Services

Employees: Housing Services (Housing Projects and Rental Stock)								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	3	5	3	2	2	0	0.0%
3	T12 - T14	3	4	0	4	4	0	0.0%
4	T09 - T11	13	29	16	13	13	0	0.0%
5	T06 - T08	22	64	32	32	31	1	3.1%
6	T03 - T05	28	39	12	27	27	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	69	141	63	78	77	1	1.3%

3.10 FREE BASIC SERVICES AND INDIGENT SUPPORT

The provision of free basic services in Drakenstein Municipality is regulated by the Customer Care, Credit Control, Debt Collection and Indigent Support Policy. The free basic services are funded through the Equitable Share allocation to the Municipality in the Division of Revenue Act. The free basic services are provided to consumers based on qualifying criteria set out in the Customer Care, Credit Control, Debt Collection and Indigent Support Policy. This criteria is reviewed annually to enable the provision of free basic services to all consumers who are eligible. For the 2019/2020 financial year the free basic services were provided to qualifying pensioners and disabled persons earning less than two times the state grant plus 20%, to all unemployed consumers and to employed consumers earning less than R4,450 per month with a sliding scale to an amount of R6,500 per month.

In the 2019/2020 financial qualifying indigent consumers were classified into 4 categories, where category A consumers with earnings up R4,450 per month received a 100% subsidy, category B consumers with earnings up R4,950 per month received an 80% subsidy, category C consumers with earnings up to R6,200 per month received a 50% subsidy and category D consumers with earnings up to R6,500 received a 20% indigent subsidy.

3.10.1 Access to free basic services

Until February 2017 all consumers in Drakenstein Municipality received 6 kl of water free per month. This practise was changed by Council as a result of the drought conditions where only the qualifying indigent consumers are provided with 6 kl of free water per month. In addition to the free water, all indigent consumers on a monthly basis receive either 50 or 100 units of

free electricity depending on their indigent subsidy categorisation, free refuse removal service, free sanitation services and free property rates up to a valuation of R950,000.

3.10.2 Free basic services per basic service

The statistics of the free basic services delivered per service to consumers for the 2019/2020 are depicted in the table below. Notable is that Drakenstein provided free services to the amount of R153.1 million compared with the R150.6 million equitable share received from the National Fiscus during the year under review. An overspending of R2.5 million occurred during the 2019/2020 financial year, resulting in the subsidisation of indigent consumers by other rate payers of the Municipality. This type of practise is not financially sustainable, and the indigent policy principles for the 2019/20 financial year has been revised to allow for spending within the allocated equitable share grant.

Table 57: Free basic services delivered per service

Free basic services delivered per service							
Serial No.	Service	2017/18		2018/19		2019/20	
		Number of Consumers	Rand Value Provided	Number of Consumers	Rand Value Provided	Number of Consumers	Rand Value Provided
Column Ref.	A	B	C	D	E	F	G
1	Property Rates and Rentals	9,233	30,282,021	9,585	34,575,604	15,120	44,844,242
2	Refuse Removal and Sanitation	19,030	48,752,435	19,805	58,045,131	17,987	48,898,139
3	Water	19,030	10,671,680	19,805	16,337,878	17,987	11,731,103
4	Electricity	18,860	39,861,600	19,179	52,278,593	19,437	47,334,224
5	TOTAL		129,567,736		161,237,206		156,807,708

3.11 ROADS AND STORMWATER

In accordance with the principles of Key Performance Area 4: Physical Infrastructure and Services as well as Key Focus Area 26 relating to Transport, Traffic Engineering, Roads and Stormwater, the activities of this section focuses on the development and maintenance of infrastructure for the conveyance of people and goods in all its forms. Further functions include the installation and maintenance of regulatory items to effectively safeguard residents and users of the infrastructure as well as the maintenance and installation of infrastructure to mitigate risk resulting from adverse weather conditions.

3.11.1 Transport

At present the main means of public transport are minibus taxis for local commuting and train and bus for long distance travel.

3.11.2 Traffic Engineering

The Traffic Engineering Section is responsible for the maintenance of all traffic light installations, traffic signage, road markings as well as directional and tourism signage as may be required.

Planning for the installation of additional traffic signals at crucial problematic intersections is done on a continuous basis to be implemented as the provision of the required budget is affected. On provincial roads, the installation of traffic signals is done in collaboration with the Provincial Department of Transport.

The section also determines whether traffic calming installations are warranted and installs the infrastructure as determined in accordance with available budget.

The section performed very well during the year. In total approximately 29 179 square metres of general road markings were maintained in Paarl; 6 speed bumps were installed; 456 intersections; 493 parking spaces, 529 stop signs; 265 yield signs were remarked.

3.11.3 Roads

The function of the roads section is to attend to the upgrade of the existing roads and streets, to extend and improve the network, and maintain all classes of roads.

The Pavement Management System has been upgraded and is utilised to determine the required actions in preventative maintenance of the network in order to reduce the need for major reconstruction of streets. Where reconstruction of streets is required, the planning is done timeously to inform future budgets, also in accordance with the Pavement Management System.

Provincial main roads are maintained and upgraded in collaboration with the Provincial Department of Transport whereby that department provides 80% of funding required.

The Integrated Transport Plan (ITP) through which planning for the development of the road network is done, must be updated to make provision for future road development planning in support of the various levels of development in accordance with the Spatial Development Framework. The revision of the ITP will be attended to in the 2019/20 financial year.

3.11.3.1 Roads Statistics

The upgrading of the Berg River Boulevard North to a dual carriageway road was completed during December 2018. A total of 7,436 meters of streets were resealed; 7,887 potholes were repaired; and 43,032 m² of tarring work was done.

The Roads Section performed very well during the year. Upgrading of old historic roads which had deteriorated to a very bad state was upgraded to paved roads by internal work teams. In Saron approximately 2 km of gravel road was upgraded to a paved standard in phase 2 of the project through the application of EPWP principles utilising a private contractor through the tender system.

Table 58: Gravel Road Infrastructure

Gravel Road Infrastructure					
Serial No	Kilometres				
	Year	Total Gravel Roads	New Gravel Roads Constructed	Gravel Roads Upgraded to Tar Roads	Gravel Roads Graded / Maintained
Column Ref.	A	B	C	D	E
1	2017/18	38.85	0.00	2.60	38.85
2	2018/19	38.85	0.00	2.00	36.85
3	2019/20	36.85	0	0	36.85

Table 59: Asphalted Road Infrastructure

Asphalted Road Infrastructure						
Serial No	Kilometres					
	Year	Total Asphalted roads	New Asphalt roads	Existing Asphalt Roads Re-asphalted	Existing Asphalt Roads Re-sheeted	Asphalt Roads Maintained
Column Ref.	A	B	C	D	E	F
1	2017/18	507.77	0.00	0.40	10.06	507.77
2	2018/19	507.77	0.00	0.00	2.38	507.77
3	2019/20	510.23	2.46	0.00	7.436	507.77

3.11.4 Stormwater Drainage

The Stormwater Section is responsible for the maintenance of the storm water network, including all pipelines (± 350 km), manholes, catch pits and rivers and streams (± 40 km).

Within the budgetary constraints, the system must be kept free of obstructions in order to mitigate possible flooding during high intensity downpours. Drought situations, as was experienced, exacerbated the problem of blocked drains in that normal scouring of the dust and sand inevitably entering the system does not take place. The section endeavours to clean the complete system at least twice annually, with quarterly actions at known hotspots. Irresponsible littering is a major cause of blocked drains.

3.11.4.1 Stormwater Statistics

Upgrading of the aging pipe stormwater system is required in many instances. Where pipes have deteriorated to such an extent that they need replacing, the upgrading is done by slip-lining the pipelines instead of replacing the pipelines. This work is done in situ with no need for excavation, thereby reducing the negative effect of construction work on the residents and their movements. The cost of this method is dramatically less than conventional replacement of pipes, thereby enabling more rehabilitation work within the limited budget available.

No slip-lining of pipelines of varying diameters were instigated in the financial year. All 350 km of the system was cleaned at least twice; 3,542 manholes were cleaned; 752 blockages attended to; 388 repairs to installations undertaken; and 31 sinkholes repaired.

Taking cognisance of the limited resources, the section performed very well.

Table 60: Stormwater Infrastructure

Stormwater Infrastructure					
Serial No.	Kilometres				
	Year	Total Stormwater measures	New Stormwater measures	Stormwater measures upgraded	Stormwater measures maintained
Column Ref.	A	B	C	D	E
1	2017/18	355.27	0.000	1.831	355.27
2	2018/19	355.27	0.000	0.000	355.27
3	2019/20	356.77	1.02	0.480	355.27

3.11.5 Capital Expenditure

The Roads and Stormwater Section spent R57.1 million or 98.75% of the final adjustments budget on roads and stormwater infrastructure projects (traffic engineering included) for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 61: Capital Expenditure 2019/20 - Roads & Stormwater (Traffic Engineering included)

Capital Expenditure 2019/20: Roads & Stormwater (Traffic Engineering Included)					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Upgrading Of Oosbosch Street	17,500,000	34,014,937	34,777,211	-2.2%
2	Reseal of Streets/Road Network Paarl	-	11,155,078	11,155,078	0.0%
3	Upgrading of Areas Around Paarl East	-	5,368,663	5,368,662	0.0%
4	Construct Van Der Stel Street	-	4,223,284	4,223,282	0.0%
5	Containers	-	1,195,569	1,195,568	0.0%
6	Upgrade Existing Side Walks (Drakenstein)	1,000,000	316,788	316,788	0.0%
7	Upgrading of Streets and Stormwater	-	1,499,881	-	100.0%
8	Other Capital Projects	9,050,000	112,899	129,233	-14.5%
9	Total Capital Expenditure	27,550,000	57,887,099	57,165,823	1.2%

3.11.6 Major Projects Completed

- No storm water systems were upgraded; and
- The long awaited construction of Van der Stel Street between Abattoir Street and Klein Drakenstein Road was completed at a construction cost of R24.7 million.

3.11.7 Operating Expenditure

Roads and stormwater services, as a community service, generated an operating deficit of R86.1 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 62: Operating Revenue and Expenditure: Roads and Stormwater Services

Operating Revenue and Expenditure: Roads and Stormwater Services						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(140,540,799)	(14,765,534)	(31,235,987)	(29,623,741)	-5.2%
2	Total Operating Revenue	(140,540,799)	(14,765,534)	(31,235,987)	(29,623,741)	-5.2%
3	Employee Related Costs	68,623,063	41,469,231	41,469,231	38,809,211	6.4%
4	Impairment Losses on Financial Assets	64,013,206	-	-	-	0.0%
5	Interest Paid	23,065,750	25,774,407	17,145,902	19,264,659	-12.4%
6	Contracted Services	13,225,029	18,770,961	11,786,885	6,659,214	43.5%
7	Depreciation and Provisions	44,025,395	43,628,008	43,628,008	45,350,607	-3.9%
8	Inventory	4,517,634	1,377,013	1,204,067	3,060,618	-154.2%
9	Operational Costs	30,816,989	5,284,643	3,751,754	2,562,306	31.7%
10	Total Operating Expenditure	248,287,065	136,304,263	118,985,847	115,706,615	2.8%
11	Operating (Surplus) / Deficit	107,746,265	121,538,729	87,749,860	86,082,874	-1.9%

3.11.8 Employee Statistics

The Roads and Stormwater Services Section has 262 posts on the organisational structure approved by Council on 31 May 2018 of which 89 posts are frozen and 173 posts funded at year-end. The section had 168 filled and 5 vacant posts at year-end, and based on the number of vacancies (5) had a 2.9% vacancy rate.

Table 63: Employees - Roads and Stormwater Services

Employees: Roads and Stormwater Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	2	3	1	2	2	0	0.0%
3	T12 - T14	3	6	2	4	4	0	0.0%
4	T09 - T11	8	13	5	8	7	1	12.5%
5	T06 - T08	27	52	21	31	29	2	6.5%
6	T03 - T05	126	188	60	128	126	2	1.6%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	166	262	89	173	168	5	2.9%

3.12 INTRODUCTION

The Planning and Development Department includes Building Control, Land Surveying, Land Use Planning, Spatial Planning, Heritage, Geographical Information Services, Environmental Management, Rural Development and Economic Growth and Tourism. The Department is responsible for sustainable and pro-active planning and compliance monitoring of the natural and built environment. The Department facilitates physical, social and economic development and growth.

3.13 PLANNING SERVICES

The Division: Planning Services is responsible to ensure the orderly and sustainable development and compliance management of the built environment within the Drakenstein Municipal area, through creating an enabling environment in order to give effect to the Municipality's vision of creating "A city of excellence". Spatial development frameworks, design guidelines and spatial development orientated policy documents are generated to guide appropriate sustainable development at the appropriate spatial location.

The Division: Planning Services attends to spatial planning, geographical information services, heritage, building control, land use planning and land surveying matters.

3.13.1 Section: Spatial Planning, Heritage and Geographical Information Services (GIS)

The Spatial Planning, Heritage and Geographical Information Services Section consists of a Spatial Planning Sub-Section, a Heritage Sub-Section and a Geographical Information Services Sub-Section.

3.13.1.1 Sub-Section: Spatial Planning

The purpose of the sub-section is to formulate and implement policies and frameworks in order to achieve the spatial vision and form of Drakenstein Municipality.

The Sub-Section Spatial Planning is responsible for:

- Formulating, amending and/or reviewing a Municipal Spatial Development Framework;
- Formulating Local Spatial Development Frameworks for certain identified geographical areas within Drakenstein Municipality;
- Developing spatial planning related policies, guidelines and strategies in order to guide the long-term development of the Municipality;

- Providing inter-departmental support, from a town planning and land development perspective, on projects execution;
- Providing comment on land use applications and environmental applications; and
- Participating in the process of formulating provincial and national town planning policies, strategies, guidelines and legislation.

3.13.1.2 Sub-Section: Heritage

The purpose of the sub-section is to identify, protect and manage the heritage resources and cultural landscapes of the Drakenstein Municipality. The afore-mentioned are achieved through the implementation heritage policies and legislation at a municipal level, in conjunction with Heritage Western Cape.

3.13.1.3 Sub-Section: Geographical Information Services (GIS)

The main purpose of the GIS Sub-Section is to provide and maintain Geographic Information System services and products for the department, provide GIS related guidance and support to managers and staff, and to take an active role in the development and maintenance of organisational Geographic Information System services.

3.13.1.4 Major Projects Completed

Major projects undertaken during the year under review include:

- 2020 Drakenstein Spatial Development Framework (SDF): The compilation of a new 5-year Municipal SDF was initiated in September 2018 and concluded in May 2020. The SDF was approved, as part of the Drakenstein Integrated Development Plan (IDP), by Council on 29 May 2020. The new SDF is envisaged to guide new investment, give effect to the priorities as stated in the IDP and to identify priority areas for strategic intervention.
- Extension of the Wellington Industrial Park: This project was initiated in order to provide surety with regard to future land uses and expedite processes associated with the future development and extension of the Wellington Industrial Park. The necessary Environmental Authorisation has been received. The land use planning application is in process and finalization is expected during the next financial year.
- Extension of Parys Cemetery: This project arises from the lack of cemetery space within Drakenstein. A process to obtain the necessary permissions in order to extend the Parys Cemetery was initiated in April 2019. The necessary Environmental Authorisation and Land Use Planning Approval have been obtained.

- Paarl Hamlet Urban Design Framework and De Poort Business Model: The Municipality initiated a project for the compilation of a Paarl Hamlet Urban Design Framework and the De Poort Business Model in February 2019. The Paarl Hamlet Urban Design Framework and De Poort Business Model was approved by Council on 26 March 2020. The urban design framework is a policy document which consists of plans, projects and initiatives that will assist in achieving the desired spatial form and physical structure of the Paarl Hamlet Precinct. The De Poort Business Model will provide guidance of how to optimally utilise the De Poort property, from an institutional, financial and management perspective.
- Research into major forced removal areas within Drakenstein: The Municipality initiated a project to study all major forced removal areas within the Municipality. The focus of the project is to identify the history of the areas, boundaries of the areas, interviewing members of the original community, identify and grade remnants of the original precinct and identify opportunities for commemoration, redress or celebration. The Ou Tuin Precinct Study and the Northern Paarl Precinct Study have been concluded and referred to Council for noting purposes. Further investigation will be undertaken into other forced removal areas.
- Devolution of heritage competency: Drakenstein Municipality is engaging in a process with Heritage Western Cape to devolve certain provincial heritage competencies towards the Municipality in terms of the National Heritage Resources Act, Act 25 of 1999. Heritage Western Cape is currently preparing a guideline and policy documents which will assist in the approval and implementation of proposed heritage area and the process of devolving certain provincial heritage competencies.

3.13.2 Section: Building Control

Municipalities' bylaws must inter alia manage the way in which land within their area of jurisdiction is used and how buildings are erected. The Land Use Planning and Survey Section deal with the use of land and the Building Control Section deals with building activities, which entails new buildings, additions and alterations to existing buildings and temporary structures.

All municipalities administer the National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977), the regulations embodied in the act and the South African Standard Code of Practice (SANS 10400 for the application of the regulations). The purpose thereof is to ensure that buildings are designed and built in such a manner that people can live, learn, work and play in a healthy and safe built environment.

The National Building Regulations require that no person may erect, alter, add on or convert a building without the prior approval of the local authority.

Building plans are assessed against the requirements of the building standards, regulations, any other applicable legislation, and 23 sections of the SANS 10400, that deal with various aspects of a building.

Once building plans are approved, the building inspectors carry out three compulsory inspections, namely:

- The inspection of all foundation trenches and the positioning of the building on-site;
- The inspection of all new drainage installations; and
- On completion of a building, a final inspection (completion) is carried out as no building may be occupied without a certificate of occupation.

Prior to the issuing of the certificate of occupation, the building inspector ensures compliance with the structural aspects, fire installation, health requirements, electrical installation, roads and storm water requirements, drainage installation, energy efficiency of the structure and compliance with the approved building plan.

Furthermore, it is the responsibility of the building inspector to address illegal structures and unsafe structures, be a witness in court cases on behalf of Council, implement legal action when required, control building rubble, enhance public safety, assist the general public and professionals with information on building control related matters and performs administrative tasks associated with these functions.

Local authorities act in the interest of the owner when carrying out the compulsory inspections and have no financial or any other interest in such buildings. For this reason, the owner of a building must appoint his/her own clerk of works to inspect and control the quality and workmanship of the building work. There is thus no obligation on the Council's building inspectors to control the quality of workmanship and materials, but the owner must be informed by Council of poor quality workmanship and/or materials when observed.

COVID-19 brought its own challenges to the end of the year in review. Building Control had to re-engineer its processes and functions. The implementation of a complete automation of its plan assessment and approval process became crucial as staff worked remotely from home. The electronic stamping of approved building plans, which was an action of the electronic system requested when commissioned prior to COVID-19, was fully implemented during the this period. Electronic invoicing of various income streams within Building Control has been implemented as well. This eliminates the need for hand written invoices and applicants having to travel to the municipal offices to pay for services. The request for and issuing of copies of building plans was dealt with electronically. A protocol, to address the health and safety aspects of officials, was implemented for the conducting of the legislated site inspections to be performed by the Building Inspectors, once the lockdown rules prohibiting such inspections were lifted.

3.13.2.1 Building Control Statistics

A total of 1,330 new building plan applications, for various types of projects, have been submitted for consideration over the year under review. This amounts to a total of 580,341.00 m² of potential development area with an estimated value of R1,93 billion.

Although 1,330 new application were received, a total of 2,823 determinations were made. Determinations consists of approvals, non-approvals of plans submitted during the financial year; and plans of the previous financial year which was not finalised during the financial year submitted. Due to non-approvals, thus requiring amendments, numerous plans were assessed more than once.

Table 64: Applications for Land Use Development

Applications for Land Use Development										
Serial No.	Detail	Formalisation of Townships			Rezoning			Building Environment		
		2017/2018	2018/2019	2019/2020	2017/2018	2018/2019	2019/2020	2017/2018	2018/2019	2019/2020
Column Ref.	A	B	C	D	E	F	G	H	I	J
1	Planning applications received	20	9	16	11	12	14	1,581	2,625	1,330
2	Determination made in year of receipt	6	1	4	5	4	1	1,846	3,802	1,300
3	Determination made in following year	-	-	-	-	-	-	673	643	848
4	Applications withdrawn	-	-	-	-	-	-	-	0	452
5	Applications outstanding at year end	14	8	0	6	8	0	27	2	2

Below is a breakdown of new building plan applications approved during the financial year:

Table 65: Building Plan Applications Approved 2019/2020

Building Plan Applications Approved 2019/2020					
Serial No.	Application Type	Total	%	Floor Area	Value [®]
Column Ref.	A	B	C	D	E
1	Residential	776	92.19	439,470.00m ²	R831,470,298.42
2	Non-Residential	72	7.81	30,429.75m ²	R285,566,487.20
3	Total	848	100	469,899.75m²	R1,117,036,785.62

Over the past 12 months the municipal Building Inspectors were responsible for carrying out 3,786 building inspections throughout the Municipality. These include beacon inspections (1,422), commencement/foundation inspections (547), drainage inspections (105), completion inspections (1,084) as well as certificate of occupation inspections (628). A total of 635 certificates of occupation were issued during the financial year.

Furthermore, a total of 29 demolition applications were processed and 213 building control related complaints were received and addressed at an average of 17.75 complaints per month.

3.13.2.2 Major Projects Completed

During 2019/20, the following two bylaws were promulgated:

- Building Control Bylaw: The bylaw is supplementary to Act 103 of 1977 (Act) and the National Building Regulations (NBR) to ensure uniformity with regard to building standards, the erection of buildings and the submission, consideration and approval of building plans. All persons, including organs of state, must submit building plans and specifications for consideration and approval by the Municipality in respect of buildings as provided for in this bylaw, the Act and the NBR and shall pay the required fees as contemplated in section 8.

The bylaw addresses various elements, which inter alia include:

- Approval required for buildings to be erected;
- Buildings that require approval of the Municipality;
- Containers, air-conditioning unit, pool pumps, bore holes, solar energy systems, wind turbines, etc.;
- Certificate of occupancy;
- Compliance and enforcement;
- Offences and penalties; and

- Appeals.

The bylaw was published in the Provincial Gazette on 13 March 2020.

- Problem Premises Bylaw: The bylaw is supplementary to the Act and the NBR to ensure the proper care and maintenance of buildings and premises, whether vacant or occupied. This bylaw applies to all problem premises situated within the area of jurisdiction of the Municipality.

The Municipality may consider the realities of the Drakenstein, the different customs, cultures, circumstances, geographical areas, kinds of premises, and the Municipality may determine the areas of applicability.

The bylaw addresses various key elements which includes:

- Appointment of authorised officials;
- Entry by authorised official of buildings and land;
- Declaration of problem premises;
- Recovery of cost;
- Appeals; and
- Offences and penalties.

The bylaw was published in the Provincial Gazette on 13 March 2020.

3.13.3 Section: Land Use Planning and Surveying

The Land Use Planning and Surveying Section is responsible to ensure the orderly and sustainable development and management of the built environment.

Land-use planning refers to a wide range of activities that direct the future use of land and manage the current use thereof: to ensure the optimal use of land within a political, social, cultural, environmental and economic context.

The section is mainly responsible for the processing of applications for land use changes (by means of rezoning, consent uses, departures, temporary departures, amendment of conditions of approval and removal of restrictive title conditions), as well as farm subdivisions, urban subdivisions and exempted subdivisions. The section is furthermore responsible for the scrutinising of building plans for compliance with zoning parameters and site dimensions, as well as attending to illegal land uses.

The most important instruments used in land use management is the Zoning Scheme Bylaw and the Bylaw on Municipal Land Use Planning. In order to comply with the provisions of new planning legislation, a new single zoning scheme for the whole of the Drakenstein Municipal area has been developed and adopted by Council during June 2018, together with the Municipal Bylaw on Municipal Land Use Planning. In terms of these bylaws, more streamlined application processes have been catered for and more types of land use rights have been allocated under specific zoning categories.

In order to cater for more streamlined application processes an electronic land use planning application processing system has been developed and implemented. The system consists of an external internet portal for application submission purposes and an electronic on-premises solution for processing purposes, within the framework of the existing Collaborator platform. The primary objective of this Collaborator System is to allow external stakeholders to interact with the Land Use Planning and Surveying Section via the internet and applications to be electronically processed.

In response to the COVID 19 pandemic lockdown, applicants were allowed to advertise and circulate applications themselves. This proved to be a success, with this working method to be continued with in future.

3.13.3.1 Service Statistics

Table 66: Service Statistics - Land Use Planning & Surveying

Service Statistics – Land Use Planning and Surveying				
Serial No.	Applications	2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Simultaneous rezoning and subdivision (inclusive of township establishment)	20	17	8
2	Rezoning	11	12	13
3	Consent Uses	20	16	13
4	Temporary Departures	5	0	0
5	Removal of restrictive Title conditions	0	2	2
6	Amendment of Conditions of Approval	23	17	11
7	Farm Subdivisions	1	1	1
8	Urban Subdivisions	44	9	15
9	Exempted Subdivisions	22	42	35
10	Consolidations	3	3	5
11	Home Owners Association Constitution approval/amendments	7	1	1
12	Zoning determinations	2	1	0
13	Extension-of-time	0	8	6
14	Site Development plan approvals	1	0	1
15	House Shops	19	0	10

Service Statistics – Land Use Planning and Surveying				
Serial No.	Applications	2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
16	Departures/Technical approval	2	1	8
17	Departures as part of Building Plan approvals	186	125	98

3.13.3.2 Major Projects Completed

- The Draft Liquor Premises Policy has been adopted for public participation purposes and is expected to be finalized during the next financial year.

3.13.4 Capital Expenditure

The Planning Services Department spent R282.7 thousand or 114.47% of the final adjustments budget on machinery, equipment and professional fees for infrastructure for the year under review.

Table 67: Capital Expenditure 2019/20 - Planning Services

Capital Expenditure 2019/20: Planning Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Professional Fees Parys Cemetery	-	116,000	151,747	-30.8%
2	Machinery and Equipment	-	130,995	130,995	0.0%
3	Furniture and Office Equipment	15,000	-	-	#DIV/0!
3	Total Capital Expenditure	15,000	246,995	282,742	-14.5%

3.13.5 Operating Expenditure

Planning services, as a community service, generated an operating deficit of R39.8 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 68: Operating Revenue and Expenditure: Planning Services

Operating Revenue and Expenditure: Planning Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(9,582,016)	(5,348,028)	(5,348,028)	(9,865,886)	84.5%
2	Total Operating Revenue	(9,582,016)	(5,348,028)	(5,348,028)	(9,865,886)	84.5%
3	Employee Related Costs	53,148,979	49,564,440	49,887,852	46,664,046	6.5%
4	Impairment Losses on Financial Assets	-	-	-	-	0.0%
5	Interest Paid	-	-	-	-	0.0%
6	Contracted Services	2,742,875	3,128,972	2,890,077	2,405,981	16.8%
7	Depreciation and Provisions	176,676	656,772	656,772	192,289	70.7%
8	Inventory	304,301	141,511	188,388	121,434	35.5%
9	Operational Costs	1,320,917	980,613	604,083	369,173	38.9%
10	Total Operating Expenditure	57,693,748	54,472,308	54,227,172	49,752,923	8.3%
11	Operating (Surplus) / Deficit	48,111,732	49,124,280	48,879,144	39,887,036	-18.4%

3.13.6 Employee Statistics

The Planning Services Division has 82 posts on the organisational structure approved by Council on 31 May 2018 of which 30 posts are frozen and 52 posts funded at year-end. The section had 49 filled and 3 vacant posts at year-end, and based on the number of vacancies (3) had a 5.8% vacancy rate.

Table 69: Employees - Planning Services

Employees: Planning Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	2	1	0	1	1	0	0.0%
2	T15 - T17	8	14	5	9	8	1	11.1%
3	T12 - T14	8	17	8	9	9	0	0.0%
4	T09 - T11	20	32	12	20	18	2	10.0%
5	T06 - T08	11	16	5	11	11	0	0.0%
6	T03 - T05	6	2	0	2	2	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	55	82	30	52	49	3	5.8%

3.14 ECONOMIC GROWTH (INCLUDING TOURISM AND MARKET PLACES)

During the 2019/2020 financial the Economic Growth and Tourism Division embarked on an intensive drive to implement key recommendations of the Integrated Economic Growth Strategy which included amongst others the following:

- A implementing a set of strategic enablers aimed at improving the ease of doing business;
- facilitating industrial infrastructure; and
- Enhancing tourism infrastructure, increasing fibre coverage, enhancing water security and promoting small businesses development to diversify and strengthen the economy.

The onset of Covid-19 in South Africa further emphasized the need for the municipality to focus on the provision of a more agile and resilient enabling environment to allow the local economy to develop mechanisms on how best to deal with catastrophic economic shocks. The Integrated Economic Growth Strategy continues to remain a solid foundation to improve the municipality's innovation and change to ensure that our economy recovers from this unprecedented economic shocks. Thus in 2019-2020 the Division focused specifically on establishing sustainable partnerships, enhanced SMME business support and implemented interventions to boost the informal sector in Drakenstein.

3.14.1 Economic Growth

The Integrated Economic Strategy outlines Drakenstein's roadmap to inclusive and sustainable economic growth. The core pillars that support this vision are:

- Governance and institutions;
- Infrastructure;
- Partnerships; and
- Shared identity and social cohesion.

The Division improved the development of various policies in order to ensure that the Municipality has the foundational enablers in place to give effect to the Integrated Economic Strategy.

3.14.1.1 Economic Growth Environment

During the 2019-2020 financial year we continued to build on developing the strategic enablers to facilitate economic growth. This included:

- Development of a Development and Investment guide to facilitate the ease of doing business with the municipality;

- Increased the allocation of trading spaces in previously disadvantaged areas to promote the development of the Township economy and grow micro enterprises locally;
- Continue to strengthen existing strategic partnerships with the private sector and other spheres of Government to implement sustainable entrepreneurship projects and skills development initiatives so entrepreneurs can grow their businesses; and
- Implementation of one additional community based tourism product to facilitate Tourism transformation.

3.14.1.2 Economic Growth Achievements

Below are highlights of achievements during the 2019/20 financial year:

- The implementation of phase two of the three- year Contractor Development Programme which focuses on upskilling 16 emerging contractors that are registered on the municipal supplier database;
- Continued with the provision of business support training for informal traders to give effect to the implementation of the approved Informal Trading Enhancement Strategy;
- Development of a SMME Business support plan enhance the municipality's SMME business support;
- Development of a dedicated SMME business support webpage; and
- Providing a capacity building programme that focused on business support training for Informal traders to focus on enhancing the Informal Economy in Drakenstein.

The 2019 -2020 marked the first year of the approved Integrated Economic Growth Strategy. In the latter part of the financial year the division had to deal with the institutional challenges the impact of Covid-19 had. However the division managed to respond swiftly and gained significant ground in enhancing communication between the business communities at large and played an important role in building trust amongst business stakeholders to rebuild business confidence. Going forward the division will continue to focus on:

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

3.14.1.3 Economic Growth Challenges

The following challenges prevail:

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

3.14.1.4 EPWP Job Creation

The Expanded Public Works Program is a program designed to provide temporary work opportunities for unemployed youth in order to make them more employable in the future. The Municipality obtained a conditional grant from the National Department of Public Works and topped it up with own funding to reach more beneficiaries. In line with prudent cost containment measures to improve the financial situation for Drakenstein municipality, the own funding contribution to EPWP in 2019/2020 was reduced to match the grant funding received.

Due to the COVID-19 lockdown and health and safety risks, a large percentage of the contracts for EPWP participants were extended from April 2020 to July 2020.

The following table depicts the number of EPWP Projects, funding and the number of jobs created through EPWP projects over the last three financial years.

Table 70: Job creation through EPWP Projects

Job creation through Expanded Public Works Programme (EPWP) Projects					
Serial No.	Financial Year	DTPW EPWP Grant allocation	Drakenstein Municipal Funding	Number of EPWP Projects	Number of Jobs created through EPWP Projects
Column Ref.	A	B	C	D	E
1	2017/18	R2,456,000	R14,438,322	19	1,309
2	2018/19	R4,433,000	R15,144,426	20	1,804
3	2019/20	R5,185,000	R5,305,000	17	1,026

3.14.2 Tourism and Market places

The Tourism sector is one of the largest contributing sectors to the economy and is the driving force between creating employment opportunities and starting sustainable tourism businesses. The Tourism season traditionally starts during the month of September, reaching the height of its peak in December to March when declining from April to May. During the first two quarters of the 2019/2020 financial year, plans and strategies were set to increase domestic and international tourism to the Drakenstein region and to optimize authentic tourism experiences.

The global outbreak of the novel Coronavirus (Covid-19) reached South Africa in March, the height of the peak tourism season, and the Western Cape was the epicentre of the virus during the last two quarters of our financial year. As a result, tourism within Drakenstein was heavily impacted and all tourism businesses in the tourism value chain were affected. . According to estimates from an economic impact model done by economists in the Western Cape Department of Economic Development and Tourism, Drakenstein’s tourism sector would have lost approximately R65 million in income and 700 jobs after two months of the lockdown.

The outbreak of the COVID-19 pandemic emphasised the need for the Municipality to focus on building a resilient and agile enabling environment to ensure that the Tourism community are better prepared to deal with severe economic shocks in the future.

3.14.2.1 Tourism Achievements

Below are some of the highlights we achieved during the 2019/20 financial year:

- The adoption of the Tourism Development Plan in September 2019 set the scene for the municipality’s Tourism development agenda during the next 12 years. The vision encapsulates Tourism excellence in motion;
- Completion of Paarl Street Museum (Sites of Significance) project’s first phase. This project serves to give effect to the untold stories of Paarl before 1994 and pay homage to heroes in previously disadvantaged areas. Furthermore the project enhances the broader

cultural and heritage tourism product offering and promotes the Transformation of the industry.

- Phase 2 of Dine with the Locals (DWTL) was implemented. The purpose of this project is to showcase the rich history of different cultural diversities and authentic cuisine of the people of Drakenstein. The objective of this project is to develop a route where visitors can experience the rich and cultural diversity of a region within a real home environment.
- Tourism Skills Development Programmes undertaken was firstly a three-year Wine Service Training Programme which was implemented by the National Department of Tourism to train unemployed youth in Drakenstein to become wine sommeliers. In light of the Covid-19 pandemic, further feedback is awaited in terms of the way forward and the commencement of the programme. The second skills development programme was a customer care programme called “Journey to Service Excellence” and it was implemented by DEDAT. This project was completed in quarter two and approximately 340 participants were trained. The third skills development programme was the Tourism Monitors Programme which the National Department of Tourism and The Tourism Business Institute of South Africa provided on the job-training and employment opportunities for 23 tourism monitors which resides in the Drakenstein region. These monitors were deployed in tourism hot spots in the surroundings of Paarl and Wellington since December 2019. Due to COVID-19, and lockdown the monitors had to stop and was redeployed on Monday 03 August 2020. The purpose of this initiative was not only for skills development and training unemployed youth, but also to assist the tourism with any queries, directions in terms safety as well as guidance for tourists in distress. This initiative was well received.
- Supported 12 events with a total value of R669,400. This included at least 9 community events and 3 regional events.

3.14.2.2 Tourism Challenges

The following challenges prevail:

- The need for Transformation in the Tourism industry;
- The negative impact of the existing tourism flows on the destination due to COVID-19; do have interventions in place;
- Additional Tourism signage infrastructure to enhance the visitor’s experience; - started on this project;
- An Events and Meetings, Incentives, Conferences and Exhibitions (MICE) Strategy;
- A Film Locations Policy;

- A need for distinct brand differentiation to articulate Drakenstein’s unique tourism offering;
- COVID-19, the uncertainty in the duration of this pandemic globally;
- To increase tourism revenue and visitor numbers as a result of Covid-19; and
- A need for sufficient statistical data to better understand the local Tourism sector value chain locally.

3.14.3 Capital Expenditure

The Economic Growth Division spent R601.7 thousand or 100% of the final adjustments budget on economic growth, tourism and market places infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 71: Capital Expenditure 2019/20 - Economic Growth (Tourism & Market Places Included)

Capital Expenditure 2019/20: Economic growth (Tourism & Market Places Included)					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	VPUU Informal Trading Kiosk	500,000	391,178	391,178	0.0%
2	Stalls	650,000	210,000	210,000	0.0%
3	New Street Development	250,000	-	-	#DIV/0!
4	Total Capital Expenditure	1,400,000	601,178	601,178	0.0%

3.14.4 Major Projects Completed

- Completed the second phase of the Paarl Adventure Trail network around Paarl Mountain to promote adventure tourism in Drakenstein.
- Completed the Events and Film Portal that serves as a tool to enable users/public to apply for an events and film permit via this portal. The establishment of the portal is a collaboration between the Department of Economic Development and Tourism (DEDAT). The tool addresses red tape reduction and demonstrates the municipality’s Innovation enhancement capabilities.
- The municipality partnered with the Western Cape Government and the Cape Winelands District Municipality to co-host the inaugural provincial Event Incubation Conference in Paarl. This event formed part of an annual Events peer learning programme and served as an opportunity to showcase Drakenstein as a premier events destination of choice.

3.14.5 Operating Expenditure

Economic growth and tourism services, as a community service, generated an operating deficit of R9.96 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 72: Operating Revenue and Expenditure: Economic Growth and Tourism

Operating Revenue and Expenditure: Economic Growth and Tourism						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(12,300)	(5,000)	(5,000)	927	-118.5%
2	Total Operating Revenue	(12,300)	(5,000)	(5,000)	927	-118.5%
3	Employee Related Costs	3,123,692	3,748,320	3,748,320	3,770,133	-0.6%
4	Impairment Losses on Financial Assets	-	-	-	-	0.0%
5	Interest Paid	-	-	-	-	0.0%
6	Contracted Services	5,557,153	4,808,224	2,376,092	2,299,957	3.2%
7	Depreciation and Provisions	68,338	617,964	617,964	-84,274	113.6%
8	Inventory	71,775	67,549	54,900	74,382	-35.5%
9	Operational Costs	5,829,385	4,686,119	4,277,359	3,903,003	8.8%
10	Total Operating Expenditure	14,650,343	13,928,176	11,074,635	9,963,201	10.0%
11	Operating (Surplus) / Deficit	14,638,043	13,923,176	11,069,635	9,964,128	-10.0%

3.14.6 Employee Statistics

The Economic Growth Division has 13 posts on the organisational structure approved by Council on 31 May 2018 of which 5 posts are frozen and 8 posts funded at year-end. The section had 8 filled posts at year-end and based on the number of vacancies (0) had a 0% vacancy rate.

Table 73: Employees - Economic Growth (including Tourism and Market Places)

Employees: Economic Growth (including Tourism and Market Places)								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	2	3	1	2	2	0	0.0%
3	T12 - T14	1	1	0	1	1	0	0.0%
4	T09 - T11	1	5	2	3	3	0	0.0%
5	T06 - T08	2	4	2	2	2	0	0.0%
6	T03 - T05	0	0	0	0	0	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	6	13	5	8	8	0	0.0%

3.15 RURAL DEVELOPMENT

The onset of COVID-19 in South Africa has emphasized the need for the division to focus on how to build a resilient enabling environment that will enable the communities we serve to develop mechanisms on how best to deal with catastrophic social and economic shocks.

The Rural Development division adopted some post-COVID interventions to increase investor confidence in the rural sphere by focussing on the following:

- Ensuring that each project focuses on skills development which could ultimately leads to increasing jobs in rural areas;
- Re-modelling of our projects (if possible) to suit specific needs related to COVID 19, e.g. making of masks through our sewing project; and
- Strengthen the relationship with critical partners in the rural sphere, like the Department of Agriculture, Rural Development and Land Reform, Department of Basic Education, the Department of Social Services, etc. to jointly address common challenges, eg food security.

The Division was actively involved during the 2019/20 financial year in the following projects/initiatives:

Table 74: Rural Development Projects/ Initiatives

Rural Development Projects Initiatives		
Serial No.	Project/Initiative	Description/Value added to improve service delivery
Column Ref	A	B
1	Establishing Drakenstein as a Fairtrade City	The Rural Development, Economic Growth and Tourism and Environmental Management Divisions are exploring ways of establishing Drakenstein as a Fairtrade City. Fairtrade is a global movement which addresses the injustices of conventional trade by supporting small-scale producers, businesses, manufacturers and workers to secure better terms of trade. It is based upon building trade relationships that are based on dialogue, values, transparency and respect.
2	Transformation process in Saron (TRANCRAA).	Land rights enquiry was concluded and report submitted by service provider to Department of Agriculture, Rural Development and Land Reform. Tenure rights of beneficiaries secured creating sound platform for development.
3	Relocation of Vlakkeland Small Farmers.	Jubelie Services appointed by the Human Settlements Division facilitates the relocation of Vlakkeland small

Rural Development Projects Initiatives		
Serial No.	Project/Initiative	Description/Value added to improve service delivery
Column Ref	A	B
		farmers. The establishment of a sustainable farming enterprise is enabling beneficiaries to farm commercially.
4	Food gardens at rural schools.	Vegetable gardens were established at 10 rural schools in Drakenstein and assistance rendered to 7 other schools to upgrade their gardens. This resulted in improved levels of conceptualisation of curriculum and access to food in sufficient quantity and quality.
5	1 Household 1 Hectare project.	Markets facilitated for project, resulted in access to food in sufficient quantity and quality to meet basic nutritional needs.
6	Bursaries allocated to rural matriculants.	Bursaries allocated to a total of 19 rural matriculants to further their studies. Access to financial assistance enabling rural learners to further their studies to reduce the risk of unemployment.
7	Driver's licence programme rural matriculants.	Skills development to improve chances for employment when finishing matric or tertiary education. 29 rural matriculants acquired Code 8 learner's licences. 10 learners passed their driver's licence tests.
8	Driver's licence programme rural unemployed.	Skills development with improved chances for employment. 43 rural unemployed youth acquired Code 10 learner's licences. 20 participants passed their driver's licence tests.
9	Development of Rural Housing Policy.	Draft Rural Housing Policy submitted to Mayco. Progressive realisation of the right to adequate housing for rural dwellers.
10	Sewing Skills Programme	MOU signed with Sew Southern Africa to assist 10 rural unemployed women in acquiring sewing and entrepreneurial skills.
11	Literacy initiative	DM in collaboration with a NGO, A Reaching Hand, delivered books and stationary to Wagenmakersvallei Primary School and Bergrivier Primary School on 01 November 2020.
12	Agri-processing training Paarl School of Skills	The Western Cape Department of Agriculture, in collaboration with Drakenstein Municipality, exposed 8 learners on 3-5 March 2020 from the Paarl School of Skills to the possibilities of agri-processing. The learners, a teacher and a member of the support staff, attended training at Elsenburg's AgriHub for three days, where they were taught the skill of making yoghurt, cheese, artisan bread, pear juice and the importance of minimizing food waste by processing.
13	Review Rural Development Strategy	The Rural Development division started with a process of reviewing the Rural Development Strategy developed in 2017 to effectively address the challenges in rural areas highlighted in Chapter 2 of IDP.

Rural Development Projects Initiatives		
Serial No.	Project/Initiative	Description/Value added to improve service delivery
Column Ref	A	B
14	Project Funding Proposal to external funding agents	Discussions between officials from Drakenstein’s Rural Development and Environmental Management and representatives from the Centre for Renewable and Sustainable Energy Studies (CRSES) at Stellenbosch University resulted in an offer to the Department of Basic Education on training to educators on how to incorporate renewable energy and sustainability in the classroom. The University of Stellenbosch and Drakenstein Municipality engaged further on how to increase skills in rural areas in order to create jobs. Potential partnership agreement between two parties to undertake a renewable energy feasibility study in Drakenstein.

3.16 INTRODUCTION

This part of the report deals with library services, cemeteries and crematoria, community halls, facilities, and Thusong centres, services to childcare, aged care and social programmes rendered during the year under review. During the period of the COVID 19 epidemic service delivery came to a stand still because of the total national lockdown.

3.17 LIBRARY SERVICES

The Library and Information Services Section has 19 service outlets throughout Drakenstein including a new service site, Chicago Library. The Chicago site will provide books and information to the public and provide community programmes in partnership with the community development section.

Phase one of the Ronwe containerised library is finished, phase two will start in the 2020/21 financial year. The library will be equipped and improved with computers for internet access to the community. Ronwe will provide services such as:

- Spaces for collaboration and maker spaces;
- Newspapers and online job seeker sites for unemployed people to access for job hunting;
- Learners and students with reference and research items for assignments and projects and help learners with preparation for study and examinations; and
- Provide library related and holiday programmes.

We continuously market and promote our services to our patrons in the printed media, Municipal website and on social networks.

3.17.1 Service Statistics

Drakenstein has 101,174 library members and all libraries accounted for 568,971 library visits during the year under review. A total of 371,469 library items were circulated and ICT computer usages amounted to 33,244 times.

Table 75: Service Statistics for Libraries

Service Statistics for Libraries 2019/20						
Serial No.	Programme	Q1	Q2	Q3	Q4	Full Year
Column Ref.	A	B	C	D	E	F
1	Displays	173	137	160	12	482
2	Storytelling Sessions	247	191	193	44	675
3	Reading Programmes	89	71	133	19	312
4	Book Education, Library Orientation, Class Visits and Bibliographic Instruction	68	49	67	52	236
5	Library Centred Activities	30	22	40	0	92
6	Holiday Programme Activities	22	42	4	2	70
7	Community and Outreach Programmes	143	130	112	1	386
8	Book Discussions, Book Talks and Book Clubs	68	49	67	52	236
9	Literacy Sessions facilitated	457	378	519	9	1,363
10	ICT computer usages	13,073	9,581	10,590	0	33,244
11	Learner support	3,991	1,933	3,051	64	9,039
12	Circulation	140,550	115,481	115,438	0	371,469
13	Membership	99,160	99,712	101,174	101,174	101,174
14	New members added	1,838	970	908	0	3,716
15	Total library visits	219,176	210,851	138,944	0	568,971
16	Library space usage	416	430	285	0	1,131
17	Library stock			Province	Own	Total
				221,657	60,086	281,743

3.17.2 Service Delivery Levels

Drakenstein Libraries and Information Services always provide effective, efficient and quality informational and recreational services to all library users in our communities within the framework of the norms and standards of the Western Cape Library Services. However, as from March 2020, with the start of the COVID 19 epidemic libraries went into total lockdown that hampered the delivery of services to the communities. The Library Services section came up with creative ways on doing storytelling and book discussions online. Librarians provided online book lists, websites and information links for patrons to access e-books and information resources during lockdown.

3.17.3 Capital Expenditure

The Library Services Section spent R969.7 thousand or 98.93% of the final adjustments budget on library services infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 76: Capital Expenditure 2019/20 - Library Services

Capital Expenditure 2019/20: Library Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Ronwe Container Library	-	460,278	452,157	1.8%
2	Furniture and Office Equipment	160,000	176,987	149,984	15.3%
3	Network Points	-	121,018	121,017	0.0%
4	Bergendal Container Library	-	100,001	100,001	
5	Chicago Container Library	-	89,885	89,253	0.7%
6	Other Capital Projects	1,350,000	32,002	57,339	-79.2%
7	Total Capital Expenditure	1,510,000	980,171	969,752	1.1%

3.17.4 Major Projects Completed

A service outlet for the community of Chicago is completed at the Thusong Centre and will open to the public after the COVID 19 lockdown subsides.

3.17.5 Operating Expenditure

Library services, as a subsidised service, generated an operating deficit of R8.31 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services. This remains an underfunded mandate from the Provincial Department of Library Services.

Table 77: Operating Revenue and Expenditure: Library Services

Operating Revenue and Expenditure: Library Services						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(22,018,635)	(17,416,850)	(17,500,285)	(17,538,325)	0.2%
2	Total Operating Revenue	(22,018,635)	(17,416,850)	(17,500,285)	(17,538,325)	0.2%
3	Employee Related Costs	17,570,695	19,226,964	19,226,964	19,649,008	-2.2%
4	Impairment Losses on Financial Assets	0	0	0	0	0.0%
5	Interest Paid	0	0	0	0	0.0%
6	Contracted Services	1,708,852	339,525	600,593	364,420	39.3%
7	Depreciation and Provisions	1,101,350	1,179,652	1,179,652	3,874,072	-228.4%
8	Inventory	509,229	451,208	396,282	440,335	-11.1%
9	Operational Costs	1,307,613	414,171	384,306	1,583,659	-312.1%
10	Total Operating Expenditure	22,197,739	21,611,520	21,787,797	25,911,495	-18.9%
11	Operating (Surplus) / Deficit	179,104	4,194,670	4,287,512	8,373,170	95.3%

3.17.6 Employee Statistics

The Library Services Section has 130 posts on the organisational structure approved by Council on 31 May 2018 of which 53 posts are frozen and 77 posts funded at year-end. The section had 76 filled posts at year-end and based on the number of vacancies (1) had a 1.3% vacancy rate.

Table 78: Employees - Library Services

Employees: Library Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	1	0	1	1	0	0.0%
3	T12 - T14	7	11	3	8	8	0	0.0%
4	T09 - T11	5	30	25	5	4	1	20.0%
5	T06 - T08	52	60	8	52	52	0	0.0%
6	T03 - T05	10	28	17	11	11	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	75	130	53	77	76	1	1.3%

3.18 CEMETERIES AND CREMATORIA

Drakenstein Municipality has 14 cemeteries. With the high number of dormant cemeteries a heavy burden is placed on Parys Cemetery especially from the overflow from Wellington and Simondium. The Cemeteries Section created additional burial space by narrowing cemetery roads. Parys Cemetery, Saron (73 km from Paarl) and Hermon (43 km from Paarl) have reasonable space available. EIA studies are being done at Parys Cemetery to acquire more space additional space (1,300) graves was developed next to the Electrical Engineering depot at Parys.

We are currently in the process of appointing consultants to do environmental studies at the new proposed Nieuwedrift Cemetery.

The department reviewed the Burial Policy to allow grave recycling. This will allow families to re-use family gravesites for loved ones. Council must still approve the draft policy.

This innovative move will instantly generate all burial sites as heritage space.

3.18.1 Service Statistics

During the year under review, 1255 burials took place at an average of 112 burials per month. Drakenstein Municipality does not have a municipal crematorium.

Since 27 March 2020, the President announced a national lockdown. Due to the novel virus COVID 19, the President announced a State of Disaster under the Disaster Management Act 2002. Since then the Cemetery section started burying only on weekdays up to 18 graves a day in an attempt to empty the storage units of all the undertakers in Drakenstein. This was done so that once the curve of COVID-19 have reached its peak (COVID fatalities) the undertakers will be in a position of having enough storage space.

Drakenstein Crematorium which is under private ownership have received permission to operate 24 hours a day. Up to 30 cremations can be done per day.

3.18.2 Service Delivery Levels

The aim is to maintain cemeteries every 6 to 8 weeks. This includes horticultural maintenance and minor grave maintenance.

3.18.3 Capital Expenditure

The Cemeteries Section spent R1.6 million or 100% of the final adjustments budget on cemetery services infrastructure projects for the year under review.

Table 79: Capital Expenditure 2019/20 - Cemeteries & Crematoria

Capital Expenditure 2019/20: Cemeteries & Crematoria					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Wall at Champagne Cemetery	1,775,000	1,618,169	1,618,168	0.0%
2	Other Capital Projects	10,350,000	-	-	
3	Total Capital Expenditure	12,125,000	1,618,169	1,618,168	0.0%

3.18.4 Major Projects Completed

No major projects although the Division Cemetery appointed a consultant for the new proposed Nieuwedrift Cemetery.

3.18.5 Operating Expenditure

Cemeteries services, as a community service, generated an operating deficit of R2.47 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 80: Operating Revenue and Expenditure: Cemeteries Services

Operating Revenue and Expenditure: Cemeteries Services						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(3,189,147)	(3,052,556)	(3,052,556)	(3,518,768)	15.3%
2	Total Operating Revenue	(3,189,147)	(3,052,556)	(3,052,556)	(3,518,768)	15.3%
3	Employee Related Costs	3,655,308	8,375,222	8,375,222	11,096,225	-32.5%
4	Impairment Losses on Financial Assets	0	0	0	0	0.0%
5	Interest Paid	0	0	0	0	0.0%
6	Contracted Services	417,792	472,180	338,155	286,546	15.3%
7	Depreciation and Provisions	6,030	839,193	839,193	6,205	99.3%
8	Inventory	154,939	56,087	38,817	47,485	-22.3%
9	Operational Costs	468,020	221,536	121,536	110,365	9.2%
10	Total Operating Expenditure	4,702,089	9,964,218	9,712,923	11,546,825	-18.9%
11	Operating (Surplus) / Deficit	1,512,943	6,911,662	6,660,367	8,028,058	20.5%

3.18.6 Employee Statistics

The Cemeteries Services Section has 122 posts on the organisational structure approved by Council on 31 May 2018 of which 74 posts are frozen and 48 posts funded at year-end. The section had 41 filled at year-end and based on the number of vacancies (7) had a 14.6% vacancy rate.

Table 81: Employees - Cemeteries and Crematoria

Employees: Cemeteries and Crematoria								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	1	0	1	1	0	0.0%
3	T12 - T14	1	2	0	2	1	1	50.0%
4	T09 - T11	1	1	0	1	0	1	100.0%
5	T06 - T08	9	23	11	12	9	3	25.0%
6	T03 - T05	30	95	63	32	30	2	6.3%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	42	122	74	48	41	7	14.6%

Note: The vacancy rate includes seasonal worker posts that will only be filled during holiday season.

3.19 COMMUNITY HALLS, FACILITIES AND THUSONG CENTRES

The Community Development Section manages two town halls, eight community halls, two Multi-Purpose Thusong Centres and 17 public ablution facilities. The Multi-Purpose Thusong Centres are one-stop facilities that provide opportunities to access a compendium of government services to surrounding communities. These include social services, social pensions and grants, consumer protection and numerous municipal services. The municipal halls are also managed by this section and these include the Wellington and Paarl Town Halls, as well as the Huguenot, Gouda, Fairyland, Mbekweni and Colibri Community Halls.

3.19.1 Service Statistics

The total number of people that accessed services from the Paarl East Thusong Centre is 32,184 and the total number for Mbekweni Thusong Centre is approximately 28,801 people. The facilities are open for hire and service statistics are being developed for these new facilities. Other relevant information includes the number of functions at the halls and Thusong Centres as reflected below.

Table 82: Town Halls, Community Halls and Thusong Centres

Town Halls, Community Halls and Thusong Centres				
Serial No	Facility	Number of Functions		
		2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Paarl Town Hall	54	65	45
2	Wellington Town Hall	113	63	62
3	Huguenot Community Hall	168	154	90
4	Fairyland Community Hall	154	81	54
5	Mbekweni Community Hall	117	102	68
6	Colibri Community Hall	125	30	45
7	Safmarine Community Hall	4	0	0
8	Simondium Community Hall	52	63	41
9	Gouda Community Hall	128	60	41
10	Saron Community Hall	38	79	33
11	Paarl-East Thusong Service Centre	816	99	69
12	Mbekweni Thusong Service Centre	423	68	66

3.19.2 Service Delivery Levels

The Halls are used frequently and this has an impact on the standard times of readiness in terms of minimum quality standards required at such facilities. The current staff shortages also influence the turnaround times for readiness. Upgrades at the halls and Thusong Centres will ensure that service delivery will improve. The Thusong of Mbekweni and Paarl East have a provincial compliance evaluation of 75%. The Wellington Town Hall, the Huguenot Community Hall and the Paarl East Thusong Centre were used as shelters for the homeless during the lockdown period of the COVID pandemic, thus, these shelters were closed for public use.

3.19.3 Capital Expenditure

The Community Development Section spent R122,797 or 81.6% of the final adjustments budget on community halls infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 83: Capital Expenditure 2019/20 - Community Halls, Facilities and Thusong Centres

Capital Expenditure 2019/20: Community Halls, Facilities and Thusong Centres					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Furniture and Office Equipment	-	667,245	122,797	81.6%
2	Other Capital Projects	1,440,000	-	-	#DIV/0!
3	Total Capital Expenditure	1,440,000	667,245	122,797	81.6%

3.19.4 Major Projects Completed

The Paarl Town Hall and the Wellington Hall were upgraded during the year under review and these included upgrades to the kitchens and the air conditioning systems of these facilities. A perimeter fence was also installed at the Huguenote Community Hall.

3.19.5 Operating Expenditure

Community halls, facilities and Thusong centres, as a community service, generated an operating deficit of R9.35 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 84: Operating Revenue and Expenditure: Community Halls, Facilities and Thusong Centres

Operating Revenue and Expenditure: Community Halls, Facilities and Thusong Centres						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(22,647,014)	(472,837)	(472,837)	(1,089,331)	130.4%
2	Total Operating Revenue	(22,647,014)	(472,837)	(472,837)	(1,089,331)	130.4%
3	Employee Related Costs	22,888,431	5,151,973	5,151,973	6,025,460	-17.0%
4	Impairment Losses on Financial Assets	-	-	-	-	0.0%
5	Interest Paid	-	-	-	-	0.0%
6	Contracted Services	3,536,242	577,633	353,308	140,441	60.2%
7	Depreciation and Provisions	6,619,233	490,244	490,244	3,012,874	-514.6%
8	Inventory	1,820,220	490,613	537,934	400,596	25.5%
9	Operational Costs	2,620,565	544,353	544,353	857,698	-57.6%
10	Total Operating Expenditure	37,484,691	7,254,816	7,077,812	10,437,069	-47.5%
11	Operating (Surplus) / Deficit	14,837,678	6,781,979	6,604,975	9,347,738	41.5%

3.19.6 Employee Statistics

The Community Halls, Facilities and Thusong Centres Services Section has 82 posts on the organisational structure approved by Council on 31 May 2018 of which 20 posts are frozen and 62 posts funded at year-end. The section had 62 filled at year-end and based on the number of vacancies (0) had a 0% vacancy rate.

Table 85: Employees - Community Halls, Facilities and Thusong Centres

Employees: Community Halls, Facilities and Thusong Centres								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	0	0	0	0	0	0.0%
3	T12 - T14	0	1	1	0	0	0	0.0%
4	T09 - T11	1	3	3	0	0	0	0.0%
5	T06 - T08	5	13	3	10	10	0	0.0%
6	T03 - T05	50	65	13	52	52	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	57	82	20	62	62	0	0.0%

3.20 CHILD CARE, AGED CARE AND SOCIAL PROGRAMMES

The Community Development Section is responsible for poverty relief initiatives, support to vulnerable groups, including youth, gender, the elderly, the disabled, street people, alcohol harms reduction programme and the Early Childhood Development (ECD) Sector. It also manages the distribution of the grant in aid funds and assists the IDP office with the operations of Mayoral Ward Projects in the 33 wards.

The strategic, programmatic focus of the section is to develop and establish social support networks and to develop and promote community livelihood strategies. The principles guiding the implementation of programmes and projects are based on labour-intensive job creation initiatives that sustain and support impoverished households.

The Community Development Section services the Early Childhood Development (ECD) Sector. The top service delivery priorities for the sector were:

- To facilitate the registration of ECD is with the National Department of Social Services, with all stakeholders in the sector, located within the Drakenstein Municipal Area. This process included mobilising all stakeholders both local and provincial to participate in workshops aimed in recognising the challenges and unblocking red tape and bureaucratic bottlenecks;
- To facilitate training for ECD practitioners on the needs the ECD Forum identified that as priority training needs. Training focused on training for ECD practitioners. Other training also focused on health and sanitation training for ECD practitioners within the context of the drought;
- The priority skills training that was started focused on skills training on the new curriculum, however this training was suspended due to the COVID pandemic.
- To renovate and upgrade the ECD facilities. Permission was granted to construct an ECD facility in the Fairyland/Groenheuwel area and the construction of this facility has started;
- The Gender Commission also facilitated workshops with the Gender Forum on Gender Awareness and the role of women in society; and
- Support to the Elderly Forum consisted of quarterly meetings with the sector and logistical and financial support with the programmes and projects in which the Elderly Forum participated. This included the Provincial Elderly Games held at the Dal Josaphat Stadium, World Day of Prevention of Elderly Abuse recognition of the contribution of the Elderly held in the Dal Josaphat Stadium.

All skills training with the Youth sector was suspended due to the COVID pandemic and staff was redeployed to perform duties at the Homeless shelters of Wellington Town hall and Paarl East and Mbekweni Thusong.

3.20.1 Service Statistics

Some service statistics are:

- The Community Development Section held two meetings per quarter with the ECD Forums of Mbekweni, Paarl and Wellington;
- The ECD skills course on the new curriculum was a partnership initiative with NCEBA, a local NGO and focused on training of the new curriculum for Early Childhood Development.
- The Community Development Section held quarterly meetings with the Gender Forum and facilitated two workshops which was attended by 19 and 22 participants per workshop respectively;
- The Gender Month Programme was also managed by the Community Development Section and similarly the 16 Days of Activism Against Women and Child Abuse Programme is managed; and
- The Community Development Section held quarterly meetings with the Elderly Forum with support of transport for the Elderly Forum in the Drakenstein municipal area to attend the Golden Games.

3.20.2 Service Delivery Levels

The Community Development Section plans and executes two meetings per quarter with the ECD Forums of Wellington, Paarl and Mbekweni. The meetings addresses the service needs of the different ECD Forums. The section also plans to facilitate two skills development workshops with the sector.

The section also holds quarterly meetings with the Gender Forum and facilitates two empowerment workshops. One workshop focuses on human rights and the other focuses on gender empowerment.

The section holds quarterly meetings with the Elderly Forum to address the needs of the elderly in the Drakenstein municipal area.

3.20.3 Capital Expenditure

The Community Development Section spent R459,508 or 86.15% of the final adjustments budget on child care, aged care and social infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 86: Capital Expenditure 2019/20 - Child Care, Aged Care & Social Programmes

Capital Expenditure 2019/20: Child Care, Aged Care & Social Programmes					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Multi Purpose Centre Paarl East	500,000	332,441	305,698	8.0%
2	New ECD Building	-	150,000	102,873	31.4%
3	Other Capital Projects	1,090,000	50,938	50,937	0.0%
4	Total Capital Expenditure	1,590,000	533,379	459,508	13.8%

3.20.4 Major Projects Completed

An interim Arts and Culture Forum was established with the Arts and Culture representatives of the ward committees. The interim Arts and Culture Forum adopted a draft constitution. However, it was decided that engagement with the DCAS provincial department would continue to ensure the participation of the arts and culture sector in provincial initiatives.

Two engagements were held with the Elderly Forum. These engagements included the Elderly Indaba to evaluate the safety of the elderly in the community. The Elderly Sector was also assisted in terms of hosting the regional Golden Games at the Dal Josaphat Stadium. The elderly also has several service benefits that can be accessed, including reduced tariffs for water and electricity.

The section executed the process to provide Grant in Aid funding to organisations in the Drakenstein municipal area, however funding was suspended due to the service needs of the COVID pandemic of the municipality.

The section also executed the Mayoral Ward projects and all projects were suspended to redirect funds to COVID 19 pandemic service needs.

The Community Development Section also supported the Street Peoples Forum through participating in the initiative of the Cape Winelands District Municipality to develop a transport plan for disabled people in the Drakenstein municipal area. This consisted of meetings with stakeholders working with and supporting street people. The Forum drafted an information leaflet on street people, which was distributed in the Drakenstein municipal area.

3.20.5 Operating Expenditure

Child care, aged care and social programmes, as a community service, generated an operating deficit of R8.78 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 87: Operating Revenue and Expenditure: Child Care, Aged Care & Social Programmes

Operating Revenue and Expenditure: Child Care, Aged Care & Social Programmes						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	0	0	0	0	0.0%
2	Total Operating Revenue	-	-	-	-	0.0%
3	Employee Related Costs	6,879,584	4,459,309	4,459,309	7,025,856	-57.6%
4	Impairment Losses on Financial Assets	-	-	-	-	0.0%
5	Interest Paid	-	-	-	-	0.0%
6	Contracted Services	1,201,395	309,300	173,478	160,507	7.5%
7	Depreciation and Provisions	171,875	812,691	812,691	175,703	78.4%
8	Inventory	794,634	1,109,697	1,532,709	1,207,785	21.2%
9	Operational Costs	240,424	46,162	264,745	214,368	19.0%
10	Total Operating Expenditure	9,287,912	6,737,159	7,242,932	8,784,218	-21.3%
11	Operating (Surplus) / Deficit	9,287,912	6,737,159	7,242,932	8,784,218	21.3%

3.20.6 Employee Statistics

The Child Care, Aged Care and Social Programmes Section has 8 posts on the organisational structure approved by Council on 31 May 2018 of which 1 posts are frozen and 7 posts funded at year-end. The section had 7 posts filled at year-end and based on the number of vacancies (0) had a 0% vacancy rate.

Table 88: Employees - Child Care, Aged Care and Social Programmes (Community Development)

Employees: Child Care, Aged Care and Social Programmes (Community Development)								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	1	0	1	1	0	0.0%
3	T12 - T14	0	0	0	0	0	0	0.0%
4	T09 - T11	4	5	1	4	4	0	0.0%
5	T06 - T08	0	0	0	0	0	0	0.0%
6	T03 - T05	2	2	0	2	2	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	7	8	1	7	7	0	0.0%

COMPONENT F: ENVIRONMENTAL PROTECTION

3.21 INTRODUCTION

The natural environment supports all life on earth but it is currently under severe threat due to human activities which are causing unprecedented climate change, habitat loss, alien species invasions and excessive pollution which have a significant impact on the health and functioning of our ecosystems. If we are to continue to prosper and develop in a sustainable manner, it is vitally important that we take active measures to protect the environment. While environmental protection is the responsibility of all municipal line departments, Drakenstein Municipality has a dedicated Environmental Management Division that plays a coordinating role between various departments in order to ensure that residents have access to a clean and healthy environment. In addition to this, Drakenstein Municipality has adopted an environmental policy that commits to the full implementation of Integrated Environmental Management (IEM) throughout the organisation.

3.22 ENVIRONMENTAL MANAGEMENT (INCLUDING POLLUTION CONTROL)

The Environmental Management Division is placed within the Planning and Development Department. The Environmental Management Division consists of three sections including, Environmental Planning and Sustainability; Environmental Management Systems Monitoring and Compliance; as well as Natural Resource Management. The divisions' service delivery focus is to ensure that residents enjoy an environment that is safe, not harmful to their well-being and is protected for future generations by protecting and enhancing the Municipality's natural assets and by ensuring that our natural resources are utilised sustainably.

The Environmental Planning and Sustainability Section plays a proactive role in planning for sustainable development through several initiatives including the development of the Environmental Management Framework, the implementation of the Climate Change Adaptation Plan, by commenting on development applications and coordinating the Climate Partnership with the City of Neumarkt, Germany.

The Environmental Management Systems, Monitoring and Compliance Section plays an active role in monitoring threats to the environment and ensuring compliance with environmental legislation. These goals are achieved through performing Environmental Management Inspector duties, responding to environmental pollution incidents, managing environmental emergency incidents in accordance with Section 30 of the National Environmental Management Act 107 of 1998, and executing the air quality management and noise control functions.

The Natural Resource Management Section plays an active role in the management of natural resources by implementing projects aimed at improving the water quantity and quality of the

Berg River, developing management plans for municipal conservation areas and conducting environmental awareness campaigns with schools and the public in general.

3.22.1 Service Statistics

Table 89: Environmental Management - Service Statistics

Environmental Management Service Statistics				
Serial No	Description	2017/18	2018/2019	2019/20
Column Ref.	A	B	C	D
1	Environmental Education and Awareness Events	37	22	14
2	Environmental Applications commented on	11	26	19
3	Land Use Applications commented on	12	26	46
4	Noise Exemptions issued	2	10	10
5	Noise Complaints attended to	3	6	8
6	Air Pollution Incidents attended to	4	7	8
7	Pollution Incidents attended to	5	9	12

3.22.2 Capital Expenditure

The Environmental Management Division spent R139,130 or 92.75% of the final adjustments budget on environmental management infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 90: Capital Expenditure 2019/20 - Environmental Management (Pollution Control Included)

Capital Expenditure 2019/20: Environmental Management (Pollution Control Included)					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Upgrading of Paarl Mountain Reserve	500,000	150,000	139,130	7.2%
2	Total Capital Expenditure	500,000	150,000	139,130	7.2%

3.22.3 Major Projects Completed

Final 2nd Generation Air Quality Management Plan: Drakenstein Municipality is required to develop and maintain an Air Quality Management Plan (AQMP) in accordance with regulation 15(2) of the National Environmental Management: Air Quality Act 39 of 2004 (NEMAQA). Drakenstein Municipality developed the first AQMP in 2011 and since then, the Western Cape Department of Environmental Affairs and Development Planning and the Cape Winelands District Municipality updated their AQMP's in 2016 and 2018 respectively. It was therefore necessary to develop a 2nd Generation AQMP for Drakenstein Municipality in order to ensure alignment is maintained between the Drakenstein Municipality AQMP and the district and

provincial AQMP's. The Final 2nd Generation AQMP has been developed, advertised for public participation and submitted to the Mayoral Committee for adoption in June 2020. The actions in the 2nd Generation AQMP have already been prioritized for implementation.

The Environmental Management Division have environmental education and awareness events running with schools in the Drakenstein area. The purpose of these events is to raise awareness around different environmental problems, the cause of these problems and how the community can do their part in mitigating their effects on the environment. The initiatives also raise awareness around the unique nature of the biodiversity and conservation efforts in and around the Municipality. During 2019/2020 financial year, 14 awareness events were held with 6 schools in rural areas and 2 schools in urban areas. The COVID 19 pandemic, the associated national lockdown that was implemented and the required social distancing measures forced the Division to revisit its strategies used to undertake environmental awareness and education in the municipal area and especially in schools. It is evident that target audiences cannot be reached through all conventional methods of communications and this Division is planning new methods of fulfilling this function in the new financial year.

The current Air Quality By-Law was formulated in 2007 and since then there has been substantial law reform in the air quality sector. The update of the current by-law was a requirement to align it with other relevant legislation. An extensive consultative process took place with the legal specialist and the updated by-law was submitted to Mayco for approval to commence the public participation process. The by-law is currently advertised for public comment, where after public inputs will be included and the final by-law will be submitted to Council for approval during the next financial year.

Drakenstein Municipality took part in the 2019 Western Cape Greenest Municipality Competition (GMC) and was awarded first place for its work in the environmental field. The GMC is aimed at motivating and inspiring municipalities to address environmental issues in their municipal areas. The categories for evaluation of the competition included Waste Management, Climate Change Response, Biodiversity Management, Water Management, Air Quality Management and Institutional Arrangements. Drakenstein Municipality was also the category winners for Climate Change Response and Air Quality Management. The municipality also received innovation awards for the Leliefontein Reservoir Electricity Generation Project as well as the Landfill Waste Entrepreneurs Project.

The Division completed environmental management plans for three of the municipality's urban conservation areas which are Klein Parys, Orleans Park and Wellington Industrial Park conservation sites. These plans are instrumental in starting to manage these areas effectively, allocating sufficient budget towards these efforts and setting the scene in attempting to formalise these conservation areas. The Cape Winelands District Municipality provided funding during this year to undertake invasive alien vegetation clearing on a portion of the Klein Parys

site. Planning is currently underway to continue with these management efforts in a phased approach. The Custodians of Rare and Endangered Wildflowers (CREW) have been very active at the Orleans Park site where they are undertaking a project to restore the *Maresmodes Undulata* species, which is a type of daisy that is one of the most threatened plants in the Cape Floristic Region and only occurs at this site. CREW has been very helpful in assisting the municipality with various aspects pertaining to the planning of management interventions on this site. Cape Nature and the Parks Section have also been of great assistance to this Division in fulfilling these functions.

Drakenstein Municipality has a climate partnership with the City of Neumarkt that focusses on various initiatives and projects that address climate change issues within the municipality. The partnership is facilitated by an organisation called Engagement Global and creates opportunities for Drakenstein to have access to international knowledge and expertise on various issues. The partnership also provides access to funding programmes that are funded by the German government. The following projects are funded through this climate partnership and implemented during this financial year:

- NAKOPA Project: This project entailed the ecological rehabilitation of the Berg River banks within the Paarl Arboretum. The project was concluded in 2019 and a final audit was undertaken on the expenditure of the project funds.
- FKKP Project: This project entails the upgrade of the Paarl Arboretum and implementation started in 2019. This project will conclude in April 2023 and the management thereof resorts with the Community Services Department.

The following new funding applications were lodged during this year:

- FKPW Project: This project involves the appointment of an international development advisor to work within the Environmental Management Division. The intension of the appointment of the development advisor is to undertake work in terms of resource efficiency within municipal operations as well as undertaking work in the green economy. This appointment will be fully funded by Engagement Global if the application is successful.
- NAKOPA 2020: The Environmental Management Division submitted an expression of interest to apply for the 2020 NAKOPA funding programme. This project will build on the work that was undertaken during the first NAKOPA project, where it is proposed to partner with businesses to extend the ecological rehabilitation efforts along the Berg River in the Paarl area. A full project proposal is due for submission in the next financial year.

A delegation of Drakenstein visited the City of Neumarkt in September 2019 and other areas in the Free State of Bavaria to learn more about waste management practices in these areas and

how they can be possibly applied in Drakenstein. In November 2019 another delegation attended a conference based around Agenda 2030 to share experiences from an African perspective in attaining the Sustainable Development Goals. During this visit, the coordinating members of this partnership worked on a 10 Point Action Plan where 10 projects and initiatives were identified for implementation by the two municipalities in the short to medium term.

3.22.4 Operating Expenditure

Environmental management services (pollution control included), as a community service, generated an operating deficit of R760,061 for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 91: Operating Revenue and Expenditure: Environmental Management (Pollution Control included)

Operating Revenue and Expenditure: Environmental Management (Pollution Control included)						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(158,202)	(2,637,968)	(3,267,698)	(1,534,527)	0.0%
2	Total Operating Revenue	(158,202)	(2,637,968)	(3,267,698)	(1,534,527)	0.0%
3	Employee Related Costs	1,420,975	3,229,825	3,229,825	0	100.0%
4	Impairment Losses on Financial Assets	0	0	0	0	0.0%
5	Interest Paid	0	0	0	0	0.0%
6	Contracted Services	1,047,522	901,950	1,139,183	139,355	87.8%
7	Depreciation and Provisions	0	0	0	9,597	0.0%
8	Inventory	63,093	29,457	19,821	18,599	6.2%
9	Operational Costs	132,559	102,308	309,876	606,916	-95.9%
10	Total Operating Expenditure	2,664,149	4,263,540	4,698,705	774,466	83.5%
11	Operating (Surplus) / Deficit	2,505,947	1,625,572	1,431,007	(760,061)	-153.1%

3.22.5 Employee Statistics

The Environmental Management Division has 17 posts on the organisational structure approved by Council on 31 May 2018 of which 9 posts are frozen and 8 posts funded at year-end. The section had 3 filled posts at year-end and based on the number of vacancies (2) had a 25.0% vacancy rate.

Table 92: Employees: Environmental Management

Employees: Environmental Management								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	1	0	1	1	0	0.0%
3	T12 - T14	4	9	4	5	4	1	20.0%
4	T09 - T11	1	6	5	1	1	0	0.0%
5	T06 - T08	0	1	0	1	0	1	100.0%
6	T03 - T05	0	0	0	0	0	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	6	17	9	8	6	2	25.0%

3.23 BIODIVERSITY AND LANDSCAPE (INCLUDING OPEN SPACES)

Biodiversity is maintained by the Nature Conservation Section under the auspices of the Parks Section. The Environmental Management Section does the spatial environmental planning. The Parks Section also contributes to this function through the clearing of invasive alien vegetation, fire management and management of protected areas.

3.23.1 Service Statistics

For the year under review, 46 trees were planted as part of programmes and various projects undertaken by the Parks Section. A total of 193 trees were again donated to the community and schools as. It is envisaged that the Arboretum upgrades will play a vital role in the local communities investing in local tree planting by establishing a centre for greening initiatives.

Invasive Alien Plants (IAPs) pose a direct threat not only to South Africa's biological diversity, but also to water security, the ecological functioning of natural systems and the productive use of land. The eradication of invasive alien plants was limited to the Paarl Mountain Nature Reserve and forms part of the Invasive Alien Plant Strategy. For the year under review, 915 hectares IAP's were eradicated and 8.15 kilometre firebreak, which includes follow-up sites were attended do.

3.23.2 Service Delivery Levels

Eradication projects are based on best practice standards as dictated by Working for Water, a national initiative by the Department of Environmental Affairs. Tree watering has continued as

normal as the water restrictions regulations were relaxed. Where feasible, treated effluent water were used for street tree watering.

3.23.3 Capital Expenditure

The Nature Conservation Section had no capital projects for the year under review.

Table 93: Capital Expenditure 2019/20 - Biodiversity & Landscape (Open Spaces Included)

Capital Expenditure 2019/20: Biodiversity & Landscape (Open Spaces Included)					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	No Capital Projects	-	-	-	#DIV/0!
2	Total Capital Expenditure	-	-	-	#DIV/0!

3.23.4 Major Projects Completed

For the 2019/20 financial year, 915 hectares alien vegetation clearing and 8.15 kilometres firebreaks were cleared on Paarl Mountain Nature Reserve. A total of 46 trees were planted in WC023 during the reporting period.

3.23.5 Operating Expenditure

Biodiversity and landscaping, as a community service, generated an operating deficit of R507,900 for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 94: Operating Revenue and Expenditure: Biodiversity and Landscaping

Operating Revenue and Expenditure: Biodiversity and Landscaping						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	-6,391,391	-2,637,968	-3,267,698	-1,534,527	-53.0%
2	Total Operating Revenue	-6,391,391	-2,637,968	-3,267,698	-1,534,527	-53.0%
3	Employee Related Costs	65,299,039	917,623	917,623	2,042,426	-122.6%
4	Impairment Losses on Financial Assets	-	-	-	-	#DIV/0!
5	Interest Paid	-	-	-	-	#DIV/0!
6	Contracted Services	12,658,999	-	-	-	#DIV/0!
7	Depreciation and Provisions	6,463,542	-	-	-	#DIV/0!
8	Inventory	4,330,337	-	-	-	#DIV/0!
9	Operational Costs	25,658,440	-	-	-	#DIV/0!
10	Total Operating Expenditure	114,410,358	917,623	917,623	2,042,426	-122.6%
11	Operating (Surplus) / Deficit	108,018,968	-1,720,345	-2,350,075	507,900	-121.6%

3.23.6 Employee Statistics

The Biodiversity and Landscaping Section has 340 posts on the organisational structure approved by Council on 31 May 2018 of which 156 posts are frozen and 184 posts funded at year-end. The section had 175 filled at year-end and based on the number of vacancies (9) had a 4.9% vacancy rate.

Table 95: Employees - Biodiversity and Landscaping (Parks)

Employees: Biodiversity and Landscaping (Parks)								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	2	1	0	1	1	0	0.0%
3	T12 - T14	3	5	1	4	4	0	0.0%
4	T09 - T11	0	9	8	1	1	0	0.0%
5	T06 - T08	33	64	34	30	28	2	6.7%
6	T03 - T05	147	261	113	148	141	7	4.7%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	185	340	156	184	175	9	4.9%

3.24 INTRODUCTION

This part of the report deals with the traffic, licensing, law enforcement, and fire and disaster management services rendered for the year under review.

3.25 TRAFFIC, LICENSING AND LAW ENFORCEMENT

During 2019/20, a large number of offences were dealt with. The main purpose of this section is not only to prosecute, but also to educate offenders. The main activities undertaken were:

- Apprehending offenders talking on cell phones while driving, red light and stop street violations, failure to wear seatbelts, excessive speeding, taxis, red and yellow line offences, illegal number plates and driving under the influence of alcohol – all of the aforementioned contributed to a high accident rate;
- Corrective measures taken inter alia include selective law enforcement on safety belts, cell phones, number plates and public transport enforcement;
- The appointment of a new service provider for automatic speed enforcement is effective in dealing with excessive speed;
- Traffic safety talks at various institutions to address irresponsible driver behavior and pedestrian safety;
- We've launched drag racing operations in Paarl and Wellington with the assistance of SAPS and Provincial Traffic with fairly huge successes;
- The Drakenstein Smart Safety Network were launched on 01 November 2019 with the view of having a centralised control room where all safety partners in the Drakenstein Municipal area can operate.

3.25.1 Service Statistics

Table 96: Traffic, Licensing and Law Enforcement Service Data

Traffic, Licensing and Law Enforcement Service Data				
Serial No.	Details	2017/18 Actual	2018/19 Actual	2019/20 Actual
Column Ref.	A	B	C	D
1	Number of road traffic accidents during the year	3,428	3,340	3,228
2	Number of bylaw infringements attended	3,212	3,017	2,553
3	Number of traffic officers in the field on an average day	8 – Early Shift 8 – Late Shift 16 = officers per day	8 – Early Shift 8 – Late Shift 16 = officers per day	8 – Early Shift 8 – Late Shift 16 = officers per day
4	Number of traffic officers on duty on an average day	10 – Testing Station 8 – Early Shift 8 – Late Shift = 26 officers per day	10 – Testing Station 8 – Early Shift 8 – Late Shift = 26 officers per day	8 – Early Shift 8 – Late Shift 16 = officers per day

3.25.2 Service Delivery Levels

The mission of Traffic Services is to render an effective and high-quality service through a process of consultation and transparency in all facets of the traffic services, and in rendering a service to the community of Drakenstein and its visitors by ensuring the free flow of traffic and creating a safe environment to make Drakenstein “A city of excellence”.

3.25.3 Capital Expenditure

The Traffic Section spent R592.7 thousand or 69.86% of the final adjustments budget on traffic, licensing and law enforcement services infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 97: Capital Expenditure 2019/20 - Traffic, Licensing and Law Enforcement

Capital Expenditure 2019/20: Traffic, Licensing and Law Enforcement					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Upgrade of Braking Test Units	-	325,000	284,779	12.4%
2	Radios	-	310,000	169,709	45.3%
3	ICT Infrastructure	100,000	94,196	61,169	35.1%
4	Weapons (Law Enforcements)	-	99,245	49,245	50.4%
5	Other Capital Projects	4,020,000	20,000	27,828	-39.1%
6	Total Capital Expenditure	4,120,000	848,441	592,730	30.1%

3.25.4 Major Projects Completed

The completion of the Vehicle Impound Facility for the impoundment of public transport vehicles (taxi and busses).

3.25.5 Operating Expenditure

Traffic, licensing and law enforcement, as a community service, generated an operating surplus of R32.1 million for the 2019/20 financial year. The surplus is subsidising other community services running at a loss.

Table 98: Operating Revenue and Expenditure: Traffic, Licensing and Law Enforcement

Operating Revenue and Expenditure: Traffic, Licensing and Law Enforcement						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(92,468,067)	(107,207,914)	(96,391,916)	(101,835,552)	5.6%
2	Total Operating Revenue	(92,468,067)	(107,207,914)	(96,391,916)	(101,835,552)	5.6%
3	Employee Related Costs	33,851,300	37,847,524	38,678,402	35,950,054	7.1%
4	Impairment Losses on Financial Assets	64,013,206	70,917,758	53,168,927	66,195,634	-24.5%
5	Interest Paid	208,737	235,381	156,584	93,387	40.4%
6	Contracted Services	3,610,487	30,304,160	41,607,053	40,670,867	2.3%
7	Depreciation and Provisions	100,849	385,861	385,861	103,722	73.1%
8	Inventory	466,548	453,515	429,468	544,407	-26.8%
9	Operational Costs	3,891,435	408,792	319,946	382,929	-19.7%
10	Total Operating Expenditure	106,142,560	140,552,991	134,746,241	143,941,001	-6.8%
11	Operating (Surplus) / Deficit	13,674,493	33,345,077	38,354,325	42,105,448	9.8%

3.25.6 Employee Statistics

The Traffic, Licensing and Law Enforcement Section has 323 posts on the organisational structure approved by Council on 31 May 2018 of which 193 posts are frozen and 130 posts funded at year-end. The section had 118 filled posts at year-end and based on the number of vacancies (12) had a 9.2% vacancy rate.

Table 99: Employees - Traffic, Licensing and Law Enforcement

Employees: Traffic, Licensing and Law Enforcement								
Serial No.	Job Level	2017/18	2018/19					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	1	1	1	0	0	0	0.0%
2	T15 - T17	2	4	3	1	1	0	0.0%
3	T12 - T14	0	5	2	3	1	2	66.7%
4	T09 - T11	45	188	128	60	58	2	3.3%
5	T06 - T08	15	34	24	10	6	4	40.0%
6	T03 - T05	33	91	35	56	52	4	7.1%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	96	323	193	130	118	12	9.2%

3.26 FIRE AND DISASTER MANAGEMENT SERVICES

3.26.1 Fire and Rescue Services

Functionally, the Fire Department is divided into five areas, namely: operations, training, support services, fire safety and disaster risk management. Within these functional areas, the following activities take place or are conducted:

- **Operations:** The division operates a 24-hour service and an emergency control centre, which responds to all incidents in the municipal area immediately with targeted predetermined response times. The Municipality is proud to report that it achieves these goals most of the time due to the geographical location of all fire stations. The Fire Service has four fire stations that are located in Paarl, Wellington, Mbekweni and Saron.
- **Professional Firefighter Training:** The Drakenstein Municipality is accredited as a Fire Training Centre and provides professional firefighting training to all appointed Fire Service personnel and to neighboring fire services. The training centre also complements other accredited training centres in the region. The objective of continuous training is to improve the skills and development of the firefighting personnel in order to provide a professional service to the communities we serve. During the reporting period, 112 Fire Service Officials (own and other services) received continuous training relating to the scope of the work they perform.
- **Public and Life Safety Training:** A total of 2124 children from primary and pre-primary schools were recipients of the Fire and Life Safety Programme: Stop, Drop and Roll, Learn Not to Burn and Crawl Low under Fire. These programmes are aimed at fire and life safety

within the communities. The training also involved awareness sessions with regard to the COVID 19 pandemic and ensuring compliance.

- **Support Services:** The Fire Service operates a 24-hour emergency control and dispatch centre. All emergency calls are received by the centre and, depending on the emergency, the relevant vehicles are dispatched to attend to the incidents. The incidents are not confined to fire calls only. Professionally trained firefighters responded to rescue and medical incidents, chemical incidents, and other special services calls such as flooding and etcetera.
- **Fire Safety:** This section focuses on risk, and building inspections, in compliance with the National Building Regulations and the Building Standards Act, and related bylaws.

3.26.1.1 Service Statistics

Table 100: Fire Service Data

Fire Service Data				
Serial No.	Detail	2017/18 Actual	2018/19 Actual	2019/20 Actual
Column Ref.	A	B	C	D
1	Total fires attended to in the year	1,056	873	965
2	Total of other incidents attended to in the year	47	113	124
3	Average turnout time – urban areas (minutes)	10-12	10-12	10-12
4	Average turnout time – rural areas	20	20	20
5	Firefighters in post at year end	69	72	76
6	Total fire appliances at year end	11	10	12
7	Average number of appliances on the road during the year	8	8	10

Table 101: Fire Safety – Activities/Inspections

Fire Safety Activities/Inspections				
Serial No	Description	2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Fire safety inspections	1,098	1,063	987
2	Inspections of overgrown erven and property	1,973	1,232	1,256
3	Lectures and demonstrations	97	78	65
4	Buildings plans scrutinised and approved	1,946	2,376	2,578
5	Events Management and risk visits	87	139	81

The following training was conducted and attended by fire service personnel:

Table 102: Fire Fighter Training

Firefighter Training				
Serial No	Description	Number of Officials Attended		
		2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Confined Space Rescue	6	-	-
2	Incident command and control 300	9	-	9
3	Fire service instructor Course	2	12	3
4	Incident Command System 100 and 200	16	-	9
5	Practical Pump Operations and Driving	9	12	9
6	Hazmat Operations Challenge	12	-	-
7	Swift water rescue course	5	-	-
8	Advanced Fire Safety Course	1	-	2
9	Daily drills and instruction per shift	22	45	67
10	Breathing Apparatus refresher course	44	45	67
11	Compressor Operator Course	9	-	-

3.26.1.2 Service Delivery Levels

- Responding to emergency calls within predetermined times, constantly striving to achieve this standard 85% or more at a time,
- Conducting public and life safety-awareness session within our municipal area with the aim to create and have safer communities with specific focus in informal settlement areas.
- scrutinised building plans and provide fire service comments within 5 days for plans smaller than 500 square metres,
- Scrutinised building plans and provide fire service comments within 10 days for plans bigger than 500 square metres,
- Conducting of 48 fire risk building inspections per annum in our municipal area focusing on compliance to fire safety requirements as legislatively required; and
- Conducting of 42 continuous professional firefighter-training sessions as prescribed by SANS 10090.

As an accredited training centre, a serious focus is placed on continuous professional firefighter training for our own firefighters as well as neighbouring fire services. The table above indicates the number of training activities and programmes that were conducted over the past year. Our aim is to become a Fire Training Academy of excellence providing quality training and skills development.

3.26.2 Disaster Management

This service delivery priority is aimed at the annual review of the Corporate Disaster Management Plan, which was reviewed and submitted for final approval and implementation. All Senior Managers were updated and informed of the plan regarding their specific functional responsibilities.

The Municipality renders relief services to fire victims by handing out food parcels and blankets. During 2019/20, 876 blankets and 406 food parcels were handed out. Shack fires remain a challenge. The Fire Service continued their smoke alarm project, which involved the installation of 671 smoke alarms in the informal settlements areas of Paarl East, Maylaan, Mbekweni and Gouda area.

COVID -19 Preparedness and operational plans: The announcement of the State President that a nationwide lockdown will be instituted as of 27 March 2020 placed us in unprecedented territory and necessitated an emergency response plan to manage the effects of the COVID 19 pandemic in our municipal area. The plan focused on the following key areas:

- Daily Operational meetings with the City Manager, effectively using technology.
- District JOC meetings twice a week to provide feedback of operational plans implemented.
- Stakeholder engagement to promote good interdepartmental working relationships and to share knowledge and resources.
- Food security and feeding schemes.
- Shelters for the homeless.
- Safety and security preparedness plans.

Three shelters for the homeless were identified (Paarl East Thusong, Huguenot Hall and the Wellington Town Hall) and could safely accommodate 180. Three meals were provided daily during this period, mainly funded by the Drakenstein Municipality and supported by the department of Social Department.

Drakenstein Municipality food program was a collaboration between 200 NGOs under the auspices of the NPC Valcare - from Saron right through to Simondium.

Whilst Valcare and the NGOs focused on distributing food hampers, the Municipality disbursement aid using food vouchers.

Drakenstein received a total of R1 000 000 from the WC Department of Local Government for food aid. Rather than distributing food hampers, which was proving difficult and quite volatile in certain areas. The municipality decided rather to provide vouchers to use at large retail

outlets. This allowed the recipient to purchase what they require at their own time, ensured that the distribution was private, and gave a greater sense of dignity to the recipient.

The Municipality's Ward Councilors assisted residents in need of humanitarian support to forward their names to the administration team. Officials to ensure that those who needed humanitarian support receive it then verified that those beneficiaries do not get two or three hampers at the expense of others.

The provincial funds were transferred to Valcare who through a service provider sent electronic vouchers to the beneficiaries. The vouchers valued at R250 each, with a voucher transaction fee of R4 per voucher as follows:

- Phase 1. R250 food vouchers to 313 recipients:
R79,502 on 13 May 2020.
R250 food vouchers to 2,050 recipients: R520,700 on 20 May 2020.
- Phase 2. R250 food vouchers to 1,555 recipients:
R394,970 on 27 May 2020.
- Phase 3. The remaining grant of R4 828 or 19 vouchers were disbursed on 23 June 2020.

Four thousand six hundred and forty seven (4647) vouchers were distributed by 30 June 2020. The municipality has made a further R800 000 available as a second phase of the project for expenditure by the end of June.

Drakenstein Municipality has also partnered with service providers to deliver additional food resources to its 11 soup kitchens. The soup kitchen disbursements reached 883 persons.

A further 321 hampers were distributed to rural dwellers who could not easily access a retailer for the vouchers. The Municipality food aid programme was additional to the School Feeding Scheme; the Department of Social Development's food hamper project; the SASSA Relief of Social Distress Programme; and the work done by various faith-based and local community organisations. A total of 80,000 meals could be provided

During this time, essential services could continue which include the rendering of Fire and Disaster management services, Refuge removal and engineering services, electrical services, traffic and law enforcement and community services.

Regular road blocks (VCP's) and traffic enforcement were the order of the day. Law enforcement together with Fire services focussed much on enforcement of the regulations at hot spot areas in specific shopping centres to ensure social distancing etc. loud hailing and awareness campaigns by all role players in the communities were critical and well executed.

The Department of health actively engaged in community screening on a daily basis throughout the municipal area. The status in our area: 3,689 cases, 142 deaths and Currently two isolation and quarantine facilities operate in our area namely Middelpaas and Groot Drakenstein with 11 patients at each facility.

3.26.2.1 Service Delivery Levels

The fire service aims to attend to all emergencies within the prescribed attendance times as indicated in the table above.

3.26.3 Capital Expenditure

The Fire and Disaster Section only spent R2.18 million or 69.14% of the final adjustments budget on fire and disaster infrastructure projects for the year under review. The capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 103: Capital Expenditure 2019/20 - Fire & Disaster Management

Capital Expenditure 2019/20: Fire & Disaster Management					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Fire Fighting Vehicle	-	1,263,776	1,270,411	-0.5%
2	ICT Equipment Computer Related	-	427,713	427,712	0.0%
3	Machinery and Equipment	-	624,000	347,124	44.4%
4	CCTV Cameras	1,000,000	565,054	-	100.0%
5	Other Capital Projects	2,090,500	277,157	138,280	50.1%
6	Total Capital Expenditure	3,090,500	3,157,700	2,183,527	30.9%

3.26.4 Major Projects Completed

- Smoke alarm project: Installation of 671 smoke alarms in the informal settlement areas of Paarl East, Fairyland and Maylaan Mbekweni respectively.
- Stakeholder engagement: Memorandum of understanding entered into and signed by Drakenstein Farm watch for their important role they play in community safety. The relationship is growing from strength to strength and will be developed to engage more partners in the future.
- An integral partner for the establishment of a Centralised Control Centre located at No 60 Breda street. Phase 1 has been completed in this financial year.

3.26.5 Operating Expenditure

Fire and disaster management services, as a community service, generated an operating deficit of R37.5 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 104: Operating Revenue and Expenditure: Fire and Disaster Management Services

Operating Revenue and Expenditure: Fire and Disaster Management						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(1,569,286)	(167,055)	(4,567,302)	(3,361,925)	-26.4%
2	Total Operating Revenue	(1,569,286)	(167,055)	(4,567,302)	(3,361,925)	-26.4%
3	Employee Related Costs	34,778,361	35,627,569	35,627,569	36,908,023	-3.6%
4	Impairment Losses on Financial Assets	0	0	0	0	#DIV/0!
5	Interest Paid	0	0	0	0	#DIV/0!
6	Contracted Services	1,273,323	335,913	370,401	218,348	41.1%
7	Depreciation and Provisions	234,844	1,091,381	1,091,381	87,747	92.0%
8	Inventory	171,425	97,334	1,932,636	1,437,557	25.6%
9	Operational Costs	5,438,340	1,011,645	2,829,407	2,254,926	20.3%
10	Total Operating Expenditure	41,896,293	38,163,842	41,851,394	40,906,601	2.3%
11	Operating (Surplus) / Deficit	40,327,007	37,996,787	37,284,092	37,544,676	0.7%

3.26.6 Employee Statistics

The Fire and Disaster Management Section has 176 posts on the organisational structure approved by Council on 31 May 2018 of which 94 posts are frozen and 81 posts funded at year-end. The section had 81 filled posts at year-end and based on the number of vacancies (1) had a 1.2% vacancy rate.

Table 105: Employees - Fire and Disaster Management

Employees: Fire and Disaster Management								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	3	3	0	3	3	0	0.0%
3	T12 - T14	4	13	5	8	7	1	12.5%
4	T09 - T11	3	35	32	3	3	0	0.0%
5	T06 - T08	66	113	49	64	64	0	0.0%
6	T03 - T05	5	12	8	4	4	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	81	176	94	82	81	1	1.2%

COMPONENT H: SPORT AND RECREATION

3.27 INTRODUCTION

Sport and Recreation Section's mandate is to maintain swimming pools, sport facilities and to coordinate recreation activities.

3.27.1 Holiday Resorts

Drakenstein Municipality has three resorts. Orleans Resort situated in Paarl, Antoniesvlei Resort in Wellington and Saron Resort. During the off-season Antoniesvlei is closed. (May to September). Orleans and Saron Resorts are open to the public all year round however, the swimming pool at the resort in Saron and the splash Pool at Orleans stay closed for off-season maintenance.

With the outbreak of the COVID 19 epidemic, the President announced a State of Disaster and all resorts closed on 27 March 2020 indefinitely.

Orleans Park is currently being used for temporary emergency housing for the evictees.

3.27.1.1 Service Statistics

Below are the statistics for the number of visitors per resort

Table 106: Population utilisation of holiday resorts

Population utilisation of holiday resorts			
Serial No.	Resorts	Number of Visitors 2018/2019	Number of Visitors 2019/2020
Column Ref.	A	B	C
1	Orleans Park	64,654	41,761
2	Saron Holiday Resort	10,156	14,100
3	Antoniesvlei Holiday Resort	33,854	28,985

3.27.1.2 Service Delivery levels

The resorts are maintained to ensure service delivery and maximum use of the facilities to the public in general as well as residents from neighbouring towns.

3.27.2 Sport Grounds and Halls

Sports fields and halls in Drakenstein were prepared for 2,432 events/games for the year under review. The following table provides a comparison between 2017/18; 2018/19 and 2019/20 of the different sports codes' utilisation of the facilities.

3.27.2.1 Service Statistics

Table 107: Sport codes utilisation of sport facilities

Serial No	Sport Code	2017/18	2018/19	2019/20	Number of fields
Column Ref.	A	B	C	D	E
1	Rugby	281	684	281	21
2	Cricket	137	509	472	12
3	Soccer	106	1,254	47	13
4	Cycling	1	11	17	1
5	Hockey	8	13	68	4
6	Athletics	45	98	134	4
7	Netball	25	323	748	14
8	Other Events (Including 38 Park runs in the Arboretum)	101	727	281	-

Please note: Significant variance in 2019/20 numbers are due to:

- The impact of the COVID 19 pandemic lockdown regulations that started on 26 March 2020 resulted in the decrease of sports events as all sport facilities were ordered to be closed with immediate effect.

3.27.2.2 Service Delivery Levels

Due to the implementation of coordinated maintenance and upgrade, plans service delivery levels automatically improved as we now could provide more playable surfaces to the various sporting codes.

3.27.3 Swimming Pools

For the first time in long while all five swimming pools opened 1 October 2019. This was achieved through a solid maintenance and recruitment plan during the off-season. We are still facing some challenges with Drakenstein and Mbekweni swimming pools which is due for major upgrades in the off season (April 2020 – 30 September 2020).

Upgrades to swimming pools include the filtration plants of:

- Drakenstein;
- Mbekweni; and
- Pentz Street

3.27.3.1 Service Statistics

Serial No.	Swimming Pool	Number of patrons 2018/19	Number of patrons 2019/20
Column Ref.	A	B	C
1	Drakenstein	9,961	10,541
2	Pentz Street	11,939	5,000
3	Faure Street	20,815	22,513
4	Mbekweni	4,164	6,482
5	Weltevrede	4,620	21,661

3.27.3.2 Service Delivery Levels

Major upgrades are planned for Drakenstein and Mbekweni swimming pools during the off-season (1 April 2020 to 30 September 2020).

3.27.4 Capital Expenditure

The Sport and Recreation Section spent R22.7 million or 69.53% of the final adjustments budget on sport and recreation infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 108: Capital Expenditure 2019/20 - Holiday Resorts, Sport Facilities and Swimming Pools

Capital Expenditure 2019/20: Holiday Resorts, Sport Facilities and Swimming Pools					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Development of De Kraal Sport Complex	4,000,000	9,304,507	7,049,507	24.2%
2	Upgrade Newton Sport Facility	3,500,000	3,432,115	3,374,861	1.7%
3	New Lighting at Recreational Parks	-	2,038,212	2,038,247	0.0%
4	Sport and Recreation Outdoor Facilities	3,200,000	3,562,142	1,781,071	50.0%
5	Upgrading of Mbekweni B and C Sport Fields	-	1,728,734	1,728,682	0.0%
6	Arboretum Climate Park	2,901,764	2,442,297	1,688,582	30.9%
7	Pelikaan Park Upgrade Facility	-	1,472,374	1,472,373	0.0%
8	Upgrade Swimming Pool and Equipment	668,350	1,283,521	952,394	25.8%
9	Playgrounds Development	-	1,068,206	727,554	31.9%
10	Parys Sport Fields	910,000	579,762	579,762	0.0%
11	Upgrading of Parks and Main Roads	2,000,000	350,000	340,500	2.7%
12	Machinery and Equipment	-	300,000	241,447	19.5%
13	Upgrading of Facilities	750,000	300,000	193,870	35.4%
14	Upgrade Swimming Pools	2,331,650	3,025,372	176,931	94.2%
15	New Orleans Cricket Pitch	-	760,000	-	100.0%
16	Multi Purpose Indoor Centre	800,000	500,000	-	100.0%
17	Other Capital Projects	11,388,204	520,994	370,808	28.8%
18	Total Capital Expenditure	32,449,968	32,668,236	22,716,589	30.5%

3.27.5 Major Projects Completed

Various capital projects were undertaken by Community Services during the 2018/19 financial year. Most of the projects were multi-year projects completed in 2018/19; and others will be completed in the 2019/20 financial year.

- Upgrading Of Mbekweni B & C Sports Field: This multi-year project is currently underway with projected completion in August 2020. Phase two of the works includes upgrading of high mast lighting and electrical cabling.
- Pelikaan Park: Upgrade Facility: This multi-year project has been completed. This phase included the re-alignment and re-turfing of the A-field.
- Upgrading Swimming Pools and Equipment: Various components of the swimming pool infrastructure have been upgraded, including pool pumps and piping, ablution facilities and showers, as well as minor building upgrades.
- Upgrading Parys Sport Field: Upgrading of the ablution block, change rooms and stoep area as well as containerized ablution facilities for the public.

- Upgrading Boy Louw Sports Facility: This multi-year project includes construction of four new tennis courts and the upgrading of the ablution facilities, change rooms and stoep area.
- De Kraal Sporting Facility: This multi-year project includes the construction of a new storm water system, removal of trees, bulk earthworks, construction of boundary wall and new ticket offices. The proposed sporting infrastructure will be completed in the 2020/21 year.
- Upgrade Newton Sport Facility: This phase of construction entailed the upgrading of all ablution facilities and cloak rooms, as well as re-turfing of both rugby fields.

3.27.6 Operating Expenditure

Holiday resorts, sport facilities and swimming pools services, as a community service, generated an operating deficit of R62.5 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 109: Operating Revenue and Expenditure: Holiday Resorts, Sport Facilities and Swimming Pools

Operating Revenue and Expenditure: Holiday Resorts, Sport Facilities and Swimming Pools						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(3,202,244)	(4,185,455)	(6,014,750)	(5,037,192)	-16.3%
2	Total Operating Revenue	(3,202,244)	(4,185,455)	(6,014,750)	(5,037,192)	-16.3%
3	Employee Related Costs	49,400,834	62,811,649	62,811,649	50,391,647	19.8%
4	Impairment Losses on Financial Assets	0	0	0	0	0.0%
5	Interest Paid	0	0	0	0	0.0%
6	Contracted Services	11,944,848	4,179,001	2,898,758	1,266,878	56.3%
7	Depreciation and Provisions	6,457,512	6,431,244	6,431,244	6,644,087	-3.3%
8	Inventory	3,579,804	1,565,745	1,327,540	3,549,709	-167.4%
9	Operational Costs	24,412,285	7,174,201	6,142,433	5,680,637	7.5%
10	Total Operating Expenditure	95,795,283	82,161,840	79,611,624	67,532,959	15.2%
11	Operating (Surplus) / Deficit	92,593,039	77,976,385	73,596,874	62,495,766	-15.1%

3.27.7 Employee Statistics

The Sport and Recreation Section has 204 posts on the organisational structure approved by Council on 31 May 2018 of which 140 posts are frozen and 64 posts funded at year-end. The section had 63 filled and 1 vacant post at year-end which resulted in a 1.6% vacancy rate.

Table 110: Employees - Sport and Recreation

Employees: Sport and Recreation								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	1	0	1	1	0	0.0%
3	T12 - T14	0	1	0	1	1	0	0.0%
4	T09 - T11	2	2	1	1	1	0	0.0%
5	T06 - T08	18	46	28	18	17	1	5.6%
6	T03 - T05	45	154	111	43	43	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	66	204	140	64	63	1	1.6%

3.28 INTRODUCTION

In terms of Section 4(2) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), a municipal council must, within the Municipality's financial and administrative capacity, and having regard for practical considerations:

- Exercise the Municipality's executive and legislative authority and use the resources of the Municipality in the best interests of the community;
- Provide, without favour or prejudice, democratic and accountable government;
- Encourage the involvement of the community;
- Strive to ensure that municipal services are provided to the community in a financially and environmentally sustainable manner;
- Consult the community on the level, quality, range and impact of municipal services and the available options for service delivery;
- Give members of the community equitable access to the municipal services to which they are entitled;
- Promote and undertake development in the Municipality;
- Promote gender equity in the exercise of the Municipality's executive and legislative authority;
- Promote a safe and healthy environment in the Municipality; and
- Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in Sections 24, 25, 26, 27 and 29 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).

3.29 EXECUTIVE AND COUNCIL SUPPORT

A council must annually review:

- The needs of the community;
- Its priorities to meet those needs;
- Its processes for involving the community;
- Its organisational and delivery mechanisms for meeting those needs; and
- Its overall performance in achieving the objects of local government as set out in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).

In terms of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), the municipal council must elect an executive mayor and other office-bearers. The executive mayor appoints a mayoral committee to assist the executive mayor. The municipal council may establish committees to assist the municipal council and/or the executive mayor. The Executive

Mayor of Drakenstein Municipality, Ald CJ Poole, and the Council have made substantial strides towards implementing the revised vision of Drakenstein, “A city of excellence” throughout the operations of Council and the Administration in the year under review.

3.29.1 Service Statistics

The Municipal Council adopted priorities for the Municipality, Executive Mayor and other political structures to meet on a regular basis in order to ensure that decision-making takes place in an efficient and effective manner.

Regular performance reports in terms of the Performance Management System, together with monthly reports to the Mayoral Committee and Council, provide these structures with continuous information on progress made with the achievement of targets as well as the implementation of decisions taken by them. These systems have been further enhanced by the issuing of electronic devices to Councillors and the procurement of an electronic system generating reports to the Portfolio Committees, the Mayoral Committee and Council.

Table 111: Service Statistics for the Executive and Council

Service Statistics for the Executive and Council				
Serial No	Council and Committee Structures	No. of meetings		
		2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Mayoral Committee	24	20	17
2	Special Mayoral Committee	4	2	2
3	Council	11	11	10
4	Special Council	6	3	4
5	Special Confidential Council	1	0	1
6	Corporate Services Portfolio Committee	8	7	6
7	Community Services Portfolio Committee	6	8	6
8	Finance Portfolio Committee	19	12	10
9	Engineering Services Portfolio Committee	7	6	5
10	Planning and Development Portfolio Committee	7	10	5
11	Municipal Public Accounts Committee (MPAC)	4	2	3
12	Appeal Committee	5	0	1
13	Audit Committee	6	7	7
14	Fraud and Risk Management Committee	4	4	4
15	Budget Steering Committee	3	11	10

3.29.2 Service Delivery levels

All agendas are in terms of the approved Standard Operating Procedures of Administration distributed at least three calendar days before a meeting and in the case of minutes within five working days after the meeting was held.

3.29.3 Capital Expenditure

The Executive and Council section spent R98,252 thousand or 35.74% of the final adjustments budget on executive and council infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 112: Capital Expenditure 2019/20 - Executive and Council

Capital Expenditure 2019/20: Executive & Council Support					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Furniture and Office Equipment	300,000	122,109	88,382	27.6%
2	Electronic Bookings	-	105,000	-	100.0%
3	Other Capital Projects	-	47,793	9,870	79.3%
4	Total Capital Expenditure	300,000	274,902	98,252	64.3%

3.29.4 Major Projects Completed

In order to promote virtual political meetings, all councillors have been given access to electronic platforms to facilitate virtual meetings.

3.29.5 Operating Expenditure

Executive and Council generated an operating deficit of R105.9 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 113: Operating Revenue and Expenditure: Executive and Council

Operating Revenue and Expenditure: Executive and Council						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(45,759,027)	(12,544,933)	(488,118)	(1,587,218)	225.2%
2	Total Operating Revenue	(45,759,027)	(12,544,933)	(488,118)	(1,587,218)	225.2%
3	Employee Related Costs	58,639,910	81,869,595	82,707,971	95,214,810	-15.1%
4	Impairment Losses on Financial Assets	0	0	0	0	#DIV/0!
5	Interest Paid	0	0	0	0	#DIV/0!
6	Contracted Services	8,240,364	3,137,431	4,924,835	4,336,144	12.0%
7	Depreciation and Provisions	481,402	872,572	872,572	427,271	51.0%
8	Inventory	768,953	768,873	848,683	454,154	46.5%
9	Operational Costs	35,842,389	7,875,287	7,954,000	7,023,100	11.7%
10	Total Operating Expenditure	103,973,018	94,523,758	97,308,061	107,455,478	-10.4%
11	Operating (Surplus) / Deficit	58,213,991	81,978,825	96,819,943	105,868,261	9.3%

3.29.6 Employee Statistics

The Executive and Council Support Section has 11 posts on the organisational structure approved by Council on 31 May 2018. The section had 11 filled posts at year-end and based on the number of vacancies (0) had a 0% vacancy rate

Table 114: Employees - Executive and Council Support

Employees: Executive and Council Support								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	0	0	0	0	0	0	0.0%
3	T12 - T14	0	0	0	0	0	0	0.0%
4	T09 - T11	0	1	0	1	1	0	0.0%
5	T06 - T08	9	10	0	10	10	0	0.0%
6	T03 - T05	0	0	0	0	0	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	9	11	0	11	11	0	0.0%

3.30 FINANCIAL SERVICES

The major key performance area is the focus on long-term financial sustainability. It is imperative that the generated revenue base is of such a nature that the Municipality is able to fund its short-, medium- and long-term operations in order to ensure continuity and a financially sound and stable organisation. The major key functional areas that have been identified and linked to financial sustainability are revenue enhancement, credit control measures and expenditure management.

The debtors' payment period for the 2019/20 financial year (before considering the provision for impairment) was 68.4 days, which is below the targeted number of 70 days. The number of days for the 2018/19 financial year (before considering the provision for impairment) was 59.2 days. The Municipality's debtors' collection period in days (after impairment) increased to 46.5 days as at 30 June 2020 compared with the 45.2 days as at 30 June 2019. The Municipality's debtors' collection period in days (before impairment) increased by 9.2 days and the Municipality's debtors' collection period in days (after impairment) improved by 1.3 days during the financial year under review. Although the increase in debtors days might not seem significant, it should be noted that due to the impact of the COVID-19 pandemic, the provision for doubtful debt almost increased double fold, due to the estimate that a number of debtors would not be able to pay for long outstanding debt.

The ratios in terms of the collection of revenue have regressed overall, but is all contributable to the impact of the COVID-19 lockdown. There is a considerable amount of work to be done in order to bring the debtors' book of Council to an acceptable level. The gloomy economic conditions globally, which have been worsened considerably in the latter part of the 2019/20 year due to the impact of COVID-19, have also affected the consumers' ability to pay and most consumers are still recovering from the recessionary trends of the past few years.

3.30.1 Service Statistics

Table 115: Debt Recovery

Debt Recovery							
R'000							
Serial No.	Revenue Service	2018/19			2019/20		
		Billed	Collected	% Collection Rate	Billed	Collected	% Collection Rate
Column Ref.	A	B	C	D	E	F	G
1	Property Rates	273,699	245,278	89.62%	349,873	286,263-	81.82%
2	Electricity	898,735	837,343	93.17%	1,071,016	936,972	87.48%
3	Water	193,170	153,035	79.22%	157,008	139,480	88.84%
4	Sanitation	93,209	89,634	96.16%	121,242	98,879	81.56%
5	Refuse	95,260	93,221	97.86%	134,554	103,857	77.19%
6	Other	99,226	176,481	177.86%	27,141,914	210,841,	776.81%
7	Totals	1,653,302	1,594,995	96.47%	1,860,834	1,776,295	95.46%

3.30.2 Service Delivery levels

Service delivery levels are determined in the Standard Operating Procedures for every service rendered by this section. These standards are incorporated as key performance indicators in the Service Delivery and Budget Implementation Plan, thereby ensuring measurement and compliance to the set service standards.

3.30.3 Capital Expenditure

The Financial Services Department spent R853.4 thousand or 100% of the final adjustments budget on financial services infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 116: Capital Expenditure 2019/20 - Financial Services

Capital Expenditure 2019/20: Financial Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Computer Equipment	-	405,964	405,964	0.0%
2	Catt System	400,000	177,343	177,343	0.0%
3	Filing Cabinets for Archives in Basement	-	158,462	158,462	0.0%
4	Mobile Fingerprint Reading and Biometric	-	111,710	111,710	0.0%
5	Other Capital Projects	1,450,000	-	-	#DIV/0!
6	Total Capital Expenditure	1,850,000	853,479	853,478	0.0%

3.30.4 Major Projects Completed

No major capital projects were completed in the Department of Financial Services.

3.30.5 Operating Expenditure

Financial Services, as a support service, generated an operating surplus of R7.7 million for the 2019/20 financial year. The surplus, due to property rates revenue, is subsidising other community services operating at a loss.

Table 117: Operating Revenue and Expenditure: Financial Services (Procurement Services excluded)

Operating Revenue and Expenditure: Financial Services (Procurement Services Excluded)						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(374,934,564)	(357,443,012)	(397,390,060)	(422,372,172)	6.3%
2	Total Operating Revenue	(374,934,564)	(357,443,012)	(397,390,060)	(422,372,172)	6.3%
3	Employee Related Costs	67,104,569	189,986,605	190,088,526	196,534,383	-3.4%
4	Impairment Losses on Financial Assets	-5,595,770	10,179,997	13,196,318	3,959,701	70.0%
5	Interest Paid	14,486,524	17,860,142	11,931,605	70,505,505	-490.9%
6	Contracted Services	5,069,302	32,249,586	43,374,166	36,395,158	16.1%
7	Depreciation and Provisions	2,566,532	41,483,516	41,483,516	28,644,791	30.9%
8	Inventory	1,903,093	23,367,512	24,306,278	20,485,392	15.7%
9	Operational Costs	26,360,583	67,112,794	67,137,100	58,176,943	13.3%
10	Total Operating Expenditure	111,894,834	382,240,152	391,517,509	414,701,874	-5.9%
11	Operating (Surplus) / Deficit	(263,039,730)	24,797,140	(5,872,551)	(7,670,298)	30.6%

3.30.6 Employee Statistics

The Financial Services Department (Procurement Services Division excluded) has 215 posts on the organisational structure approved by Council on 31 May 2018 of which 149 approved posts was funded. The section had 138 filled posts at year-end and based on the number of vacancies (11) had a 7.4% vacancy rate

Table 118: Employees - Financial Services (Procurement Services Excluded)

Employees: Financial Services (Procurement Services Excluded)								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	3	2	0	2	2	0	0.0%
2	T15 - T17	7	5	0	5	4	1	20.0%
3	T12 - T14	14	23	8	15	14	1	6.7%
4	T09 - T11	5	6	3	3	2	1	33.3%
5	T06 - T08	74	117	37	80	74	6	7.5%
6	T03 - T05	43	62	18	44	42	2	4.5%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	146	215	66	149	138	11	7.4%

3.31 HUMAN RESOURCE SERVICES

The Human Resources Division consists of four sections namely, Training and Development, Personnel administration, Benefits and Recruitment services, Labour Relations, OHS and Employee Assistance services and Organisational Efficiency services. The total number of current staff is thirty five.

The Human Resources section coordinated the appointment of 169 employees inclusive of seasonal workers and promotions. The Municipality is committed to the principles of employment equity legislation and will continue to strive to appoint suitably qualified applicants while ensuring that the workforce is representative of the clients it serves. The Municipality also recognises the skills that our internal staff possesses hence it has embarked on a process of promoting internal staff through advertising some posts internally.

The HR Division has focussed on speeding up the TASK evaluation process by benchmarking posts and continuously reviewing job description for submission to the TASK District Committee. We also focussed on filling critical vacant positions as requested by different departments and by placing internal advertisements although the process was slightly affected by the lockdown period.

HR is continuously playing a vital role in terms of the Extended Public Works Programme by assisting various departments by creating all appointed EPWP employees on the HR/Payroll System.

The Municipality has complied with the Employment Equity Act (EEA) by ensuring that the Employment Equity Report was prepared and electronically submitted to the Department of Labour on 15 January 2020. The Workplace Skills Plan and Annual Report were also submitted on 31 May 2020.

We pride ourselves with contributing positively to “A city of excellence” vision by reviewing the tool for monitoring progress of staff performance by quarterly assessing the performance of duties as reflected in approved and graded job descriptions.

3.31.1 Service Statistics

Table 119: Service Statistics for Human Resources Services

Serial No.	Submission Date	To	Document
Column Ref.	A	B	C
1	31 May 2020	LGSETA	Workplace Skills Plan
2	31 May 2020	LGSETA	Annual Training Report
3	30 June annually	Office of the City Manager	A report on the numbers of employees that are appointed on the first three levels of management
4	15 January annually	Department of Labour	Employment Equity Report
5	Monthly	Department. of Local Government	Municipal Finance Management Programme Reports

3.31.2 Service Delivery Levels

A significant new number of job descriptions have been developed, benchmarked and evaluated in the financial year 2019/20. Benchmarking was implemented to speed up the TASK evaluation process but has been suspended during the latter part of the financial year. Additional staff has been trained to write job descriptions as per the prescribed format.

A new HR/Payroll System has been put in place in the 2019/20 financial year, this system allows all employees (computer and non-computer users) to apply for leave online. This system is user friendly and tests are conducted every time a new release is effected to ensure that what is implemented is working effectively.

The Time Keeper System enable managers and supervisors to keep track of movements of staff. Management is also able to extract clocking times of staff.

3.31.3 Capital Expenditure

The Human Resources Division had no capital expenditure projects for the year under review.

Table 120: Capital Expenditure 2019/20 - Human Resource Services

Capital Expenditure 2019/20: Human Resources					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Other Capital Projects	60,000	-	-	#DIV/0!
2	Total Capital Expenditure	60,000	-	-	#DIV/0!

3.31.4 Major Projects Completed

Roll out of online application of leave to computer and non-computer users, Internal and External Bursary awards, the grading of filled job descriptions and benchmarking process, women's day event, excellence awards ceremony, long service awards, additional training of personnel to assist with TASK processes and the establishment of two job description review committees.

3.31.5 Operating Expenditure

Human resource services, as a support service, generated an operating deficit of R29.3 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 121: Operating Revenue and expenditure: Human Resource Services

Operating Revenue and Expenditure: Human Resource Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(15,415,063)	(700,000)	(1,099,569)	(475,600)	-56.7%
2	Total Operating Revenue	(15,415,063)	(700,000)	(1,099,569)	(475,600)	-56.7%
3	Employee Related Costs	14,119,068	15,000,549	15,102,470	15,197,331	-0.6%
4	Impairment Losses on Financial Assets	0	0	0	0	0.0%
5	Interest Paid	0	0	0	0	0.0%
6	Contracted Services	3,762,760	2,019,691	2,951,472	1,991,810	32.5%
7	Depreciation and Provisions	215,712	189,882	189,882	385,249	-102.9%
8	Inventory	290,041	201,498	440,295	237,525	46.1%
9	Operational Costs	12,327,774	11,976,797	12,061,258	11,923,919	1.1%
10	Total Operating Expenditure	30,715,356	29,388,417	30,745,377	29,735,835	3.3%
11	Operating (Surplus) / Deficit	15,300,293	28,688,417	29,645,808	29,260,235	1.3%

The Human Resources Division has 66 posts on the organisational structure approved by Council on 31 May 2018 of which 31 posts are frozen. The section had 35 filled posts at year-end and based on the number of vacancies had a 0% vacancy rate in terms of budgeted positions.

Table 122: Employees - Human Resources

Employees: Human Resources								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	4	5	0	5	5	0	0.0%
3	T12 - T14	5	11	6	5	5	0	0.0%
4	T09 - T11	10	13	4	9	9	0	0.0%
5	T06 - T08	12	24	11	13	13	0	0.0%
6	T03 - T05	2	13	10	3	3	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	33	66	31	35	35	0	0.0%

3.32 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Senior Manager Information and Communication Technology are responsible for the effective management and functional supervision of the following three sections:

- ICT Governance and Administration;
- Information Systems; and
- ICT Operations and Support.

3.32.1 ICT Governance and Administration

The section is responsible for the:

- Administration of the ICT Division;
- Processing of financial data;
- Technical management of the processes related to the SOLAR financial system; and
- Development and implementation of governance mechanisms and controls for the management of information and communication technology.

In the year under review, measures were taken to improve the management and control of the use of information and communication technology and tighten the controls for the processing of financial data. A newly developed ICT Master Framework was approved by the Council. A register of ICT projects reported on to the ICT Steering. The ICT Steering Committee was reconstituted. An e-Learning seminar series was introduced in Drakenstein Municipality at which both ICT and Internal Audit already presented at quarterly events.

The head of the section, due to the nature of his expertise in the field of Corporate Governance of ICT, took part in the following:

- Hessequa Municipality in the development and implementation of ICT Risk Register;
- Assisted the Department of Public Service and Administration in the revision of the Public Service Corporate Governance of ICT Policy Framework with its related implementation guideline and assessment standard;
- Presented at the South African chapter of the Association of African Public Administration and Management (AAPAM) seminar on the use of technology in ICT research Methodology;
- Assisted Western Cape Province CoGTA with research on and development ICT Manager/Chief Information Officer Job Descriptions;
- Coordinated and drafted the Western Cape municipal-wide inputs into the Draft Corporate Governance of ICT Policy Framework on behalf of CoGTA; and

- Assisted Western Cape Province CoGTA with research into and development of a Data Management Framework.

3.32.2 Information Systems

Information Systems are primarily responsible for:

- Business process redesign and optimisation;
- Management of business application systems and databases, developed both internally as well externally;
- Development and maintenance of an Enterprise Architecture in Business Application Systems; and
- Strategic oversight of municipal GIS.

The section plays a key role in the strategic direction of ICT within the Municipality and as such is consulted on key municipal deliverables.

In the previous financial year (2018/19) this section spearheaded the review of the Municipality's mission critical systems.

- Develop the Building Archiving application system. The application improves the management of archived building plans.
- Develop the Problem Premises application system. The application improves the management of Drakenstein premises that are problematic.
- Develop AFLA Billing Viewer databases to enable decision-making regarding billable assets on the GIS Spatial platform.
- Facilitate and manage the development of the Business Intelligence systems warehouse. This transforms data into actionable insights that inform strategic and tactical business decisions.
- Upgrade the GIS database platform to unlock newer features and increased performance.
- Facilitate and manage the upgrade of ClickView to Click Sense data analytics tool – to enable improved financial data reporting, visualization and functionality.
- Initiate the business process optimisation for the Wheelie Bin Application process. Several shortcomings were identified and these must be interrogated to ensure process efficiency.

3.32.3 Service Statistics

Operationally the section provides continuous support for the development, enhancement and maintenance of more than 200 application systems and databases throughout the Municipality.

3.32.4 Operations and Support

This section is responsible for:

- Planning, implementing and managing the ICT operations environment;
- Providing facilities to ensure the secure and optimal availability of all ICT infrastructure; telecommunications systems and data;
- ICT service desk and support function; and
- All ICT hardware deployed within Drakenstein Municipality resides under this section.

All ICT service infrastructure are currently hosted in a server room with a backup site to ensure continuity of service. This includes:

- Five host servers that houses the virtual server farm consisting of 89 virtual servers;
- 16 Physical servers for production and backups are also in use;
- 74 Tb storage unit containing all data that is generated and stored;
- Core network node that provides connectivity to 54 sites using 129 switches and 61 wireless links;
- 30 Wi-Fi Access Points;
- Voice over internet protocol to all connected offices;
- A number of new offices were connected to the network including Breda 60 and the new Groenheuwel Library;
- Firewall and connectivity to the internet service provider; and
- Backup equipment with off-site storage and data replication.

Currently there are 958 users connecting to the network using the various systems. These users are supported from the ICT service desk. Support is provided online as well as through physical intervention. During the period under review, a total of 993 calls were resolved.

With COVID the focus moved to users being able to work from home. We assisted and enabled 312 users to be able to work from home using a VPN (Virtual Private Network) connection. Virtual meetings initiated since the start of the lockdown were 1,157 between 319 active users. This included Council meetings which was streamed live via YouTube.

3.32.5 Capital Expenditure

The ICT Division spent R6.2 million or 67.33% of the final adjustments budget on ICT infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 123: Capital Expenditure 2019/20 - Information and Communication Technology (ICT) Services

Capital Expenditure 2019/20: Information and Communication Technology (ICT) Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	ICT Equipment Computer Related	6,738,000	3,677,373	3,373,256	8.3%
2	ICT Infrastructure	-	2,778,246	601,237	78.4%
3	ICT Equipment Communication Network	4,500,000	2,214,270	2,149,084	2.9%
4	Intangible Assets: Software and Licences	500,000	500,000	35,401	92.9%
5	Other Capital Projects	50,000	50,000	49,100	1.8%
6	Total Capital Expenditure	11,788,000	9,219,889	6,208,077	32.7%

3.32.6 Major Projects Completed

- Installation of optic fiber link from Paarl workshop to Paarl Wastewater Treatment Works;
- Installation of optic fiber link from Wellington Civic to Uitsig water tower;
- Upgrade of various wireless network links to municipal buildings;
- Obsolete computer equipment were replaced and upgraded as part of our ICT infrastructure replacement program.

3.32.7 Operating Expenditure

Information and communication technology services, as a support service, generated an operating deficit of R17.8 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 124: Operating Revenue and Expenditure: Information and Communication Technology (ICT) Services

Operating Revenue and Expenditure: Information and Communication Technology (ICT) Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(5,405,574)	0	0	0	#DIV/0!
2	Total Operating Revenue	(5,405,574)	0	0	0	#DIV/0!
3	Employee Related Costs	8,103,832	8,667,325	8,667,325	8,755,742	-1.0%
4	Impairment Losses on Financial Assets	0	0	0	0	#DIV/0!
5	Interest Paid	0	0	0	0	#DIV/0!
6	Contracted Services	852,098	872,099	872,099	817,917	6.2%
7	Depreciation and Provisions	3,773,373	3,402,805	3,402,805	3,930,969	-15.5%
8	Inventory	130,159	111,026	132,077	117,851	10.8%
9	Operational Costs	4,388,774	3,561,082	3,421,082	4,145,205	-21.2%
10	Total Operating Expenditure	17,248,236	16,614,337	16,495,388	17,767,684	-7.7%
11	Operating (Surplus) / Deficit	11,842,662	16,614,337	16,495,388	17,767,684	7.7%

3.32.8 Employee Statistics

The ICT Division has 15 posts on the organisational structure approved by Council on 31 May 2018 of which 4 post are frozen and 11 posts funded at year-end. The section had 11 filled posts at year-end and based on the number of vacancies (0) had a 0% vacancy rate.

Table 125: Employees - Information and Communication Technology (ICT) Services

Employees: Information and Communication Technology (ICT) Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	4	4	0	4	4	0	0.0%
3	T12 - T14	2	7	3	4	4	0	0.0%
4	T09 - T11	6	3	0	3	3	0	0.0%
5	T06 - T08	0	1	1	0	0	0	0.0%
6	T03 - T05	0	0	0	0	0	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	12	15	4	11	11	0	0.0%

3.33 PROPERTY SERVICES

The activities of this section contribute towards economic growth and development as well as social and community development by making properties available through the sale or lease thereof, and thereby creating economic opportunities while also providing for the development and empowerment of the poor and most vulnerable. It further contributes to institutional transformation through the maintenance and development of office facilities and amenities that are required to render services.

The main objective of the section is however, to administer Council's property portfolio and to ensure that the Municipality's property transactions are well administered, which include the lease or hire of immovable assets, the granting or obtaining of rights in properties as well as the alienation or acquisition thereof.

3.33.1 Service Statistics

Table 126: Properties sold

Properties for which final approval was granted from 1 July 2019 – 30 June 2020			
Serial No.	Properties sold	To	Purpose
Column Ref	A	B	C
1	Erf 21161 Paarl	Imvusa Trading 476 CC. Later ceded to KSR Civils and Construction (Pty) Ltd	Residential Development
2	Portion of Erf 31005 Paarl	Department of Transport and Public Works	Sport and Educational purposes
3	Erf 21174 & 21775 Paarl	JJP Smith owner of Erf 21068 Paarl	Business and residential purposes
4	Portions of Erf 3719 Mbekweni	Half a portion each to Acts of Apostolic Church & Mbekweni Seventh Day Adventist Church	Church and crèche purposes
5	Portion of Erf 557 Mbekweni	Shepherd Real Estate Investors (Pty) Ltd	For expansion of existing business premises
6	Portions of Erf 4921 Paarl	Fabrinex Properties (Pty) Ltd, HG Molenaar & Company (Pty) Ltd, Centaurus Investments (Pty) Ltd, Eptech Investment (Pty) Ltd, Callasage 15 (Pty) Ltd	For expansion of existing business premises
7	Erf 1588 Wellington	HH Verwyderings (Pty) Ltd	Parking purposes
8	Erf 19519 Mbekweni	Isipani Foundation NPC	Community/ Skills development purposes
9	Erf 22852 Paarl	Moria Congregation of Africa	Church and crèche purposes
10	Erf 27794 Paarl	Mickey Mouse Playgroup	Crèche purposes

Table 127: Properties leased

Serial No	Properties leased	To	Purpose
Column No.	A	B	C
1	Erf 1750 Mbekweni	Lukhanyo Youth Development Organization	Community Purposes
2	Portion Erf 34 Paarl	The Society for The Prevention of Cruelty to Animals	Animal Shelter
3	Erven 1547, 8574 - 8576, 10841 and a portion of unregistered erf 10843 Paarl also known as "Van der Lingen Square"	Paarl Property Partnership (Pty)Ltd	Public parking
4	Erf 1667 Voor Street Wellington	G Voucher Project	Support the homeless by the cultivation of vegetables, serving of meals, provide clothing, and facilitate employment opportunities by means of horticultural projects
5	Portion 2 of the Farm No 936 Paarl	Simondium Rural Development Forum	Community and social care purposes
6	Erf 589, Phokeng Street	Hamba Vangeli	Fitness Centre

Serial No	Properties leased	To	Purpose
Column No.	A	B	C
	Mbekweni		(Community gym)
7	Erf 1585 Paarl	Paarl Museum	Museum purposes
8	Portion of Erf 8058 Wellington	R Alexander	Security purposes
9	Portion of Erf 716, Burger Street, Wellington	Breytenbach Centre	Community training centre, upliftment projects and related activities
10	Erf 1269 Mbekweni	Mbekweni Youth Centre (NPC) (Registration number 2015/015037/08 & NPO)	Social and community purposes, specifically for emerging contractor training and development and small business/entrepreneurs development centre and related activities
11	Erf 2689 Mbekweni	Zow Services (Pty) Ltd	Business

3.33.2 Service Delivery Levels

Service delivery levels are determined in the Standard Operating Procedures for every key activity or service being rendered by this section. These standards are incorporated as key performance indicators in the Service Delivery and Budget Implementation Plan, thereby ensuring measurement and compliance to the set service standards.

3.33.3 Capital Expenditure

The Property Services Section spent R577,548 or 56.49% of the final adjustments budget on municipal property infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 128: Capital Expenditure 2019/20 - Property Services

Capital Expenditure 2019/20: Property Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Aircons Civic	-	220,082	213,180	3.1%
2	Buildings Upgrade of Civic Centre	-	220,398	150,952	31.5%
3	Workshop Equipment and Tools	-	192,338	117,193	39.1%
4	Depot and Office Renovations	-	158,852	4,134	97.4%
5	Major Repairs of Corporate Buildings	-	152,500	-	100.0%
6	Bar Fence at Wellington Museum	-	60,000	75,643	-26.1%
7	Other Capital Projects	1,500,000	18,212	16,446	9.7%
8	Total Capital Expenditure	1,500,000	1,022,382	577,548	43.5%

3.33.4 Major Projects Completed

The Corporate Facilities and Maintenance section is responsible for the maintenance of Corporate Buildings and offices, as well as maintaining the Municipality's leased properties. This maintenance and upgrades are financed through the capital and operational budgets.

Table 126 above reflects the capital projects completed, and table 127 below the maintenance done from the operational budget.

Table 129: Capital and Maintenance Projects

Capital and Maintenance Projects		
Serial No.	Project Description	Rand
Column Ref.	A	B
1	New door and window HR	728
2	Wellington Museum fence	3782
3	Wellington CCC repairs	6500
4	Steps Paarl Civic	23,700
5	Waterproofing Civic	109250
6	Market Street Store Room	32.245
7	Painting Facilities	512,306
8	Paint Paarl Civic Centre	1,250,000
9	Market Street office alteration	270272
10	Waterproofing Council Chamber Roof	400,000
11	Council Chambers gutter waterproofing	60,000
12	Installation of Logo Boards	12,532
13	Re Wiring of First Floor Civic Centre	74,918
14	Supply and Install binds on the Civic 4 th Floor	58,137
15	Paint your story Projects	463,029
16	Repairs to emergency exit doors	1,214
17	Installation of fresh air system – Civic Centre	224,256
18	Supply and delivery of split unit Support Staff Civic Centre	10,450
19	Supply and Service of roller shutter door	5,330
20	Directional Signs – Civic Centre	34,561

3.33.5 Operating Expenditure

Property services, as a community service, generated an operating deficit of R21.9 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 130: Operating Revenue and Expenditure: Property Management Services

Operating Revenue and Expenditure: Property Management Services						
Serial No.	Description	2018/19 Actual Results	2019/20			Positive / (Negative) % Variance Between Column D & E
			Original Approved Budget	Final Adjustments Budget	Actual Results	
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	(7,074,873)	(10,199,198)	(10,161,566)	(3,882,680)	-61.8%
2	Total Operating Revenue	(7,074,873)	(10,199,198)	(10,161,566)	(3,882,680)	-61.8%
3	Employee Related Costs	6,149,027	4,399,116	4,399,116	5,613,974	-27.6%
4	Impairment Losses on Financial Assets	0	0	0	0	0.0%
5	Interest Paid	0	0	0	0	0.0%
6	Contracted Services	5,462,000	9,610,031	9,610,031	9,978,623	-3.8%
7	Depreciation and Provisions	9,677,101	2,186,959	3,338,000	2,018,766	39.5%
8	Inventory	587,683	410,924	397,598	313,541	21.1%
9	Operational Costs	16,548,062	11,063,719	11,868,517	7,810,594	34.2%
10	Total Operating Expenditure	38,423,873	27,670,749	29,613,262	25,735,498	13.1%
11	Operating (Surplus) / Deficit	31,349,000	17,471,551	19,451,696	21,852,818	12.3%

3.33.6 Employee Statistics

The Property Services Section was incorporated into the Legal Services.

3.34 LEGAL SERVICES

Legal Services within the Municipality supports the Council and Administration with legal advice and support. In addition to general legal support, administering of own legislation, vetting of contracts and litigation management, the Legal Services Section also administers immovable property transactions which are governed in terms of the Asset Transfer Regulations. Property transactions are administered in close co-operation and consultation with technical line departments in order to ensure that these transactions play a key role in the implementation of strategic goals that align with the constitutional duties of local government. The section therefore does not only play a role in protecting the interests of the Municipality in relation to legal matters, but also fulfil a facilitating role in furthering developmental goals such as the promoting of social and economic development through property transactions, in collaboration with other divisions of the Municipality.

The administrative support of the section is currently performed by one permanent staff member.

Legal compliance supporting ethical conduct and good citizenship:

- Through the general legal support and advice provided by the Legal Services Section, the section supports ethical conduct by the administration as well as the political arm of the Municipality. Similarly these processes foster good governance in general since it provides the necessary guidance to ensure that policies, processes and procedures as well as applicable legislation are complied with.
- Good citizenship is furthermore also promoted by supporting the law enforcement processes of the Municipality. Consistent and effective law enforcement compels citizens to acknowledge and adhere to legislation and thereby a culture of good citizenship is instilled.

Municipal Court:

- The Municipality has embarked on a process to obtain approval for the establishment of a municipal court. During the reporting period the necessary application was submitted to the Department of Justice and the approval thereof is being awaited. In the meantime a suitable venue has also been procured and the necessary structural alterations will take place during the next financial year. Implementation of the municipal court is expected in the next reporting period.

3.34.1 Service Statistics

The following statistics reflect activities in the Legal Services Section in respect of litigation matters:

Table 131: Service Statistics - Legal Services

Serial No.	Category of litigation matters	Total cases registered		
		2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Eviction Cases	103	79	51
2	Evictions lodged out of municipal property	4	0	1
3	Litigation against Drakenstein	9	13	11
4	Litigation initiated by Drakenstein	2	0	4

3.34.2 Service Delivery Levels

The Municipality is using the services of an external service provider to assist the Municipality in administering its own legislation through the development and promulgation of new legislation as well as the review of existing legislation. The Municipal Code encompasses all of the Municipality's own legislation and is constantly updated by the review of existing bylaws as well as the development of new bylaws in areas that require the necessary enforcement and control in order to promote and protect the interests of the community.

External legal service providers who provide a wide spectrum of general legal services such as representation in litigation, legal opinions, contracts and agreements are also used and in this way it is ensured that the required performance was maintained by duly protecting the interests of the Municipality.

3.34.3 Capital Expenditure

The Legal Services Section spent R1,543 or 86.95% of the final adjustments budget on municipal property infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 132: Capital Expenditure 2019/20 - Legal Services

Capital Expenditure 2019/20: Legal Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Network Points	-	1,775	1,543	13.0%
2	Total Capital Expenditure	-	1,775	1,543	13.0%

3.34.4 Major Projects Completed

In view of the nature of the service, being an internal legal support service, no capital projects were undertaken.

3.34.5 Operating Expenditure

Legal Services, as a support service, generated an operating deficit of R1.7 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 133: Operating Revenue and Expenditure: Legal Services

Operating Revenue and Expenditure: Legal Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	-1,073,201	0	0	0	#DIV/0!
2	Total Operating Revenue	-1,073,201	0	0	0	#DIV/0!
3	Employee Related Costs	1,109,184	7,160,880	7,160,880	1,694,392	76.3%
4	Impairment Losses on Financial Assets	-	0	0	0	#DIV/0!
5	Interest Paid	-	0	0	0	#DIV/0!
6	Contracted Services	-	0	21,044	21,043	0.0%
7	Depreciation and Provisions	223	837	837	230	72.5%
8	Inventory	1,863	1,706	6,706	3,881	42.1%
9	Operational Costs	-	326	326	255	21.8%
10	Total Operating Expenditure	1,111,270	7,163,749	7,189,793	1,719,801	76.1%
11	Operating (Surplus) / Deficit	38,069	7,163,749	7,189,793	1,719,801	-76.1%

3.34.6 Employee Statistics

The Legal Services Section has 20 posts on the organisational structure approved by Council on 31 May 2018 of which 6 post are frozen and 14 posts funded at year-end. The section had 13 filled posts at year-end and based on the number of vacancies (1) had a 7.1% vacancy rate.

Table 134: Employees - Legal Services (Legal Services and Property Administration)

Employees: Legal Services (Legal Services and Property Administration)								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	1	1	0	1	1	0	0.0%
2	T15 - T17	4	6	1	5	4	1	20.0%
3	T12 - T14	0	2	2	0	0	0	0.0%
4	T09 - T11	5	5	0	5	5	0	0.0%
5	T06 - T08	4	6	3	3	3	0	0.0%
6	T03 - T05	0	0	0	0	0	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	14	20	6	14	13	1	7.1%

3.35 RISK MANAGEMENT

The Risk Management Division consists of two main functions, the Integrated Risk Management Section (IRM) as well as the Fraud Risk Management Section (FRM).

The IRM Section is responsible for the risk management function at Drakenstein Municipality through a process of facilitation and providing advice to all stakeholders.

The FRM Section is based on four pillars, Prevention, Detection, Investigation and Feedback with regards to lessons learned.

Combined Assurance was added as a third function to the Risk Management division and development is taking place in collaboration with the Western Cape Provincial Government. Roll-out will take place throughout the 2020/2021 financial year.

3.35.1 Service Statistics

A Fraud and Risk Management Committee (FARMCO) meeting, providing an oversight over the division's function, is scheduled for each quarter of the financial year and took place as scheduled.

A total of 26 Risk Champions were nominated from current employment during the 2017/18 financial year and formally appointed. Training was provided by a representative of the Governance Department of Provincial Government and follow up training provided by the IRM Section.

One Annual Risk Identification and Assessment Workshop was performed for each of the five directorates and four divisions reporting to the City Manager, to compile a register where 98 tactical risks were identified. Quarterly risk assessment updates were performed with the above directorates and divisions.

A total of ten strategic risks were initially identified for the 2019/20 financial year. During March 2020, the Strategic Risk Register was revised and an eleventh risk, *Failure to address the consequences of notifiable diseases*, was added.

3.35.2 Service Delivery Levels

All of the Division's service levels were fully complied with.

3.35.3 Capital Expenditure

The Risk Management Services Section spent R31,000 or 100% of the final adjustments budget on municipal property infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 135: Capital Expenditure 2019/20 - Risk Management Services

Capital Expenditure 2019/20: Risk Management Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Intangible Assets: Barnowl	-	30,000	30,000	0.0%
2	Total Capital Expenditure	-	30,000	30,000	0.0%

3.35.4 Major Projects Completed

Risk management received a R240,000.00 grant from Provincial Treasury for the development and implementation of Combined Assurance in the municipality.

3.35.5 Operating Expenditure

Risk management services, as a support service, generated an operating deficit of R1.8 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 136: Operating Revenue and Expenditure: Risk Management Services

Operating Revenue and Expenditure: Risk Management Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	-	-	-	-	#DIV/0!
2	Total Operating Revenue	-	-	-	-	#DIV/0!
3	Employee Related Costs	2,002,593	2,254,900	2,254,900	1,608,047	28.7%
4	Impairment Losses on Financial Assets	-	-	-	-	#DIV/0!
5	Interest Paid	-	-	-	-	#DIV/0!
6	Contracted Services	201,512	341,106	581,106	124,400	78.6%
7	Depreciation and Provisions	4,313	-	-	4,438	#DIV/0!
8	Inventory	13,797	20,392	11,400	8,313	27.1%
9	Operational Costs	44,543	49,621	60,994	24,614	59.6%
10	Total Operating Expenditure	2,266,758	2,666,019	2,908,400	1,769,812	39.1%
11	Operating (Surplus) / Deficit	2,266,758	2,666,019	2,908,400	1,769,812	-39.1%

3.35.6 Employee Statistics

The Risk Management Division has 6 posts on the organisational structure approved by Council on 31 May 2018 of which 2 post are frozen and 4 posts funded at year-end. The section had 3 filled posts at year-end and based on the number of vacancies (1) had a 25% vacancy rate.

Table 137: Employees - Risk Management

Employees: Risk Management								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	1	0	1	1	0	0.0%
3	T12 - T14	0	2	0	2	1	1	50.0%
4	T09 - T11	1	3	2	1	1	0	0.0%
5	T06 - T08	1	0	0	0	0	0	0.0%
6	T03 - T05	0	0	0	0	0	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	3	6	2	4	3	1	25.0%

3.36 PROCUREMENT SERVICES

The Supply Chain Management Division resorts under the direct supervision of the Chief Financial Officer.

3.36.1 Service Statistics

For the 2019/20 financial year, a total of 11,561 purchase orders were generated that amounted to R514,820,067. The total value of deviations from the official procurement process decreased with 67.83% from the previous financial year from R19,810,369 to R15,346,730. Deviations that were regarded as being impractical or impossible to follow the official procurement process decreased with 84.76% from the previous financial year from R4,741,468 to R722,311.

3.36.2 Service Delivery Levels

Service delivery levels are determined in the Standard Operating Procedures for every service rendered by this division. A number of standard operating procedures were drafted, approved and rolled out to departments for implementation. This improved efficiencies and reporting requirements.

3.36.3 Capital Expenditure

The Supply Chain Management Division spent R912 thousand or 100% of the final adjustments budget on supply chain management infrastructure projects for the year under review. The main capital projects are listed in the table below with its budgeted and actual expenditure information.

Table 138: Capital Expenditure 2019/20 - Procurement Services

Capital Expenditure 2019/20: Procurement Services					
Serial No.	Capital Project Description	Original Approved Budget	Final Adjustments Budget	Actual Expenditure	% Variance Column C & D
Column Ref.	A	B	C	D	E
1	Building Stores	12,000,000	912,082	912,081	0.0%
2	Other Capital Projects	-	-	-	#DIV/0!
3	Total Capital Expenditure	12,000,000	912,082	912,081	0.0%

3.36.4 Major Projects Completed

The project relating to the New Stores Building is ongoing and will be constructed as and when funding becomes available.

3.36.5 Operating Expenditure

Procurement services generated an operating deficit of R19.0 million for the 2019/20 financial year. The deficit is subsidised with the surpluses made by trading services.

Table 139: Operating Revenue and Expenditure: Procurement Services

Operating Revenue and Expenditure: Procurement Services						
Serial No.	Description	2018/19 Actual Results	2019/20			
			Original Approved Budget	Final Adjustments Budget	Actual Results	Positive / (Negative) % Variance Between Column D & E
Column Ref.	A	B	C	D	E	F
1	Operating Revenue	-	(83,495)	(83,495)	(128,120)	0.0%
2	Total Operating Revenue	-	(83,495)	(83,495)	(128,120)	0.0%
3	Employee Related Costs	15,722,381	16,578,753	16,578,753	16,126,943	2.7%
4	Impairment Losses on Financial Assets	-	-	-	-	0.0%
5	Interest Paid	321,219	492,283	377,990	434,841	-15.0%
6	Contracted Services	492,051	163,951	277,721	50,999	81.6%
7	Depreciation and Provisions	2,060,446	201,506	201,506	2,119,962	-952.1%
8	Inventory	194,734	186,797	237,197	216,453	8.7%
9	Operational Costs	2,702,808	51,381	50,381	141,479	-180.8%
10	Total Operating Expenditure	21,493,640	17,674,671	17,723,548	19,090,677	-7.7%
11	Operating (Surplus) / Deficit	21,493,640	17,591,176	17,640,053	18,962,557	7.5%

3.36.6 Employee Statistics

The Procurement Division has 63 posts on the organisational structure approved by Council on 31 May 2018 of which 15 post are frozen and 48 posts funded at year-end. The section had 43 filled posts at year-end and based on the number of vacancies (5) had a 10.4% vacancy rate.

Table 140: Employees - Procurement Services

Employees: Procurement Services								
Serial No.	Job Level	2018/19	2019/20					
		Number of Employees	Number of Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies	Vacancy Rate
Column Ref.	A	B	C	D	E	F	G	H
1	T18 - T20	0	0	0	0	0	0	0.0%
2	T15 - T17	1	1	0	1	1	0	0.0%
3	T12 - T14	4	6	2	4	3	1	25.0%
4	T09 - T11	13	19	6	13	10	3	23.1%
5	T06 - T08	21	30	5	25	24	1	4.0%
6	T03 - T05	7	7	2	5	5	0	0.0%
7	T01 - T02	0	0	0	0	0	0	0.0%
8	Total	46	63	15	48	43	5	10.4%

4. ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO THE MUNICIPAL WORKFORCE

4.1 INTRODUCTION

One major role that the Human Resources is tasked with is to ensure that employees are looked well after and that their morale is enhanced on a continuous basis. The following programmes were implemented in the 2019/20 financial year and are implemented annually:

- Women's Day;
- Long Service Ceremony;
- Employee Excellence Awards;
- Christmas decorations;
- Mandela Day;
- Internal and External Bursaries; and
- Employee Assistance Program.

The Employee Assistance Program provides access to professional counselling services for its employees and those in need of professional assistance are encouraged to use the program. The EA programme also implements Trauma Debriefing for employees exposed to traumatic incidents whilst on duty and offers an Addiction Support Group to all employees that have completed their rehabilitation programme. The wellness programmes implemented in the 2019/2020 financial year were limited due to the Covid-19 pandemic:

- Financial Wellness and Retirement Planning Workshops;
- HIV/AIDS VCT Campaign; and
- Gender Based Violence Workshops.

4.2 TOTAL EMPLOYMENT

The total number of employees at the end of June is 1,858 and we have filled positions in the financial year 2019/20.

4.2.1 Employee Totals per GFS Classification

The total number of employees (1,858) at the end of the 2019/20 financial year is depicted per GFS classification or functional area in the table below. The organisational structure approved by Council on 31 May 2018 provides for 3,652 posts taking Drakenstein's future growth into consideration. The number of frozen posts is 1,691 and the number of approved budgeted

posts is 1,956. From the approved budgeted posts, 1,858 posts are filled and 99 post are vacant with a vacancy rate of 5.0% as at the end of the 2019/2020 financial year.

Table 141: Total Employees per GFS Classification

Total Employees per GFS Classification								
Serial No.	Description of Departments/Divisions	2018/19	2019/2020					Vacancy Rate
		Number of Employees	Number of Approved Posts	Number of Frozen Posts (Unfunded)	Number of Approved Funded Posts	Number of Employees	Number of Vacancies (Funded)	
Column Ref.	A	B	C	D	E	F	G	H
1	Water Services	87	183	93	90	82	8	8.9%
2	Wastewater (Sanitation) Services	120	194	66	128	121	7	5.5%
3	Electricity Services	113	242	86	156	140	16	10.3%
4	Waste Management	138	341	197	144	138	6	4.2%
5	Housing (Human Settlements and Rental Stock (Rural Development Excluded))	69	141	63	78	77	1	1.3%
6	Roads and Stormwater	166	262	89	173	168	5	2.9%
7	Planning Services	55	82	30	52	49	3	5.8%
8	Economic Growth	6	13	5	8	8	0	0.0%
9	Library Services	75	130	53	77	76	1	1.3%
10	Cemeteries and Crematoria	42	122	74	48	41	7	14.6%
11	Community Halls, Facilities & Thusong Centres	57	82	20	62	62	0	0.0%
12	Child Care, Aged Care & Social Programmes	7	8	1	7	7	0	0.0%
13	Environmental Management	6	17	9	8	6	2	25.0%
14	Biodiversity and Landscaping (Parks)	185	340	156	184	175	9	4.9%
15	Traffic, Licensing and Law Enforcement	118	320	201	119	113	6	5.0%
16	Fire and Disaster Management	81	176	94	82	81	1	1.2%
17	Sport and Recreation	66	204	140	64	63	1	1.6%
18	Executive and Council Support	9	11	0	11	11	0	0.0%
19	Financial Services	146	215	66	149	138	11	7.4%
20	Human Resources	33	66	31	35	35	0	0.0%
21	ICT Services	12	15	4	11	11	0	0.0%
22	Property Services	0	0	0	0	0	0	N/A
23	Legal and Administrative Services (Legal Services and Property Administration)	14	20	6	14	13	1	7.1%
24	Risk Management	3	6	2	4	3	1	25.0%
25	Procurement Services	46	63	15	48	43	5	10.4%
26	Other	211	393	189	204	196	8	3.9%
27	Total	1,865	3,646	1,690	1,956	1,857	99	5.1%

4.2.2 Employee Vacancy Rate per Occupational Level

The Municipality has filled a significant number of priority vacancies across all departments in the 2018/19 and 2019/20 financial year. The vacancy rate for funded positions is 5.0% for the financial year under review and 8% the vacancy rate per Occupational level is reflected below.

Table 142: Employee Vacancy Rate per Occupational Level

Vacancy Rate per Occupational Level 2019/2020									
Serial No.	Designation	Total number of approved posts	Vacancies (approved posts)	Vacancy rate (approved posts)	Number of Frozen posts (unfunded)	Number of Approved Budgeted Posts	Number of Employees (Filled Vacancies)	Number Budgeted Vacancies (Unfilled Vacancies)	Vacancy rate (budgeted posts)
Column Ref.	A	B	C	D	E	F	G	H	I
1	City Manager	1	0	0%	0	1	1	0	0%
2	CFO	1	0	0%	0	1	1	0	0%
3	Section 57 Managers	4	0	0%	0	4	3	1	25%
4	Senior Management: Levels 16 - 18	76	18	24%	17	59	58	1	2%
5	Senior Management: Levels 13 - 15	122	47	39%	39	83	75	8	10%
6	Highly skilled supervision: Levels 9 - 12	777	472	61%	443	334	305	29	9%
7	Total	981	537	55%	499	482	443	39	8%

4.2.3 Employee Turnover rate

Based on the number of employees of 1,858 at year-end and the terminations of 95 for the year under review, the turnover rate is 5.11%

Table 143: Turnover Rate

Turnover Rate				
Serial No.	Year	Number of Employees at year-end	Number of Terminations during the year	Turnover Rate*
Column Ref.	A	B	C	D
1	2017/18	1,826	69	3.7%
2	2018/19	1,870	57	3.05%
3	2019/20	1,858	95	5.11%

4.3 EMPLOYMENT EQUITY

The Employment Equity status of the Municipality is submitted on monthly basis to the Local Labour Forum, where both unions SAMWU and IMATU are present. The employer component is also represented at that forum. An Employment Equity Report is submitted to the Department of Labour on an annual basis. The Municipality also has an Employment Equity Forum that serves as a Labour Relations Forum subcommittee. This committee/forum meets on a quarterly basis.

4.3.1 Employment Equity Targets/Actuals by Race Classification

Based on the number of current employees in service (Column C) and the target set for all races, the Municipality has not reached targets for Africans, Coloureds and Whites. The for reason targets not reached for white people in terms of the number reflected below is that very few white people apply for general worker positions. Although there is a significantly low number of Indians in our region, the Municipality does appoint them, and the target for Indians are exceeded.

Table 144: Employment Equity Targets/Actuals by Race Classification

Employment Equity Targets/Actuals by Race Classification				
Serial No.	2019/20			
	Race Classification	Overall Target (as per 5 year EE Plan)	Actuals at Year-End	Target Achieved (B/A*100)
Column Ref.	A	B	C	D
1	African	759	490	64.55%
2	Coloured	1,417	1,229	86.73%
3	Indian	4	8	200.0%
4	Whites	517	131	25.33%
5	Total	2,697	1,858	68.89%

4.3.2 Employment Equity Targets/Actuals by Gender Classification

Table 145: Employment Equity Targets/Actuals by Gender Classification

Employment Equity Targets/Actuals by Gender Classification				
Serial No.	2019/20			
	Gender Classification	Overall Target (as per 5 year EE Plan)	Actuals at Year-End	Target Achieved (B/A*100)
Column Ref.	A	B	C	D
1	Male	759	490	64.55%
2	Female	1,417	1,229	86.73%
3	Total	2,176	1,719	78.99%

4.3.3 Employment Equity by Race and Gender within Occupational Levels

The overall number of employees by race and gender within the occupational levels at year-end are depicted in the table below.

Table 146: Number employees by Race and Gender within the Occupational Levels

Number of Employees by Race and Gender within the Occupational Levels											
Occupational Level Description	Male					Female					Grand Totals
	A	C	I	W	Total	A	C	I	W	Total	
Top Management	0	2	0	2	4	0	0	0	1	1	5
Senior Management	3	9	0	17	29	7	8	0	4	19	48
Professionally qualified and experienced specialists and mid-management.	7	39	1	16	63	4	16	1	8	29	92
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	22	125	1	34	182	16	44	0	15	75	257
Semi-skilled and discretionary decision making	108	379	1	14	502	75	226	2	17	320	822
Unskilled and defined decision making	166	274	2	8	450	83	110	0	3	196	646
Total Employees	306	828	5	91	1,230	185	404	3	48	640	1,870

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.4 INTRODUCTION

The Municipality has made progress with the grading of job descriptions; about 94% of job descriptions has been graded thus far. Posts are only advertised and filled once final outcomes have been received from the Provincial Task Committee which is responsible for auditing evaluated job descriptions. Once these posts are filled, staff is inducted on a monthly basis when the recruitment process has been completed. Induction is done both organisationally and departmentally. Our staff is also encouraged to make use of bursaries, skills programmes and artisan training to ensure that they are properly skilled.

4.4.1 Policies

There is a drive to review/write new or additional HR policies. The policies listed in the table below were developed and reviewed. The list includes policies that were developed and reviewed in 2019/20. The total number of policies that HR are responsible for is twenty-two (22) and thirteen (13) of these policies are due for review in the next financial year.

Table 147: HR Policies and Plans

HR Policies and Plans			
Serial No.	Name of Policy	Reviewed/New	Date adopted by Council or comment on failure to adopt
Column Ref.	A	B	C
1	Acting Additional and Secondment Allowance Policy	To be reviewed	27 June 2018
2	Appointment of Temporary Staff Policy	To be reviewed	20 September 2013
3	Dress Code Policy	New	30 January 2019
4	Education Training and Development Policy	To be reviewed	27 June 2018
5	External Bursary Policy	To be reviewed	27 June 2018
6	HIV AIDS Policy	New	31 July 2019
7	Job Evaluation Policy	To be reviewed	24 August 2017
8	Leave Policy	To be reviewed	27 June 2018
9	Motor Vehicle Scheme Policy	To be reviewed	12 December 2014
10	Occupational Health and Safety Policy	To be reviewed	31 July 2018
11	Overtime Policy	To be reviewed	27 June 2018
12	Personal Protective Equipment and Clothing Policy	New	31 July 2019
13	Placement Policy	To be reviewed	13 December 2020
14	Private Work Policy	Reviewed	27 June 2018
15	Probation Policy	New	24 June 2019
16	Recruitment and Selection Policy	To be reviewed	29 November 2017
17	Sexual Harassment Policy	New	30 January 2019
18	Smoking Policy	To be reviewed	27 July 2017
19	Standby Policy	New	31 May 2019

HR Policies and Plans			
Serial No.	Name of Policy	Reviewed/New	Date adopted by Council or comment on failure to adopt
Column Ref.	A	B	C
20	Substance Abuse Policy	Reviewed	31 January 2018
21	Talent Management and Succession Planning Policy	To be reviewed	26 June 2018
22	Remuneration Policy	New	Still in draft phase

4.4.2 Sick Leave

The next two tables depict the sick leave information per department and occupational levels.

4.4.2.1 Sick Leave per Department/Division

The following sick leave per Department/Division was taken in the 2019/20 financial year as depicted in the table below. The Department of Engineering Services (43.07 %) and Community Services (36.04%) were the main contributors to sick leave as a percentage of total sick leave days taken.

-Table 148: Sick Leave per Department/Division

Sick Leave per Department/Division					
		2018/19		2019/20	
Serial No.	Department/Division	Number of Sick Leave Days Taken	Percentage of Total Sick Leave Days Taken	Number of Sick Leave Days Taken	Percentage of Total Sick Leave Days Taken
Column Ref.	A	B	C	D	E
1	Office of the City Manager	14	0.08%	10	0.063%
2	Risk Management Division	19	0.11%	17	0.107%
3	Communication and Marketing Division	7	0.04%	9	0.057%
4	Internal Audit Division	96.5	0.57%	32	0.203%
5	Integrated Development Planning and Performance Management Division	56	0.33%	70	0.44%
6	Department of Planning and Development Services	402.50	2.37%	561	3.56%
7	Department of Financial Services	1,815.5	10.69%	1,806	11.46%
8	Department of Engineering Services	7,412.5	43.63%	6,782	43.07%
9	Department of Corporate Services	850	5.00%	784	4.97%
10	Department of Community Services	6,316	37.18%	5,675	36.04%
11	Total	16,989	100.00%	15,746	100.00%

4.4.2.2 Sick Leave per Occupational Level

From the table below it is clear that the semi-skilled occupational level (53.28%) and unskilled occupational level (26.53%) were the main contributors to sick leave as a percentage of total sick leave days taken.

Table 149: Sick Leave per Occupational Level

Sick Leave per Occupational Level					
		2018/2019		2019/20	
Serial No	Occupational Level	Number of Sick Leave Days Taken	Percentage of Total Sick Leave Days Taken	Number of Sick Leave Days Taken	Percentage of Total Sick Leave Days Taken
Column Ref.	A	B	C	D	E
1	Top Management	4	0.02%	3	0.02%
2	Senior Management	457.5	2.69%	281.5	1.79%
3	Professionally qualified	789	4.64%	928,39	5.90%
4	Skilled technical	2,292	13.49%	1,966,52	12.49%
5	Semi-skilled	8,805.5	51.83%	8,389,92	53.28%
6	Unskilled	4,641	27.32%	4,176,88	26.53%
7	Total	16,989	100.00%	15,746,21	100.00%

4.4.3 Injuries

The number of injury leave days taken during the year under review amounts to 558 working days and the 111 employees involved represents 5.97% of the total employees (1,858) in employment as at 30 June 2020.

Table 150: Number of injuries on duty

Serial No.	Type of Injury	Number of Injury Leave Days Taken	Number of Employees Taking Injury Leave	Average Injury Leave Days/Employee	*Percentage of total employees using injury leave
Column Ref.	A	B	C	D	E
1	Required basic medical attention only	101	58	1.74	3.12%
2	Temporary total disablement	472	53	8.9	2.85%
3	Permanent disablement	0	0	0	0.0%
4	Total	573	111	5.162	5.97%
5	<i>*Based on the total number of employees (1,858) as at 30 June 2020</i>				

4.4.3.1 Injuries per Department

Table 151: Injuries per Department

Serial No.	Department	No. of injuries		
		2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Engineering Services	155	63	60
2	Community Services	57	70	38
3	Planning and Development	3	1	1
4	Financial Services	6	10	6
5	Corporate Services	3	2	5
6	Office of the City Manager	1	0	1
7	Total	225	146	111

4.4.3.2 Injuries per Occupational Level

Table 152: Injuries per Occupational Level

Serial No.	Occupational Level	No. of injuries		
		2017/18	2018/19	2019/20
Column Ref.	A	B	C	D
1	Unskilled	86	55	41
2	Semi-skilled	74	68	54
3	Skilled	26	20	13
4	Professional	1	2	3
5	Senior Management	1	1	0
6	Total	188	146	111

4.4.3.3 Cost of Injuries

The total cost due to injuries amounts to R401,017.76 for the year under review.

4.4.3.4 Cost of Injuries per Department

The cost of injury leave is depicted per Department in the table below. The two Departments with the most employees, Engineering Services and Community Services, have the highest cost of injuries monetary values.

Table 153: Cost of Injuries per Department

Serial No.	Department	Cost of Injuries (R)	
		2018/19	2019/20
Column Ref.	A	B	C
1	Engineering Services	R347,975.31	R251,968.40
2	Community Services	R128,522.68	R117,129.50
3	Planning and Development	R1,164.68	-
4	Financial Services	R15,222.89	R9,480.70
5	Corporate Services	R2,344.76	R19,683.16
6	Office of the City Manager		R2,756.00
7	Total	R495,230.32	R401,017.76

4.4.4 Suspensions

During the 2019/20 financial year a total of three (3) disciplinary hearings were completed of employees who were placed on precautionary suspension pending disciplinary investigations for their alleged involvement in cases of serious misconduct. Due to the COVID-19 pandemic four (4) suspended employees' disciplinary hearings could not be finalised yet and thus stand over to the 2020/21 financial year.

4.4.4.1 *Suspensions per Department*

The seven (7) employees placed on precautionary suspension during 2019/20 comprise of six (6) employees from the Engineering Services Department and one (1) employee from the Community Services Department.

4.4.4.2 *Suspensions per Occupational Level*

Out of the seven (7) 2019/20 suspended employees two (2) are semi-skilled and five (5) unskilled employees.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.5 INTRODUCTION

In line with the National Skills Strategy, Drakenstein Municipality continuously pursue investing towards a skilled and capable workforce that shares in, and contributes to, the benefits and opportunities of economic expansion and an inclusive growth path.

During the 2019/20 financial year, the Municipality directed funds towards employee capacity building.

This was envisaged through the below programmes implemented during this financial year. It is unfortunate that some of the learning programmes had to be cancelled due to compliance with the National Government COVID 19 Lockdown Regulations effected on 26 March 2020.

4.5.1 Skills Matrix

During the financial year 2019/20, 272 employees were trained from 1 July 2019 until March 2020.

The table below indicates the number of employees at professional and management levels that received training in the year under review.

Table 154: Skills Matrix

Skills Matrix								
Serial No.	Management Level	Gender	Number of skilled employees required and actual as at 30 June 2020					
			Learnerships		Skills programmes and other short courses		Total	
			Actual 2020	Target	Actual 2020	Target	Actual 2020	Target
Column Ref.	A	B	C	D	E	F	G	H
1	CM and S57	Female	0	0	0	0	0	0
2		Male	0	0	0	0	0	0
3	Councillors, Senior Officials and Managers	Female	0	0	16	16	16	16
4		Male	1	1	18	18	19	19
5	Technicians and Associate Professionals	Female	7	7	13	13	20	20
6		Male	2	2	11	11	13	13
7	Professionals	Female	4	4	14	14	18	18
8		Male	2	2	14	14	16	16
9	Sub-Totals	Female	11	11	43	43	54	54
10		Male	5	5	43	43	48	48
11	Total		16	16	86	86	102	102

4.5.2 Skills Development – Training Provided

The table below indicates the skills areas and learning programmes the employees undertook in the year under review.

Table 155: Skills Development - Training Provided

Serial No.	Sector Priority	Skills Areas	Learning Programmes
Column Ref.	A	B	C
1	Infrastructure and service delivery	<ul style="list-style-type: none"> • Infrastructure Asset and Maintenance • Labour Intensive Construction • Electricity Reticulation • Water Services • Roads 	<ul style="list-style-type: none"> • Cherry Picker Training Full Course • Scaffolding-Erection and Inspection
2	Financial Viability	<ul style="list-style-type: none"> • Property Valuation; • Audit and Procurement; • Municipal Finance; and • Accounting Technicians. 	<ul style="list-style-type: none"> • Municipal Finance Management Programme • Enterprise Risk Management and Assurance • Predetermined Objectives=
3	Community Based Participation and Planning	<ul style="list-style-type: none"> • IDP; • LED; • Ward Committees; and • Urban Planning. 	<ul style="list-style-type: none"> • Customer Care/Business Ethics/ Report writing and Telephone etiquette • Brush Cutter Training • First Aid Level 2 • Councilor Summer School • Bursaries (Internal & LGSETA) • Internships / Graduate Placements
4	Management and Leadership	<ul style="list-style-type: none"> • Municipal Leadership Development 	<ul style="list-style-type: none"> • Public Sector Governance • Municipal Middle Management Development Programme • Disciplinary Procedures • Dashboard Training • Policy analysis, development and implementation • Analysing data with SQL server reporting • ICT Auditing for non ICT Auditors • Performance Management Systems Programme
5	AET and Foundational Learning	<ul style="list-style-type: none"> • AET 	<ul style="list-style-type: none"> • Driver Training
6	Workplace Committee Training	<ul style="list-style-type: none"> • LLF Training; • ODETDP; and • OHS. 	<ul style="list-style-type: none"> • Skills Audit Roadshows • Departmental Skills Sub Committee

4.5.3 Skills Development – Budget Allocation

The table below indicates that a total amount of R925,000 was allocated to the workplace skills plan interventions. An amount of R414,504 was spent equating to 44.7% of budgeted expenditure. The rest of the budget commitment was cancelled due to Lockdown Regulations.

Table 156: Skills Development - Budget Allocation

Serial No.	Financial Year	Allocated Budget	Actual Expenditure	% Expenditure
Column Ref.	A	B	C	D
1	2017/2018	R1,609,033	R1,574,509	97.85%
2	2018/2019	R1, 661,705	R1,626,559	97,88%
3	2019/2020	R925,000	R412,233	44.57%

	Vote Numbers	Allocated Budget	Actual Expenditure	Balance
Training Vote	322522704001GMRCZZWM	R 925 000.00	R 412 232.65	R 512 767.35
External Bursaries	353025489001GMRCZZWM	R 600 000.00	R 191 101.00	R 408 899.00
Rural Bursaries	457825489001GMRCZZWM	R 300 000.00	R 166 700.00	R 133 300.00
Internal Bursaries	301023004901GMRCZZWM	R 417 750.00	R 370 093.00	R47 657.00

4.5.4 MFMA Minimum Competencies

Twenty-five (25) municipal officials must achieve the prescribed competencies. Twenty two (22) officials already comply and three posts are vacant.

Table 157: Financial Competency Development - Progress Report

Financial Competency Development : Progress Report							
Serial No.	Description	B- Total number of officials employed by municipality [Regulation 14(4)(a) and (c)]	C- Total number officials employed by municipal entities [Regulation 14(4)(a) and (c)]	Consolidated Total of B and C	Consolidated: Competency assessments completed for B and C [Regulation 14(4)(b) and (d)]	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 [Regulation 14(4)(f)]	Consolidated: Total number of officials that meet prescribed competency levels [Regulation 14(4)(e)]
Column No.	A	B	C	D	E	F	G
1	Financial Officials						
2	Accounting Officer	1	0	1	1	1	1
3	Chief Financial Officer	1	0	1	1	1	1
4	Senior Managers	4	0	4	4	4	4
5	Any other Financial Officials	85	0	85	85	85	64
6	Supply Chain Management Officials						
7	Heads of Supply Chain Management Units	1	0	1	1	1	1
8	Supply Chain Management Senior Managers	3	0	3	3	3	3
9	Total	95	0	95	95	95	74

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

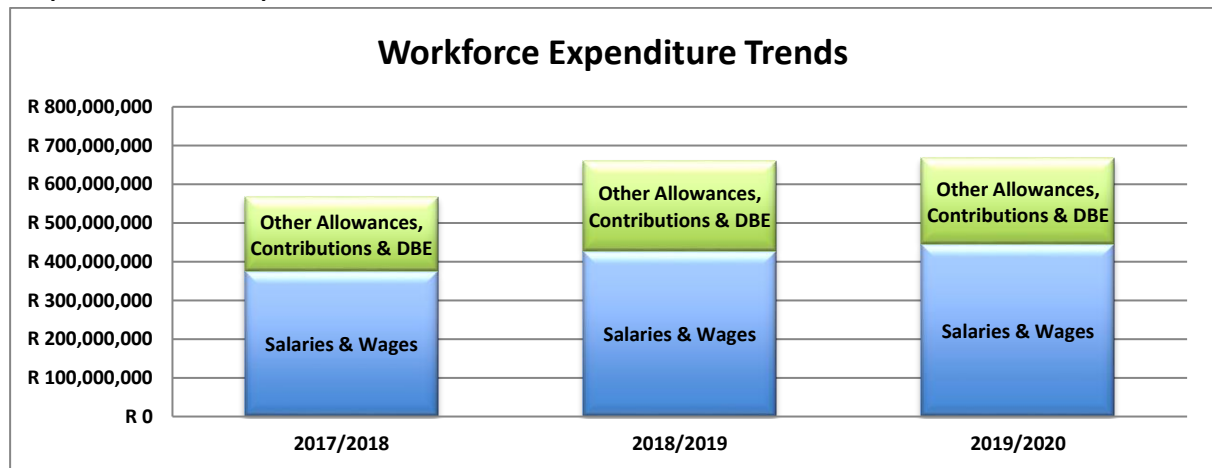
4.6 INTRODUCTION

Municipalities are required to carry out quality services in an effective, efficient and financially sound manner by supporting the principles of ensuring cost-effective and affordable service delivery. Accountability and transparency are, therefore, important when managing workforce expenditure. To be effective, it is important to ensure that the Municipality plans properly. To ensure that the Municipality adheres to legislation, only approved and budgeted posts on the structure are advertised. All positions are advertised on the Municipality's website and in the local media. Advertising in other media is based on the target market for the post. This saves on advertising costs and in the electronic age gives easy and quick access to applicants. Drakenstein strives to appoint employees who share the vision of "A city of excellence" and who will add value to the organisation. The training and development of internal staff is aimed at ensuring that they are able to perform their duties better.

4.6.1 Personnel Expenditure

Drakenstein's workforce expenditure of R667.8 million, depicted in the table below, accounted for 28.7% of the total actual operating expenditure of R2.33 billion for the 2019/20 financial year.

Graph 7: Workforce Expenditure Trends



The total workforce expenditure of R667.8 million included R23.32 million of provisions for defined benefit plan (DBP) expenses as required by the SA Standards of GRAP. The 2018/19 total workforce expenditure of R660.2 million included R31.2 million of provisions for defined benefit plan (DBP) expenses as required by the SA Standards of GRAP, after taking into account R10.9 million worth of actuarial losses for post-employment healthcare benefits. The 2017/18 workforce expenditure of R567.4 million included R23.4 million of provisions for defined benefit plan (DBP) expenses as required by the SA Standards of GRAP, after taking into account R18.1 million worth of actuarial gains for post-employment healthcare benefits.

It is clear from the above that the total workforce expenditure as a percentage of the total actual operating expenditure has fluctuated over the last three financial years from 28.7% to 30.3% to 28.7%. This percentage is well within National Treasury's norm of 25% to 40% and will steadily rise over the next few years to Drakenstein's target of about 30%.

4.6.2 Personnel Expenditure per Line Item

The breakdown of personnel expenditure per line item for the 2018/19 and 2019/20 years is depicted in the table below. Salaries and wages have decreased with R848,563 due to cost containment measures, where all vacant posts were frozen.

Table 158: Personnel Expenditure per Line Item

Personnel Expenditure per Line Item					
Serial No.	Description	2018/19 Actual Expenditure	2019/20 Actual Expenditure	Variance Amount	Variance %
Column Ref.	A	C	C	D	E
1	Salaries and Wages	426,570,671	444,503,575	17,932,904	4.2%
2	Salaries	426,570,671	444,503,575	17,932,904	4.2%
3	Other Allowances and contributions	202,428,203	200,030,220	(2,397,982)	-1.2%
4	Social contributions - UIF, pensions and medical aid etc.	91,575,497	99,472,690	7,897,193	8.6%
5	Travel, accommodation and other allowances	28,508,156	27,092,375	(1,415,781)	-5.0%
6	Housing benefits and allowances	4,861,151	4,318,705	(542,446)	-11.2%
7	Overtime payments	36,437,636	26,292,033	(10,145,602)	-27.8%
8	Acting Allowance	1,292,964	1,231,264	(61,699)	-4.8%
9	Shift Allowance	2,002,979	2,362,260	359,281	17.9%
10	Standby Allowance	10,992,385	9,061,813	(1,930,572)	-17.6%
11	Night Shift Allowance	2,779,135	3,181,853	402,718	14.5%
12	Cell Allowance	2,736,191	3,880,950	1,144,759	41.8%
13	Workman Compensation	2,935,787	2,420,352	(515,435)	-17.6%
14	Contribution to leave reserve	6,186,738	13,556,420	7,369,682	119.1%
15	Provision for TASK backpay	11,028,231	6,198,339	(4,829,892)	-43.8%
16	Provision for performance bonuses	1,091,354	961,166	(130,188)	-11.9%
17	Defined Benefit Plan Expense:	31,205,747	23,252,369	(7,953,378)	-25.5%
18	Post Employment Health Care Benefits	26,365,605	19,986,610	(6,378,995)	-24.2%
19	Ex Gratia Pension Benefits	(344,592)	(541,068)	(196,476)	57.0%
20	Long Service Awards	5,184,734	3,806,827	(1,377,907)	-26.6%
21	Expenditure Recharged	(44,918)	-	44,918	
22	Expenditure Recharged to Capital	(44,918)	-	44,918	
23	Total Employee Related Costs	660,159,716	667,786,183	7,626,467	1.2%

4.7 DISCLOSURES OF FINANCIAL INTERESTS

Disclosures have been made by officials and Councillors concerning their financial interests, as required by Municipal Performance Regulations 805 of 2006 and are set out in Appendix I. No transgressions due to financial interests occurred.

5. FINANCIAL PERFORMANCE

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

5.1 INTRODUCTION

The following sections provide an overview of the financial results of the Municipality for the year under review per economic classification compared to the prior year audited results, the original budget and the final adjustments budget.

5.2 FINANCIAL SUMMARY

Drakenstein Municipality generated an overall operating surplus of R84.1million compared with budgeted operating deficit of 43.8 million for the year under review as depicted in the table below. More information on the revenue collection performance by vote and by source is included in **Appendix J** of the Annual Report.

Table 159: Financial Summary

Financial Summary							
Serial No.	Description	2018/2019	2019/20			Positive / (Negative) % Variance	
		Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Column Ref.	A	B	C	D	E	F	G
1	Financial Performance						
2	Property rates	271,147,343	305,349,815	308,406,236	311,891,562	2.14%	2.14%
3	Service charges	1,357,189,640	1,604,963,938	1,573,516,662	1,576,106,211	-1.80%	0.16%
4	Investment revenue	14,223,574	12,000,000	5,761,663	6,140,446	-48.83%	6.57%
5	Transfers recognised – operational	182,494,744	250,727,572	286,116,166	193,365,938	-22.88%	-32.42%
6	Other own revenue	264,553,350	158,735,443	143,876,875	142,665,879	-10.12%	-0.84%
7	Total Revenue (excluding capital transfers and contributions)	2,089,608,650	2,331,776,768	2,317,677,602	2,230,170,036	-4.36%	-3.78%
8	Employee costs	669,024,810	678,529,458	680,139,263	667,786,183	-1.58%	-1.82%
9	Remuneration of Councillors	29,945,188	31,709,291	31,709,291	31,026,997	-2.15%	-2.15%
10	Depreciation	210,624,362	215,869,778	215,869,778	215,723,756	-0.07%	-0.07%
11	Finance charges	158,386,286	162,758,940	108,322,595	178,474,546	9.66%	64.76%
12	Materials and bulk purchases	735,449,388	793,937,527	793,937,527	834,566,840	5.12%	5.12%
13	Transfers and grants	22,533,535	18,649,823	20,869,846	16,656,763	-10.69%	-20.19%
14	Other expenditure	457,598,762	498,171,341	553,390,244	382,575,614	-23.20%	-30.87%
15	Total expenditure	2,283,562,331	2,399,626,158	2,404,238,544	2,326,810,699	-3.03%	-3.22%
16	Surplus (Deficit)	(193,953,681)	(67,849,390)	(86,560,942)	(96,640,663)	42.43%	11.64%
17	Transfers recognised – capital	150,160,424	120,907,968	160,759,970	180,713,797	49.46%	12.41%
18	Contributions recognised – capital and contributed assets	0	0	0	0	0.00%	0.00%
19	Surplus (Deficit) after capital transfers and contributions	(43,793,258)	53,058,578	74,199,028	84,073,134	58.45%	13.31%
20	Share of surplus/(deficit) of associate	0	0	0	0	0.00%	0.00%
21	Surplus (Deficit) for the year	(43,793,258)	53,058,578	74,199,028	84,073,134	58.45%	13.31%
22	Capital Expenditure and Fund Sources						
23	Transfers recognised – capital	136,348,449	146,572,968	152,660,844	144,709,088	-1.27%	-5.21%
24	Public contributions and donations	0	0	0	0	0.00%	0.00%
25	Borrowing	357,114,628	222,575,332	94,003,218	93,963,326	-57.78%	-0.04%
26	Internally generated funds	79,070,454	8,881,650	61,730,129	31,085,427	250.00%	-49.64%
27	Total sources of capital funds	572,533,531	378,029,950	308,394,191	269,757,841	-28.64%	-12.53%
28	Financial Position						
29	Total current assets	445,744,557	560,669,044	599,580,528	530,801,994	-5.33%	-11.47%
30	Total non-current assets	6,123,366,467	6,311,639,781	6,232,137,239	6,212,743,992	-1.57%	-0.31%
31	Total current liabilities	732,350,012	522,886,089	602,868,554	589,030,215	12.65%	-2.30%
32	Total non-current liabilities	1,802,466,208	1,766,643,137	1,986,174,866	1,985,470,785	12.39%	-0.04%
33	Community wealth/ Equity	4,034,294,804	4,582,779,599	4,242,674,347	4,164,889,403	-9.12%	-1.83%

Financial Summary							
Serial No.	Description	2018/2019	2019/20			Positive / (Negative) % Variance	
		Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Column Ref.	A	B	C	D	E	F	G
34	Cash Flows						
35	Net cash from (used) operating	239,931,389	274,979,792	203,260,465	316,564,403	15.12%	55.74%
36	Net cash from (used) investing	(542,230,486)	(408,386,329)	(514,007,702)	(266,185,238)	-34.82%	-48.21%
37	Net cash from (used) financing	139,052,773	85,834,917	85,834,917	(38,683,295)	-145.07%	-145.07%
38	Cash/cash equivalents at the year end	(35,424,540)	(47,571,620)	(224,912,320)	11,695,870	-124.59%	-105.20%
39	Cash Backing/Surplus Reconciliation						
40	Cash and investments available	289,280,521	185,974,801	427,362,416	229,099,916	23.19%	-46.39%
41	Application of cash and investments	73,079,000	(5,624,000)	247,059,000	47,219,182	-939.60%	-80.89%
42	Balance – surplus (shortfall)	289,280,521	180,350,801	674,421,416	276,319,098	53.21%	-59.03%
43	Asset Management						
44	Asset register summary (WDV)	5,744,482,878	6,133,571,704	6,059,390,926	6,122,485,223	-0.18%	1.04%
45	Depreciation and asset impairment	195,752,508	201,673,156	220,426,443	210,624,362	4.44%	-4.45%
46	Renewal of existing assets	108,767,779	83,450,000	86,523,302	86,523,296	3.68%	0.00%
47	Repairs and maintenance	263,443,796	181,607,473	276,101,176	263,443,796	0.00%	0.00%

5.3 FINANCIAL PERFORMANCE OF OPERATIONAL SERVICES

In the table below the operating expenditure performance by GFS Classification is depicted. Drakenstein Municipality has spent R2.326 billion of the final operating adjustments budget of R2.404 billion on operating activities and it represents 96.93% of the original approved budget and 96.75% of the final operating adjustments budget.

Table 160: Financial Performance of Operating Expenditure by GFS Classification

Financial Performance of Operational Expenditure by GFS Classification							
Serial No.	Description	2018/2019	2019/2020			Positive / (Negative) % Variance	
		Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustment Budget
Column Ref.	A	B	C	D	E	F	G
1	Operating Cost						
2	Water	142,637,297	107,383,058	105,482,557	122,256,657	13.85%	15.90%
3	Wastewater (Sanitation)	172,333,283	114,399,508	110,938,148	108,164,168	-5.45%	-2.50%
4	Electricity	910,226,893	1,004,231,185	984,312,540	967,248,356	-3.68%	-1.73%
5	Waste Management	126,899,828	81,672,996	89,289,669	68,316,631	-16.35%	-23.49%
6	Other	0	648,583	648,583	0		
7	Component A: Sub-total	1,352,097,301	1,308,335,330	1,290,671,497	1,265,985,812	-3.24%	-1.91%
8	Roads	248,287,065	136,304,263	118,985,847	115,706,615	-15.11%	-2.76%
9	Planning	52,666,816	54,472,308	54,227,172	49,752,923	-8.66%	-8.25%
10	Environmental Protection	1,312,023	917,623	917,623	2,042,426	122.58%	122.58%
11	Component B: Sub-total	302,265,905	191,694,194	174,130,642	167,501,964	-12.62%	-3.81%
13	Community and Social Services	36,746,061	44,011,980	47,177,493	35,674,259	-18.94%	-24.38%
14	Sport and Recreation	95,795,283	81,062,921	78,878,133	62,965,408	-22.33%	-20.17%
15	Security and Safety	40,505,165	167,678,981	162,020,611	174,639,355	4.15%	7.79%
16	Housing	106,719,838	122,190,781	154,645,553	89,285,710	-26.93%	-42.26%
17	Health	0	0	0	0	0.00%	0.00%
18	Component C: Sub-total	279,766,347	414,944,663	442,721,790	362,564,732	-12.62%	-18.11%
19	Corporate Policy Offices and	336,900,220	484,651,971	496,714,615	529,945,456	9.35%	6.69%
20	Component D: Sub-total	336,900,220	484,651,971	496,714,615	529,945,456	9.35%	6.69%
21	Total Expenditure	2,271,029,772	2,399,626,158	2,404,238,544	2,325,997,965	-3.07%	-3.25%

5.4 GRANT PERFORMANCE

5.4.1 Grants received and its performance

Drakenstein utilised R372.2 million or 0.19% more than the R371.5 million allocated in the original budget.

Table 161: Operating Transfers and Grants

Operating Transfers and Grants							
Serial No.	Description	2018/2019	2019/2020			2019/2020 Variance	
		Actual	Budget	Adjustment Budget	Actual	Original Budget (%)	Adjustment Budget (%)
Column Ref.	A	B	C	D	E	F	G
1	Operating Transfers and Grants						
2	National Government:	203,795,203	251,685,304	251,685,304	251,672,554	-0.01%	-0.01%
3	Equitable share	137,518,000	150,601,000	150,601,000	150,601,000	0.00%	0.00%
4	IUDG / MIG	34,484,000	49,050,000	49,050,000	49,050,000	0.00%	0.00%
5	Finance Management Grant (FMG)	1,550,000	1,550,000	1,550,000	1,549,994	0.00%	0.00%
6	Electrification Grant (INEP)	5,738,000	15,000,000	15,000,000	14,999,998	0.00%	0.00%
7	Electricity demandside Grant	0	5,000,000	5,000,000	4,987,259	-0.25%	-0.25%
8	Expanded Public Works Grant (EPWP)	4,433,000	5,185,000	5,185,000	5,185,000	0.00%	0.00%
9	Covid 19 (National)	0	477,000	477,000	477,000	0.00%	0.00%
10	IIPSAS	0	24,822,304	24,822,304	24,822,304	0.00%	0.00%
11	Drought Relief	10,643,585					
12	Saron Roads Rural Development	9,428,619					
13	Provincial Department:	137,363,776	84,749,719	84,749,719	89,457,300	5.55%	5.55%
14	Library Personnel	21,703,410	17,071,000	17,071,000	17,160,253	0.52%	0.52%
15	Housing	4,883,762	2,426,615	2,426,615	3,308,587	36.35%	36.35%
16	Community Development Workers	0	222,000	222,000	18,409	-91.71%	-91.71%
17	Vlakkeland	24,511,500	0	0	7,399,194	0.00%	0.00%
18	Fire Services Capacity Building	1,483,000	0	0	0	0.00%	0.00%
19	Financial Management Support Grant	255,000	0	0	0	0.00%	0.00%
20	Vlakkeland (Donated)	23,793,656	27,635,327	27,635,327	27,635,327	0.00%	0.00%
21	Drone		53,945	53,945	53,945	0.00%	0.00%
22	Tablet for Drone		16,992	16,992	16,992	0.00%	0.00%
23	Proclaimed Roads	38,618,861	29,692,281	29,692,281	29,693,918	0.01%	0.01%
24	Municipal Disaster Grant	21,615,960					
25	Schoongezicht	0	3,713,346	3,713,346	639,222	-82.79%	-82.79%
26	Services Delivery and Capacity Building	0	2,038,212	2,038,212	2,038,247	0.00%	0.00%
27	Covid 19 Provincial	0	1,000,000	1,000,000	1,000,000	0.00%	0.00%
28	Capacity Building Grant	239,195	380,000	380,000	337,223	-11.26%	-11.26%
29	Financial Management Support Grant	0	240,000	240,000	104,000	-56.67%	-56.67%
30	Sportfields	161,000	0	0	0	0.00%	0.00%
31	Greenest Town Award	0	260,000	260,000	51,982	-80.01%	-80.01%
32	LG Graduate Internship	98,431	0	0	0	0.00%	0.00%
33	Other Grants	1,850,583	24,548,817	24,548,817	21,673,981	-11.71%	-11.71%
34	Traning Grant	1,692,381	1,348,328	1,348,328	423,617	-68.58%	-68.58%
35	Dbsa	0	4,000,000	4,000,000	4,000,000	0.00%	0.00%
36	Simondium	0	16,312,341	16,312,341	15,277,042	-6.35%	-6.35%
37	Neumarkt	158,202	2,449,354	2,449,354	1,534,527	-37.35%	-37.35%
38	Donatted	0	438,795	438,795	438,795	0.00%	0.00%
39	District Municipality:	0	2,894,801	2,894,801	1,707,800	-41.00%	-41.00%
40	Covid 19	0	2,894,801	2,894,801	1,707,800	-41.00%	-41.00%
41	Other grant providers:	3,108,919	7,629,561	7,629,561	7,708,231	1.03%	1.03%
42	Bo - Lang Straat	3,108,919	0	0	0	0.00%	0.00%
43	Sportfields	0	600,000	600,000	119,993	-80.00%	-80.00%
44	Tablets	0	10,321	10,321	568,998	5413.22%	5413.22%
45	Conrad Pumpstation	0	387,977	387,977	387,977	0.00%	0.00%
46	Wilde Paarde	0	5,829,534	5,829,534	5,829,534	0.00%	0.00%
47	Newton Electricity	0	210,220	210,220	210,220	0.00%	0.00%
48	Honeydew Estate Electricity	0	591,509	591,509	591,509	0.00%	0.00%
49	Total Operating Transfers and Grants	346,118,480	371,508,202	371,508,202	372,219,867	0.19%	0.19%

5.4.2 Grants received from sources other than DoRA

Grants received during the year under review from sources other than the Division of Revenue Act (DoRA) amounted to R289.7 million compared with the R128.9 million of the 2018/19 financial year.

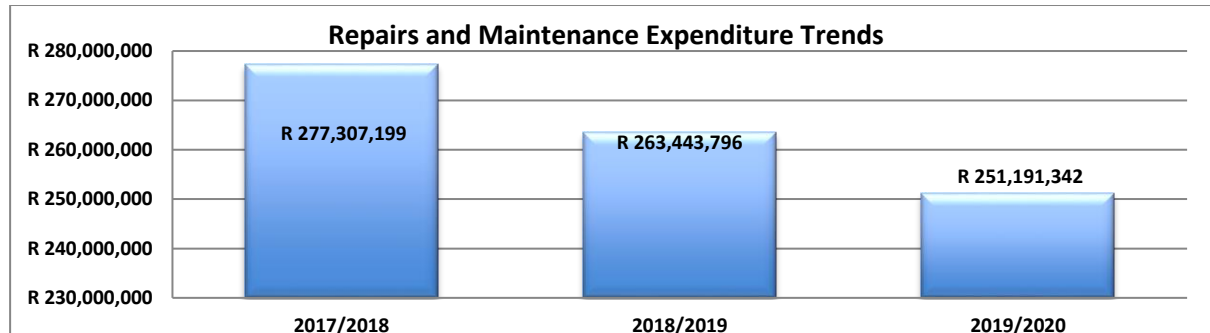
Table 162: Grants received from sources other than the Division of Revenue Act (DoRA)

Grants received from sources other than Division of Revenue Act (DORA)					
Serial No.	Details of Donor	Actual Grant 2018/2019	Actual Grant 2019/2020	2019/2020 Municipal Contribution	Date Grant terminates
Column Ref.	A	B	C	D	E
1	Housing	7,892,293	89,433,589	0	30/06/2020
2	Library Personnel	21,736,000	17,071,000	0	30/06/2020
3	Community Development Workers	0	222,000	0	30/06/2020
4	Greenest Town	0	260,000	0	30/06/2020
5	Management Supprt Grant	0	240,000	0	30/06/2020
6	Capacity Building Grant	0	680,556	0	30/06/2020
7	Roads	0	736,000	0	30/06/2020
8	Proclaimed Roads	38,618,862	28,970,452	0	30/06/2020
9	Graduate Internship Grant	0	99,569	0	30/06/2020
10	Provincial Covid 19 (Distric Council)	0	2,894,801	0	30/06/2020
11	Provincial Covid 19 (Provincial Treasury)	0	1,000,000	0	30/06/2020
12	Traning Grant	1,089,170	1,000,000	0	30/06/2020
13	Vlakkeland Basic Services (In-Kind)	26,902,575	27,635,327	0	30/06/2020
14	Vlakkeland	27,325,000	0	0	30/06/2020
15	FMG Western Cape	255,000	0	0	30/06/2020
16	Title Deeds	2,784,000	0	0	30/06/2020
17	LG Graduate Intern Grant	138,000	0	0	30/06/2020
18	Capacity Building Grant	360,000	380,000	0	30/06/2020
19	Sport Grant	228,098	0	0	30/06/2020
20	Fire Services	1,483,000	0	0	30/06/2020
21	Foreign Governments/Development Aid Agencies	155,505	3,007,698	0	30/06/2020
22	Schoongezicht	0	3,713,346	0	30/06/2020
23	Provincial Covid 19 (National Treasury)	0	467,000	0	30/06/2020
24	Provincial Covid 19 (Provincial Treasury)	0	1,000,000	0	30/06/2020
25	DBSA CEF	0	4,000,000	0	30/06/2020
26	Accelerated Housing	0	27,821,367	0	30/06/2020
27	Library Personnel	0	89,885	0	30/06/2020
28	IUDG	0	49,050,000	0	30/06/2020
29	Capacity Building Grant	0	2,038,212	0	30/06/2020
30	IIPSAS	0	27,900,000	0	30/06/2020
31	Total Grants Received	128,967,502	289,710,802	0	

5.5 REPAIRS AND MAINTENANCE EXPENDITURE

From the chart below, it can be seen that the investment in repairs and maintenance costs has substantially decreased from R277.3 million in 2017/18 to R263.4 million in 2018/19 to R251.2 million in the 2019/20 financial year. The repairs and maintenance costs of R263.4 million represents 11.0% of the total operating expenditure of R2.282 billion for the year under review.

Graph 8: Repairs and Maintenance Expenditure Trends



5.6 FINANCIAL RATIOS

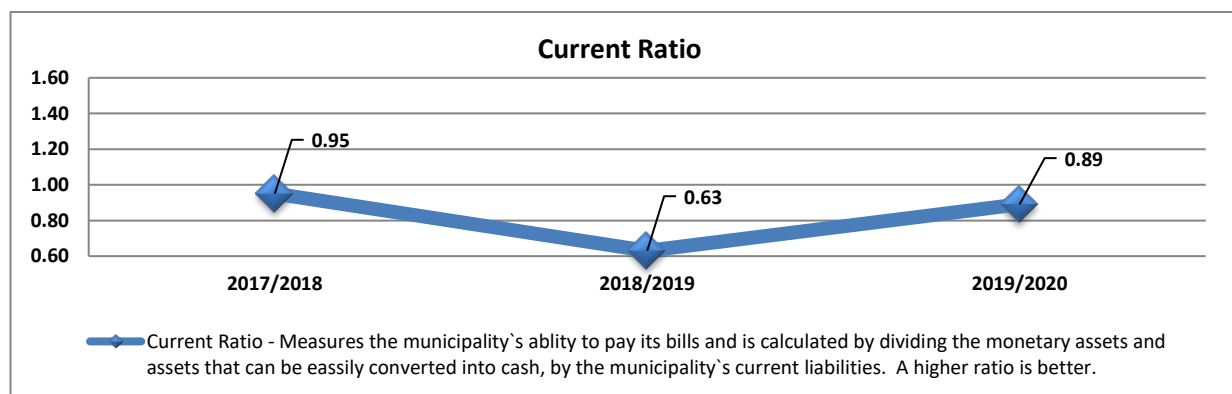
The following section reflects the key financial ratios.

5.6.1 Current Ratio

The Current Ratio represents the ability of the Municipality's current assets to service its current liabilities. This ratio shows a downwards trend over the three years under review and the Municipality had a ratio of 0.89:1 in the 2019/2020 financial year.

The Municipality restructured the majority of its 10 year external loans in December 2019 and the short-term portion of external loans will decrease and has had a positive impact on the current ratio for the 2019/2020 financial year.

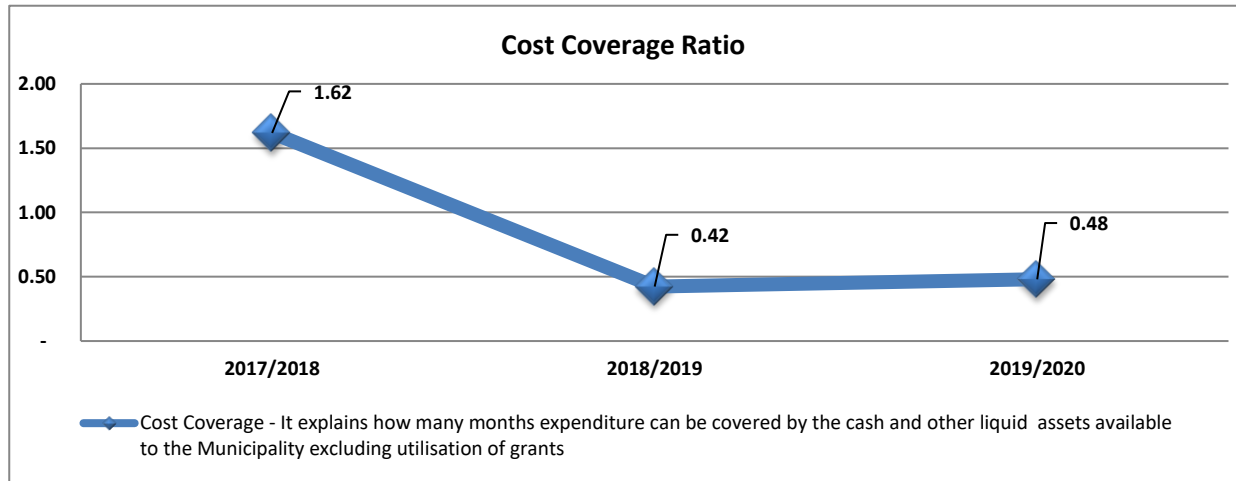
Graph 9: Current Ratio



5.6.2 Cost Coverage Ratio

This ratio represents the number of months' fixed expenditure that can be covered by the cash and liquid assets available to the Municipality. The cost coverage ratio year on year shows a downward trend from the 2017/2018 financial year to the 2018/2019 financial year and an upward improvement to the current 0.48 times coverage for the 2019/2020 year. This is an indicator that the cash flow of the Municipality is under strain.

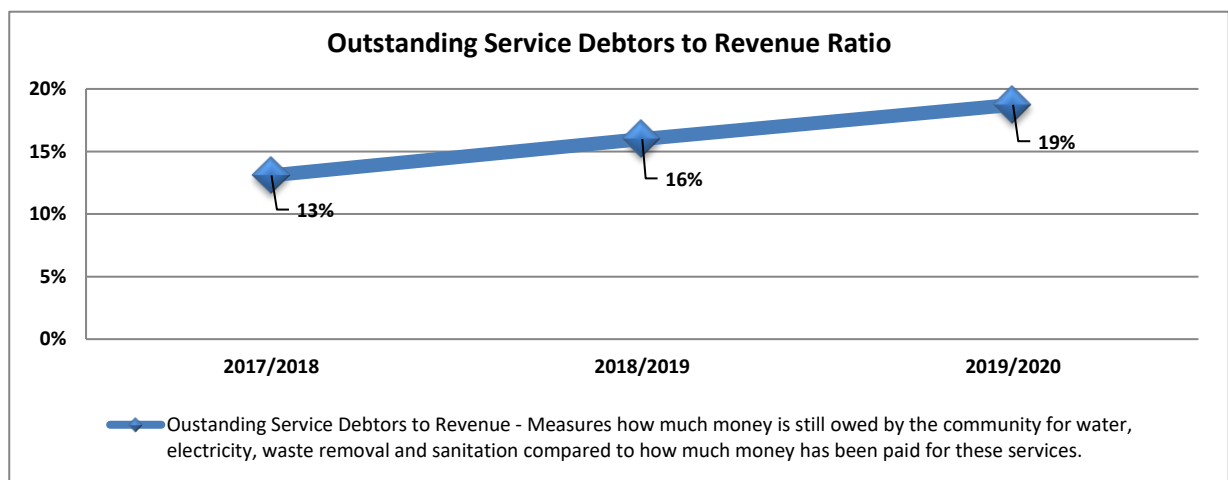
Graph 10: Cost Coverage Ratio



5.6.3 Outstanding Service Debtors to Revenue Ratio

This ratio measures how much money is owed by debtors when compared to the generated revenue. This is a measure of what the fraction of outstanding debt is from the total generated revenue. This ratio has increased from 2018/2019 to 2019/2020, which, although not ideal is still manageable.

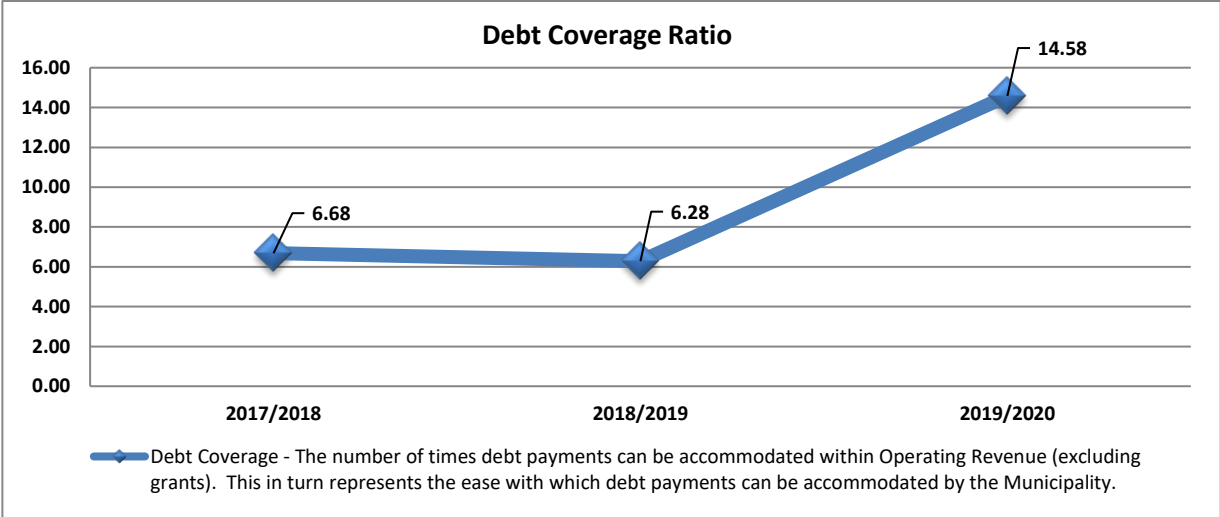
Graph 11: Outstanding Service Debtors to Revenue Ratio



5.6.4 Debt Coverage Ratio

This ratio shows an increase from 6.28 times in the 2018/19 year to just over 14.58 times at the end of the 2019/20 financial year. The high increase is due to the restructuring of loans and the payment holiday received by the Municipality.

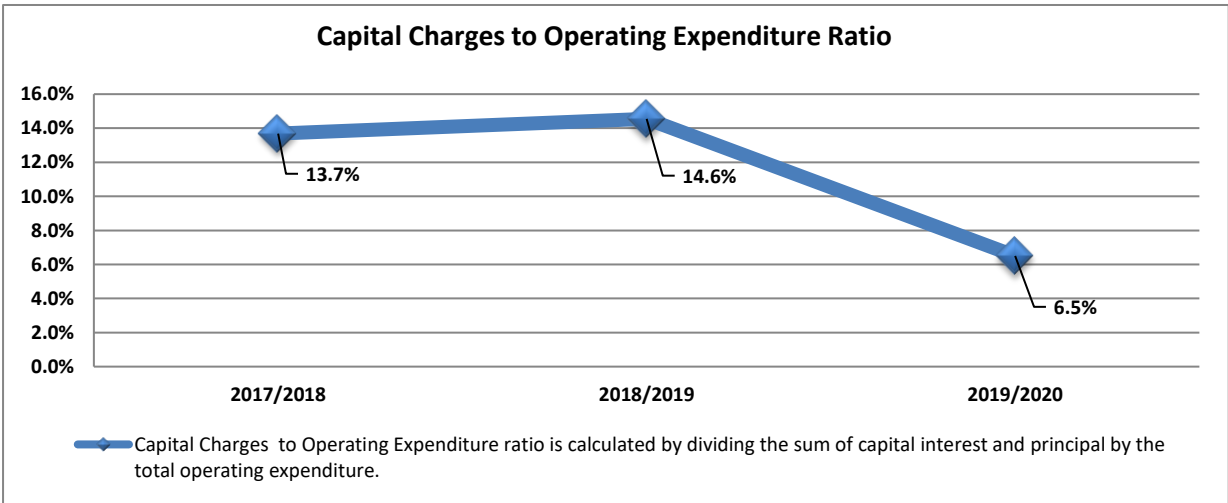
Graph 12: Debt Coverage Ratio



5.6.5 Capital Charges to Operating Expenditure Ratio

This ratio indicates the percentage that capital charges (interest and redemption on external borrowings) make out of the total operating expenditure. This is an indication of how geared the organisation is. The ratio has decreased from 14.6% in 2018/19 to 6.5% in 2019/20 due to the restructuring of loans and the payment holiday received by the Municipality.

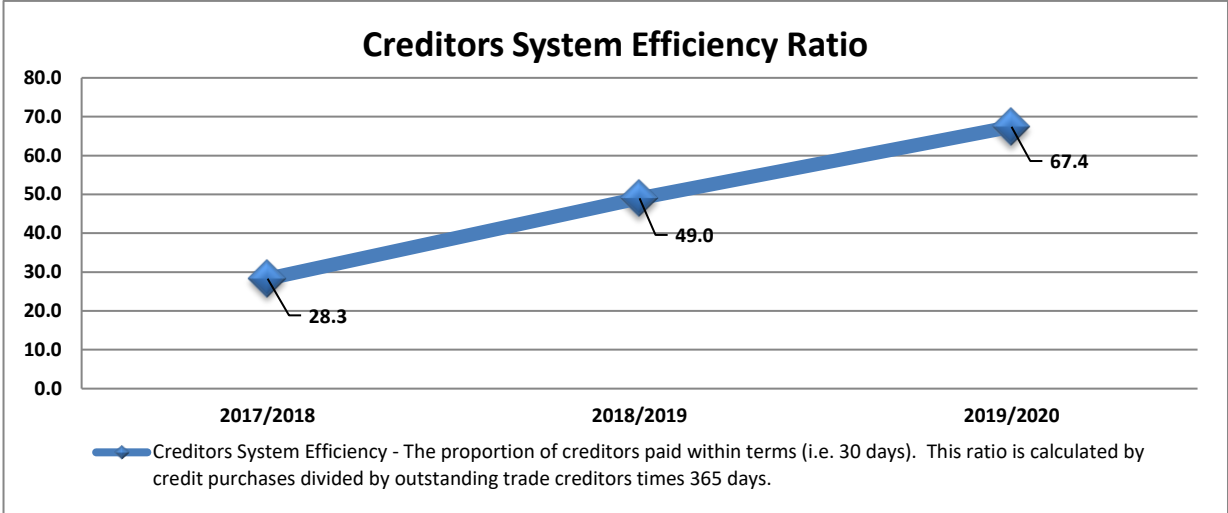
Graph 13: Capital Charges to Operating Expenditure Ratio



5.6.6 Creditors System Efficiency Ratio

The creditors’ payment period has increased substantially above the norm of 30 days from 49.0 days in 2018/19 to 67.4 days in the 2019/20 financial year. This is mainly due the inclusion of two Eskom accounts payable in the beginning of July and August 2020 respectively, as well as the substantial reduction in capital expenditure as well as cash flow management under strain at year-end.

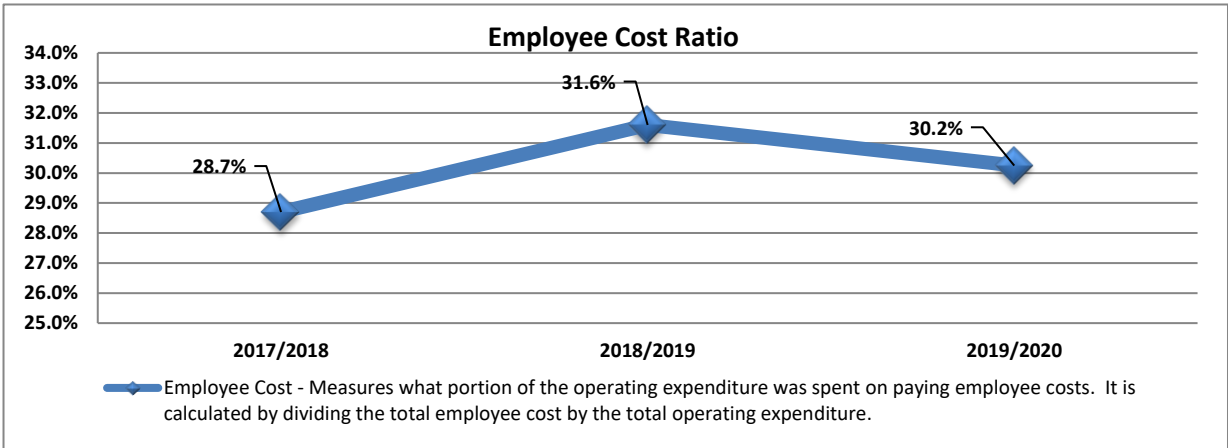
Graph 14: Creditors System Efficiency Ratio



5.6.7 Employee Cost Ratio

This ratio represents the percentage employee cost (including councillor remuneration) compared to the total expenditure of Council. This ratio has decreased during the year under review due to cost containment and freezing of new appointments. The ratio for 2019/20 of 30.2% is well within the norm of 25% to 40% of the industry.

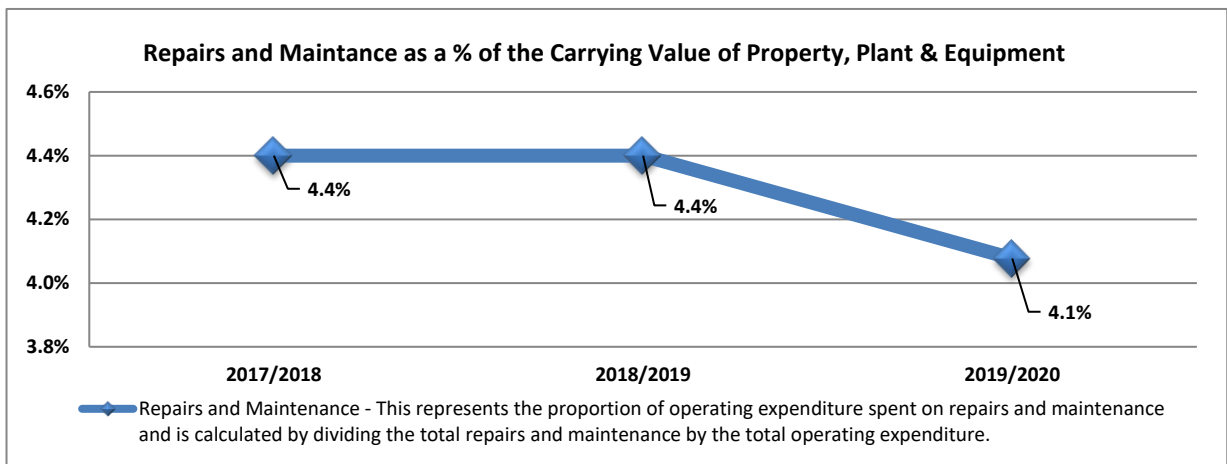
Graph 15: Employee Cost Ratio



5.6.8 Repairs and Maintenance as a Percentage (%) of the Carrying Value of Property, Plant and Equipment

Repairs and maintenance as a percentage (%) of the carrying value of property, plant and equipment decreased from 4.4% for the 2017/18 & 2018/19 financial years to 4.1% for the 2019/20 financial year, due to cost containment and expenditure management actions. This is still well below the unreachable norm of 8% set by National Treasury for a municipality investing heavily in new and replacement infrastructure.

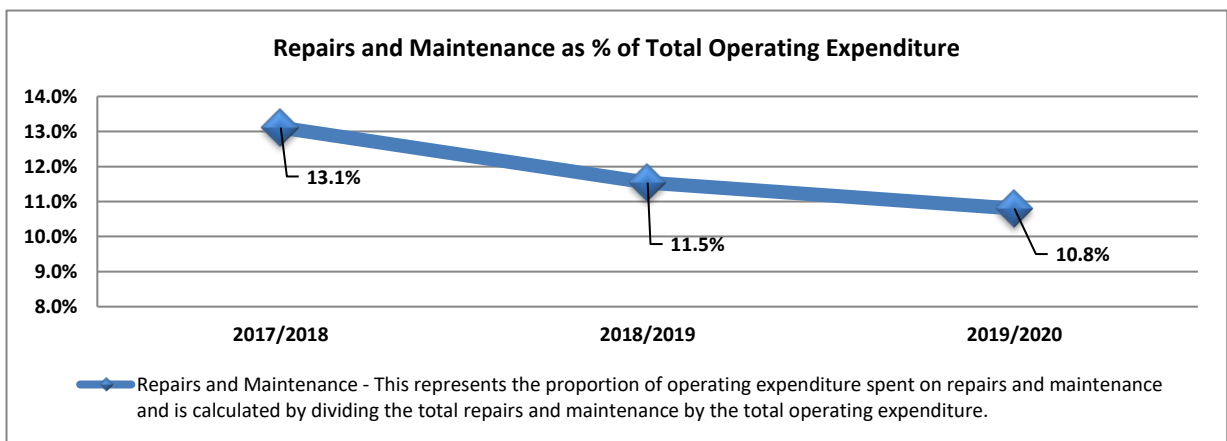
Graph 16: Repairs and Maintenance as a % of the Carrying Value of Property, Plant & Equipment



5.6.9 Repairs and Maintenance Ratio as a % of Total Operating Expenditure

The percentage amount of repairs and maintenance decreased from 11.5% in the 2018/19 financial year with 0.7% to 10.8% in the 2019/20 financial year. This is above and better than the norm of 10% of the National Treasury. This clearly indicates that the norm of 8% in paragraph 5.6.8 above is not realistic.

Graph 17: Repairs and Maintenance as a % of Total Operating Expenditure



COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.7 INTRODUCTION

As depicted in the report, R269.8 million or 87.5% of the final capital adjustments budget amount of R308.4 million was spent during the year under review. The under-expenditure was due to delays in capital projects due to the COVID-19 lockdown. More information on the type of infrastructure spent will now be discussed below.

5.8 CAPITAL EXPENDITURE

The following three tables depict the information on capital spent on basic services, social services and operational services.

5.8.1 Capital Expenditure on Basic Services Infrastructure

An amount of R205.1 million was invested in basic services infrastructure (electricity, water, waste water, refuse, roads and stormwater) which represents 91.9% of the R223.2 million allocated for basic services infrastructure in the final adjustments budget. The over-expenditure relates to the Parys Substation fire incident already discussed in paragraph 1.5.5 of the Annual Report.

Table 163: Capital Expenditure on Basic Services Infrastructure

Capital Expenditure on Basic Services and Road Infrastructure							
Serial No.	Description	Actual 2018/19	Original Budget	Adjustments Budget	Actual Capital Expenditure	% Variance Between Column C & D	% Variance between Column B & D
Column Ref.	A	B	C	D	E	F	G
1	Basic Services and Road Infrastructure	491,477,720	249,216,053	223,217,037	205,125,027	17.69%	8.11%

5.8.2 Capital Expenditure on Social Infrastructure

An amount of R46.386 million was invested in social infrastructure which represents 80.9% of the R57.4998 million allocated for social infrastructure in the final adjustments budget.

Table 164: Capital Expenditure on Social and Economical Infrastructure

Capital Expenditure on Social and Economical Infrastructure							
Serial No.	Description	Actual 2018/19	Original Budget	Adjustments Budget	Actual Capital Expenditure	% Variance Between Column C & D	% Variance between Column B & D
Column Ref.	A	B	C	D	E	F	G
1	Social and Economical Infrastructure	40,939,254	57,334,968	57,499,223	46,386,196	19.10%	19.33%

5.8.3 Capital Expenditure on Operational Infrastructure

An amount of R18.2 million was invested in operational infrastructure which represents 65.9% of the R27.7 million allocated for operational infrastructure in the final adjustments budget.

Table 165: Capital Expenditure on Operational Infrastructure

Capital Expenditure on Operational Equipment							
Serial No.	Description	Actual 2018/19	Original Budget	Adjustments Budget	Actual Capital Expenditure	% Variance Between Column C & D	% Variance between Column B & D
Column Ref.	A	B	C	D	E	F	G
1	Operational Equipment	40,116,558	71,478,929	27,677,931	18,246,620	74.47%	34.08%

5.9 CAPITAL EXPENDITURE SOURCES OF FINANCE

The funding sources of capital expenditure are depicted in the table below.

Table 166: Capital Expenditure - Funding Sources 2019/2020

Capital Expenditure – Funding Sources 2019/2020							
Serial No.	Details	2018/2019	2019/2020			Positive (Negative) % Variance	
		Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Column Ref.	A	B	C	D	E	F	G
1	Source of finance						
2	External loans	357,114,628	222,575,332	94,003,218	93,963,326	57.77%	0.04%
3	Public contributions and donations	0	0	0	0	0.00%	0.00%
4	Grants and subsidies	136,348,449	146,572,968	152,660,844	144,709,089	-4.15%	5.21%
5	Other	79,070,454	8,881,650	61,730,129	31,085,427	-595.03%	49.64%
6	Total	572,533,531	378,029,950	308,394,191	269,757,843	18.42%	12.53%
7	Percentage of Finance						
8	External loans	62%	58.88%	30.48%	34.83%	48.23%	-14.27%
9	Public contributions and donations	0%	0.00%	0.00%	0.00%	0.00%	0.00%
10	Grants and subsidies	24%	38.77%	49.50%	53.64%	-27.67%	-8.37%
11	Other	14%	2%	20%	12%	-751.97%	42.43%
12	Capital Expenditure						
13	Water and sanitation	230,203,729.93	122,611,053.00	99,599,940.00	83,103,846.20	18.77%	16.56%
14	Electricity	155,203,666.56	46,930,000.00	52,127,080.00	53,542,646.00	-11.07%	-2.72%
15	Housing	38,737,059.30	65,020,000.00	39,451,184.00	33,733,882.39	39.32%	14.49%
16	Roads and storm-water	77,518,185.89	27,550,000.00	57,887,099.00	57,165,823.43	-110.12%	1.25%
17	Other	70,870,889.30	115,918,897.00	59,328,888.00	42,211,644.65	48.82%	28.85%
18	Total	572,533,531	378,029,950	308,394,191	269,757,843	18.42%	12.53%
19	Percentage of Expenditure						
20	Water and sanitation	40%	32.43%	32.30%	30.81%	0.43%	4.61%
21	Electricity	27%	12.41%	16.90%	19.85%	-36.15%	-17.43%
22	Housing	7%	17.20%	12.79%	12.51%	25.62%	2.25%
23	Roads and storm-water	14%	7.29%	18.77%	21.19%	-157.56%	-12.90%
24	Other	12%	30.66%	19.24%	15.65%	37.26%	18.66%

5.9.1 Grants

Grants, as depicted in the table above, amounted to R144.7 million or 53.6% of the total capital expenditure of R269.8 million for the year under review. This is more than the R136.3 million or 24% of the total capital expenditure of R572.5 million for the 2018/19 financial year.

5.9.2 Own Revenue from CRR

Own revenue, as depicted in the table above, amounted to R79.0 million or 11.5% of the total capital expenditure of R269.8 million for the year under review. This is less than the R79.1 million or 14% of the total capital expenditure of R572.5 million for the 2018/19 financial year.

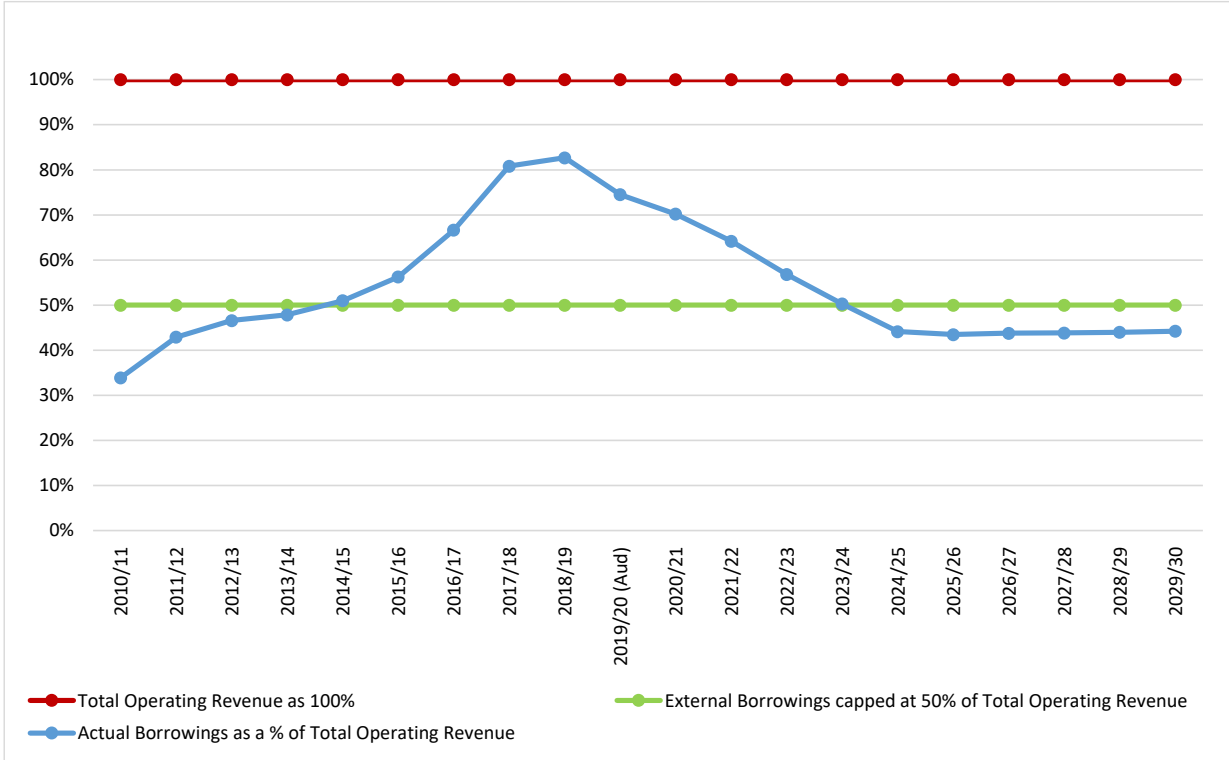
5.9.3 External Borrowings

External borrowings, as depicted in the table above, amounted to R94.0 million or 57.8% of the total capital expenditure of R269.8 million for the year under review. This is less than the R357.1 million or 62% of the total capital expenditure of R572.5 million for the 2018/19 financial year. No new loans were taken up, but the capital expenditure from external borrowings is as a result of the long term loans taken up in prior years which was not spent by 30 June 2019 and consequently the budgets were rolled over into the 2019/20 year.

5.9.3.1 Gearing Ratio

The gearing ratio stood at 74.7% at year-end as depicted in the graph below. This is based on total revenue excluding conditional capital and operating expenditure grants. During 2019/20 the majority of ten year external loans were restructured, as it had become unaffordable for Drakenstein to service these loans in the current economic climate. Due to the restructuring of the external loans of the Development Bank of Southern Africa, Standard Bank and Nedbank, no further external loans will be taken up over the next four financial years. This will assist in decreasing the gearing ratio to 70.2% (2020/2021), 64.2% (2021/2022), 56.8% (2022/2023), 50.3% (2023/2024) and 44.1% (2024/2025) as depicted Graph 18 below. This will result that the gearing ratio decrease to below the National Treasury norm of 45% and within the 50% norm of Council's External Borrowing Policy by 2024/25.

Graph 18: External Borrowings as a Percentage of Total Operating Revenue (Gearing Ratio)



5.9.3.2 Expansion of Tax Base

The investment in bulk infrastructure over a number of years that led to the high gearing ratio, was to be ready when the new developments start using our municipal services. Drakenstein has to be ready to provide electricity and water and to receive raw sewerage through our bulk sewerage supply lines to our Wellington and Paarl Waste Water Treatment Works. Developments along the R301 from the N1 to Drakenstein Prison, between the R301 and Boland Cricket stadium near the tollgate, Vlakkeland Catalytic Housing Project and the Mountain Ridge Erf 16161 GAP/ Affordable Housing Project as well as around Wellington will over the next ten years expand our tax base with about 16,995 low, medium and high income housing opportunities. This will significantly increase our tax base and future revenue streams.

5.10 CAPITAL SPENDING ON FIVE LARGEST PROJECTS

Table 167: Capital Spending of Five Largest Capital Projects

Capital Expenditure of Five Largest Projects						
Serial No.	Name of project	Current year			% Variance year	
		Original Budget	Adjustments Budget	Actual Expenditure	Original Variance	Adjustments Variance
Column Ref.	A	B	C	D	E	F
1	Upgrading Of Oosbosch Street	17,500,000	34,014,937	34,777,211	-98.73%	-2.24%
2	Replace/Upgrade Water Reticulation System	9,600,000	24,739,761	17,772,072	-85.13%	28.16%
3	Electrification Housing Projects	15,000,000	15,000,000	14,902,790	0.65%	0.65%
4	Simondium Land	0	14,089,702	14,089,702	#DIV/0!	0.00%
5	Wellington WWTW Rehabilitation and Extensions	1,186,438	12,066,728	12,065,712	-916.97%	0.01%

5.11 BASIC SERVICES AND INFRASTRUCTURE BACKLOGS

The Engineering Services Department render the core of basic services to the community. The Department is responsible for the supply of water, waste water, electricity and waste management services to the community.

5.11.1 Service Backlogs

The basic services backlogs are depicted in the table below. Drakenstein Municipality supply basic water, waste water and waste management services to all its residents within the urban areas. Electricity is supplied to all Drakenstein's residents by the Municipality and Eskom together. Some estates are supplied with a bulk electricity connection and the home owners associations do their own internal electricity reticulation.

About 2,728 structures in the informal settlements do not have access to electricity.

Table 168: Basic Services Backlogs

Service Backlogs as at 30 June 2020					
Households (HHs)					
Serial No.	Basic Service	Service Level Above Minimum Standard		Service Level Below Minimum Standard	
		No. of HHs	% of HHs	No. of HHs	% of HHs
Column Ref.	A	B	C	D	E
1	Water	73 725	99.3%	*505	0.7%
2	Waste Water	72 750	98.0%	*1 480	2.0%
3	Electricity	46 017	94.4%	**2,728	5.5%
4	Waste Management	42 027	99.6%	0	0.0%

*Include farms which do not form part of the municipal water reticulation system.
 **Structures in informal settlements with no access to electricity.

5.11.2 IUDG Expenditure on Service Backlogs

The IUDG allocations of R49.1 million were spent as depicted in the table below.

Table 169: Integrated Urban Development Grant (IUDG) Expenditure on 2019/20 Service Backlogs

Integrated Urban Development Grant (IUDG) * Expenditure 2019/2020 on Service Backlogs							
Serial No.	Details	Original Budget	Adjustment Budget	Actual	Positive/ (Negative) % Variance		Major conditions applied by donor (continue below if necessary)
					Original Budget	Adjustment Budget	
Column Ref.	A	B	C	D	E	F	G
1	Infrastructure –Road transport	11,155,078	0	11,155,078	0.00%	0.00%	N/A
2	Roads, pavements and bridges	11,155,078	0	11,155,078	0.00%	0.00%	N/A
3	Storm water	0	0	0	0.00%	0.00%	N/A
4	Infrastructure –Electricity	0	0	0	0.00%	0.00%	N/A
5	Generation	0	0	0	0.00%	0.00%	N/A
6	Transmission and Reticulation	0	0	0	0.00%	0.00%	N/A
7	Street lighting	0	0	0	0.00%	0.00%	N/A
8	Infrastructure – Water	26,680,150	0	26,680,150	0.00%	0.00%	N/A
9	Dams and Reservoirs	2,075,687	0	2,075,687	0.00%	0.00%	N/A
10	Water purifications	0	0	0	0.00%	0.00%	N/A
11	Reticulation	24,604,463	0	24,604,463	0.00%	0.00%	N/A
12	Infrastructure – Sanitation	5,846,109	0	5,846,109	0.00%	0.00%	N/A
13	Reticulation	5,846,109	0	5,846,109	0.00%	0.00%	N/A
14	Sewerage purification	0	0	0	0.00%	0.00%	N/A
15	Infrastructure – Other	0	0	0	0.00%	0.00%	N/A
16	Waste Management	0	0	0	0.00%	0.00%	N/A
17	Transportation	0	0	0	0.00%	0.00%	N/A
18	Gas	0	0	0	0.00%	0.00%	N/A
19	Other specify	5,368,663	0	5,368,663	0.00%	0.00%	N/A
20	Upgrading of areas Paarl East	5,368,663	0	5,368,663	0.00%	0.00%	N/A
22	Total	49,050,000	0	49,050,000	0.00%	0.00%	N/A

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENT

5.12 INTRODUCTION

Cash flow is of vital importance to the health of a municipality. The Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) requires that a municipality must establish an appropriate and effective cash management and investment policy. Under this policy framework, the municipality must:

- Conduct its cash management and investments; and
- Invest surplus cash that is not immediately required for expenditure purposes. This surplus could include income from rates and services, rents, fines, grants, subsidies, levies and interest earned on investments.

Investments are placed with top creditworthy institutions as rated by nationally recognised credit rating agencies.

The Department reports regularly to the Executive Mayor, the Finance Portfolio Committee, the Auditor-General, the National Treasury and Provincial Treasury in order to assess the performance of the investment portfolio and to ensure that the investments comply with policy objectives, guidelines, applicable laws and regulations.

5.13 CASH FLOW

Cash received from debtors has increased from the previous year, indicating an effective implementation of the Debtors' Policy. The cash available has decreased due to the investment of roll-over funds of the previous year in property, plant and equipment.

Table 170: Cash Flow Outcomes

Cash Flow Outcomes				
Description	2018/19	Current Year 2019/20		
	Audited Outcome	Original Budget	Final Budget	Actual Outcome
	R'000	R'000	R'000	R'000
Cash Flow from operating activities				
<i>Net cash from (used) operating activities</i>	239,931	292,031	294,904	316,565
Cash flow from investing activities				
<i>Net cash from (used) investing activities</i>	-576,123	-332,897	-248,281	-266,185
Cash flow from financing activities				
<i>Net cash from (used) financing activities</i>	139,053	-24,493	-30,975	-38,683
Net increase/(Decrease) in cash held	-163,246	-65,359	15,648	11,697
Cash/cash equivalents at the beginning of the year	229,100	202,450	202,450	65,854
Cash/cash equivalents at the end of the year	65,854	137,091	218,098	77,549

5.14 BORROWINGS

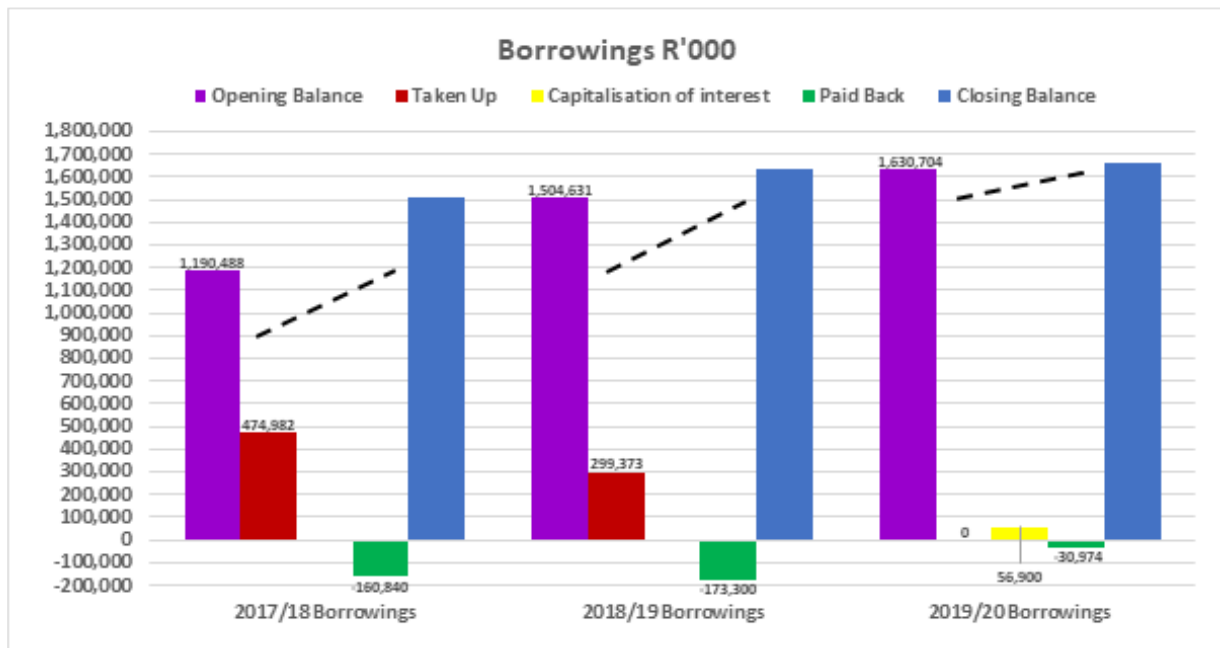
The application of the Municipality's Investment Policy aims to gain the optimal return on investments, without incurring undue risks, during those periods when cash revenue is not needed for capital or operational purposes, whereas the Borrowing Policy aims to gain the lowest interest rate on external borrowings.

During the year under review external loans were restructured and interest to the amount of R56.9 million was capitalised. During the year, R31.0 million of principle debt was repaid.

Table 171: Actual Borrowings

Actual Borrowings as at 30 June 2020				
Serial No.	R'000			
Column Ref.	A	B	C	D
1	Annuity Loans	2017/18	2018/19	2019/20
2	Opening balance of annuity loans	1,190,488,684	1,504,631,026	1,630,704,018
3	Taken up during the year	474,982,034	299,373,302	56,909,570
4	Less: Redeemed during the year	(160,839,692)	(173,300,310)	(30,974,538)
5	Closing Balance of Annuity Loans	1,504,631,026	1,630,704,018	1,656,639,050

Graph 19: Borrowings



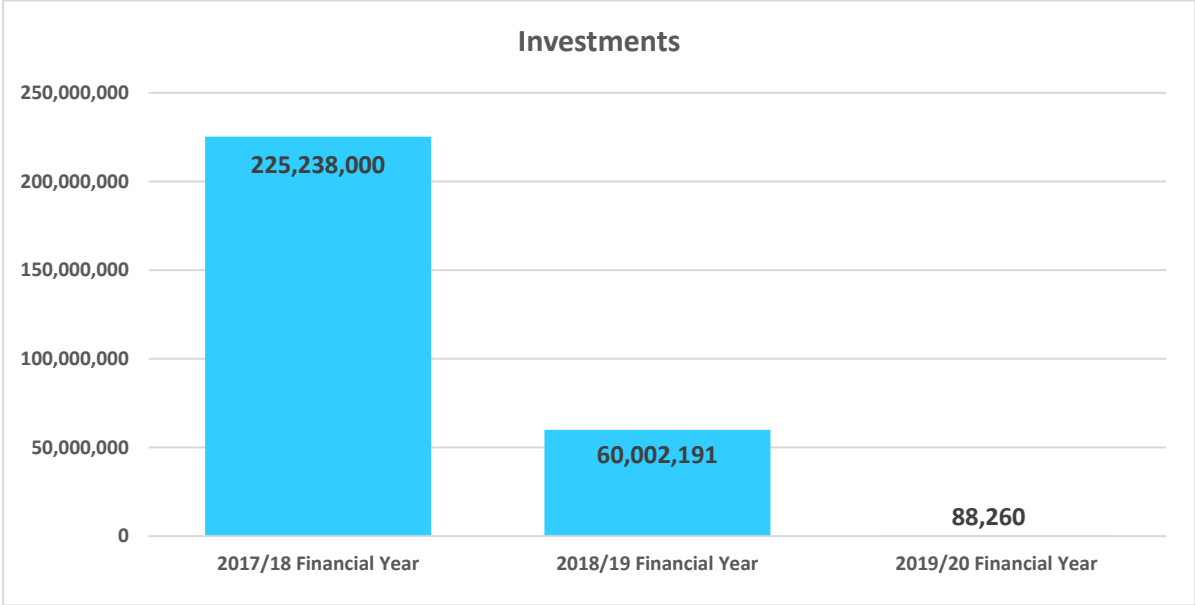
5.15 INVESTMENTS

Investments have decreased significantly since the previous financial year due to economic pressure experienced before and worsened by the COVID-19 lockdown.

Table 172: Municipal and Entity Investments

Municipal and Entity Investments				
Serial No.	Instrument	2017/2018 Actual	2018/2019 Actual	2019/2020 Actual
Column Ref.	A	B	C	D
1	Securities – National government	-	-	-
2	Listed Corporate Bonds	128,762	124,968	82,298
3	Deposits – Bank	225,106,143	59,877,224	5,963
4	Deposits – Public Investment Commissioners	-	-	-
5	Deposits – Corporation for Public Deposits	-	-	-
6	Bankers Acceptance Certificates	-	-	-
7	Negotiable Certificates of Deposit – Banks	-	-	-
8	Guaranteed Endowment Policies (sinking)	-	-	-
9	Repurchase Agreements – Banks	-	-	-
10	Municipal Bonds	-	-	-
11	Other	-	-	-
12	Municipality sub-total	225,234,905	60,002,192	88,260

Graph 20: Investments



5.16 PUBLIC PRIVATE PARTNERSHIPS

There were no public private partnerships during 2019/20.

COMPONENT D: OTHER FINANCIAL MATTERS

5.17 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Division consists out of the following sections which covers all elements as required by the Municipal Supply Chain Management Regulations:

5.17.1 Acquisitions

This section deals with procurements up to a value of R200,000 (VAT included).

5.17.2 Compliance, Risk, Performance and Reporting

This section deals with the compliance to SCM processes, reporting on SCM actions as required by legislation as well as assessing risk areas within the SCM environment.

5.17.3 Tender Evaluations and Contract Management

This section deals with procurements above the value of R200,000 (VAT included). It furthermore deals with contract management and implementation in conjunction with user departments.

5.17.4 Logistics and Disposal Management

This section deals with the management of the Municipal Stores as well as the disposal of movable assets.

5.17.5 Tender Committee Administration

This section deals with the administrative processes and logistical support associated with the bid committees.

5.18 GRAP COMPLIANCE

The Municipality has fully implemented the Standards of GRAP (Generally Recognised Accounting Practice) in accordance with the MFMA and Directive 5 issued by the Accounting Standards Board (ASB) and did not deviate from any standard.

Table 173: GRAP Compliance List

Serial No.	Reference	Topic
Column Ref.	A	B
1	GRAP Framework	Framework for the preparation and presentation of financial statements
2	GRAP 1	Presentation of Financial Statements
3	GRAP 2	Cash Flow Statements
4	GRAP 3	Accounting Policies, Changes in Accounting Estimates and Errors
5	GRAP 4	The Effects of Changes in Foreign Exchange Rates
6	GRAP 5	Borrowing Costs
7	GRAP 6	Consolidated and Separate Financial Statements
8	GRAP 7	Investment in Associates
9	GRAP 8	Investment in Joint Ventures
10	GRAP 9	Revenue from Exchange Transactions
11	GRAP 10	Financial Reporting in Hyperinflationary Economies
12	GRAP 11	Construction Contracts
13	GRAP 12	Inventories
14	GRAP 13	Leases
15	GRAP 14	Events After the Reporting Date
16	GRAP 16	Investment Property
17	GRAP 17	Property, Plant and Equipment
18	GRAP 19	Provisions, Contingent Liabilities and Contingent Assets
19	GRAP 20	Related Party Disclosures (Revised)
20	GRAP 21	Impairment of Non-cash-generating Assets
21	GRAP 23	Revenue from Non-exchange Transactions
22	GRAP 24	Presentation of Budget Information in Financial Statements
23	GRAP 25	Employee Benefits
24	GRAP 26	Impairment of Cash-generating Assets
25	GRAP 27	Agriculture
26	GRAP 31	Intangible Assets
27	GRAP 32	Service Concession Arrangement Grantor
28	GRAP 100	Discontinued Operations
29	GRAP 103	Heritage Assets
30	GRAP 104	Financial Instruments
31	GRAP 108	Statutory Receivables
32	GRAP 109	Accounting by Principals and Agents
33	IFRS 4	Insurance contracts
34	IAS 12	Income taxes
35	IGRAP 1	Applying the probable test on initial recognition of revenue
36	IGRAP 2	Changes in Existing Decommissioning, Restoration and Similar Liabilities
37	IGRAP 3	Determining whether an Arrangement Contains a lease
38	IGRAP 4	Rights to Interest Arising from Decommissioning, Restoration and
39	IGRAP 5	Applying the Restatement Approach under the Standard of GRAP on
40	IGRAP 6	Loyalty Programmes
41	IGRAP 7	The Limit on a Defined Benefit Asset, Minimum Funding Requirements and
42	IGRAP 8	Agreements for the construction of Assets from Exchange Transactions
43	IGRAP 9	Distributions of Non-cash Assets to Owners

Serial No.	Reference	Topic
44	IGRAP 10	Assets Received from Customers
45	IGRAP 11	Consolidations – Special Purpose Entities
46	IGRAP 12	Jointly Controlled Entities – Non-monetary Contributions by Ventures
47	IGRAP 13	Operating Leases - Incentives
48	IGRAP 14	Evaluating the Substance of Transactions Involving the Legal Form of a Lease
49	IGRAP 15	Revenue – Barter Transactions Involving Advertising Services
50	IGRAP 16	Intangible Assets – Website Costs
51	IGRAP 17	Service Concession Arrangements Where a Grantor Controls a Significant
52	IGRAP 18	Recognition and Derecognition of Land
53	IGRAP 19	Liabilities to Pay Levies
54	IFRIC 12	Service concession arrangements
55	IFRIC 21	Levies
56	SIC 25	Income taxes – Changes in the status of an enterprise or its shareholders
57	SIC 29	Disclosure service concession
58	Directive 1	Repeal of existing transitional provisions in, and consequential amendments
59	Directive 3	Transitional provisions for high capacity municipalities
60	Directive 5	Determine the GRAP reporting framework
61	Directive 7	The Application of Deemed Cost
62	Directive 11	Changes in the Measurement Bases Following the Initial Adoption of the
63	ASB Guide	Accounting for Arrangements Undertaken i.t.o the National Housing Programme

The adoption of the standards and interpretation above did not have a significant impact on the financial position, financial performance or cash flows of the Municipality.

6. AUDITOR-GENERAL AUDIT FINDINGS

The Annual Financial Statements as set out in Volume I and the Annual Performance Report as set out in Volume V was submitted to the Auditor-General on 31 October 2020. The Auditor-General performed their audit during the months of September 2020 to February 2021 and submitted their Auditor-General's Report (attached hereto as Volume II) as required by Section 126(3) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) to the Municipality on 8 March 2021.

COMPONENT A: AUDITOR-GENERAL OPINION ON 2019/20 FINANCIAL YEAR

6.1 AUDITOR-GENERAL REPORT FOR 2019/20

In the tables below the Auditor-General's opinion on the 2019/20 annual financial statements and other legal and regulatory matters are discussed.

6.1.1 Auditor-General report on the 2019/20 financial statements

Drakenstein Municipality for the 2019/20 annual financial statements received an unqualified audit opinion. No material non-compliance issues on the annual financial statements were received.

Table 174: Auditor-General Report on 2019/20 Financial Performance

Auditor-General Report on 2019/20 Financial Performance	
Description	Opinion
Audit report status	Unqualified audit opinion
Material non-compliance issues	Remedial action taken
None	Not applicable

6.1.2 Auditor-General report on other legal and regulatory matters

No material findings was identified on the audit of pre-determined objectives or compliance with legislation.

Table 175: Auditor-General Report on 2019/20 Other Matters

Auditor-General Report on 2019/20 Other Matters	
Description	Conclusion
Annual Performance Report	No material findings
Compliance with Legislation	No material findings

6.1.2.1 *Predetermined objectives*

Drakenstein Municipality received no material findings on the audit of pre-determined objectives as reported in the Annual Performance Report attached as Volume V to the Annual Report.

6.1.2.2 *Compliance with legislation*

Drakenstein Municipality received no material findings on compliance with key legislation as set out in the general notice issued in terms of the PAA.

6.1.2.3 *Internal control*

The Auditor-General did not identify any significant deficiencies in internal control.

6.2 CONCLUDING COMMENT

The Auditor-General therefore gave Drakenstein Municipality an unqualified audit opinion with no material findings on pre-determined objective or compliance with key legislation.

COMPONENT B: AUDITOR-GENERAL OPINION FOR 2018/19 FINANCIAL YEAR

6.3 AUDITOR-GENERAL REPORT FOR 2018/19

In the tables below the Auditor-General's opinion on the 2018/19 annual financial statements and other legal and regulatory matters are discussed.

6.3.1 Auditor-General Report on the 2018/19 Annual Financial Statements

Drakenstein Municipality for the 2018/19 annual financial statements received an unqualified audit opinion. No material non-compliance issues on the annual financial statements were received.

Table 176: Auditor-General Report on 2018/19 Financial Performance

Auditor-General Report on 2018/19 Financial Performance	
Description	Opinion
Audit report status	Unqualified audit opinion
Material non-compliance issues	Remedial action taken
None	Not applicable

6.3.2 Auditor-General Report on other legal and regulatory matters

No material findings was identified on the audit of pre-determined objectives or compliance with legislation.

Table 177: Auditor-General Report on 2018/19 Other Matters

Auditor-General Report on 2018/19 Other Matters	
Description	Conclusion
Annual Performance Report	No material findings
Compliance with Legislation	No material findings

6.3.2.1 Pre-determined objectives

Drakenstein Municipality received no material findings on the audit of pre-determined objectives as reported in the Annual Performance Report attached as Volume V to the Annual Report.

6.3.2.2 Compliance with legislation

Drakenstein Municipality received no material findings on compliance with key legislation as set out in the general notice issued in terms of the PAA.

6.3.2.3 Internal control

The Auditor-General did not identify any significant deficiencies in internal control.

6.4 CONCLUDING COMMENT

The Auditor-General therefore gave Drakenstein Municipality an unqualified audit opinion with no material findings on pre-determined objective or compliance with key legislation.

7. ANNEXURES

ANNEXURE A: COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Table 178: Councillors, Committees allocated and Council attendance

Councillors, Committees allocated and Council attendance							
Serial No.	Council members	Full-time	Part-time	Committees allocated	*Ward and/or party represented	Percentage Council Meetings attended	Percentage apologies for non-attendance
Column Ref.	A	B	C	D	E	%	%
1	Abrahams, Alvina Wilhelmina <i>(replaced by Nell, Rodney Heinrich)</i>		√	Community Services	Proportional	100	N/A
2	Adriaanse, Miriam Maria		√	Corporate Services	Ward 24	100	N/A
3	Afrika, Amelda Felicity		√	Community Services	Proportional	100	N/A
4	Anderson, Joan Felicity		√	Corporate Services	Ward 26	100	N/A
5	Andreas, Margaretha Aletta	√		Planning and Development/Local Labour Forum	Proportional	100	N/A
6	Arnolds, Ruth Belldine		√	Engineering Services	Ward 7	93	100
7	Bekeer, Abraham		√	MPAC	Proportional	100	N/A
8	Bester, Theunis Gerhardus		√	Appeal Committee	Ward 19	93	100
9	Blanckenberg, Derrick Solomon		√	Engineering Services	Ward 16	80	100
10	Booyesen, Vanessa Charmaine		√	Engineering Services	Ward 27	100	N/A
11	Buckle, Albertus Marthinus Loubser		√	MPAC	Ward 18	100	N/A
12	Davids, Claire Olivia <i>(Replaced Siyaya, Zamikhaya)</i>		√		Proportional	80	0
13	Combrink, Gert Cornelius	√		Financial Services	Proportional	87	100
14	Cupido, Felix Patric		√	Corporate Services	Ward 22	93	100
15	Cupido Patricia Beverly Ann		√	Engineering Services	Ward 20	100	N/A
16	De Goede, Hendrik Ruben		√	Financial Services /LLF	Proportional	100	N/A
17	De Wet, Jo-Ann		√	MPAC	Ward 14	100	N/A
18	Duba, B		√	Corporate Services	Proportional	67	0
19	Ford, Geoffrey Harry		√	Community Services	Ward 31	87	50
20	George, Nonkumbulo Nancy		√	MPAC	Proportional	73	100
21	Gouws, Eva	√		Community Services	Ward 21	100	N/A
22	Jacobs, Frances		√	Financial Services	Ward 23	93	100
23	Jonas, Sweetness Xoliswa		√	Corporate Services/ Appeal Committee	Proportional	60	83
24	Kearns, Christophine	√		Financial Services Community Services	Ward 10	93	100
25	Klaas, Moses Thembile		√	Financial Services	Proportional	60	33

Councillors, Committees allocated and Council attendance							
Serial No.	Council members	Full-time	Part-time	Committees allocated	*Ward and/or party represented	Percentage Council Meetings attended	Percentage apologies for non-attendance
						%	%
Column Ref.	A	B	C	D	E	F	G
26	Koegelenberg, Renier Adriaan	√		Appeal Committee/LLF	Proportional	93	100
27	Kotze, Hendrik Jacobus		√	Engineering Services	Ward 2	87	100
28	Kroutz, Calvin		√	Community Services	Ward 1	100	N/A
29	Landu, Linda		√	Appeal Committee	Proportional	53	100
30	Le Hoe, Marthinus Jacobus		√	MPAC Chairperson as from 1 March 2020	Proportional	60	17
31	Le Roux, Jacobus Francois	√		Financial Services/ Engineering Services	Proportional	80	100
32	Lugqola, Anathi		√	Corporate Services	Proportional	73	100
33	Mangena, Tembikile Christopher		√	Engineering Services	Ward 9	73	50
34	Masoka, Zolani Livingstone		√	Community Services	Proportional	93	0
35	Mathee, Hendrik Johannes Nicolaas		√	Financial Services	Ward 17	80	100
36	Mathee, Joseph (Replaced by Rix, Brigham)		√	MPAC	Proportional	80	67
37	Mbenene, Ndilleka Primrose		√	Corporate Services	Ward 5	40	11
38	Mdunusie, Minah Nontombi		√	Planning and Development	Proportional	93	0
39	Meyer, Willem Pieter Daniel		√	Planning and Development	Proportional	100	N/A
40	Miller, Johan	√		Planning and Development	Ward 4	100	N/A
41	Mpulanyana, Thuso Reginald		√	Financial Services	Proportional	80	0
42	Mokoena, Liphaphathi Patricia	√		Corporate Services/LLF	Proportional	93	100
43	Nell, Rodney Heinrich		√		Proportional	100	N/A
44	Niehaus, Lodewyk Wilfred		√	Corporate Services	Ward 15	93	100
45	Nobula, Mncedisi Daniel		√	Engineering Services	Ward 12	40	22
46	Nomana, Tryfhina Zukiswa		√	Community Services	Ward 6	80	33
47	Nzele, Lawrence Vuyani		√	Community Services	Ward 32	80	0
48	Poole, Conrad James	√		Executive Mayor	Proportional	100	N/A
49	Rens, Samuel Colin		√	Appeal Committee	Proportional	100	N/A
50	Richards, Abdul Moutie		√	Financial Services	Proportional	100	N/A
51	Rix, Brigham (Replaced Mathee, Joseph)		√		Proportional	100	N/A
52	Ross, Soudah		√	Planning and Development	Ward 13	87	100
53	Sambokwe, Ludia Sindiswa		√	MPAC	Proportional	93	0
54	Sauerman, Nicolaas Daniël		√	Corporate Services	Proportional	100	N/A

Councillors, Committees allocated and Council attendance							
Serial No.	Council members	Full-time	Part-time	Committees allocated	*Ward and/or party represented	Percentage Council Meetings attended	Percentage apologies for non-attendance
Column Ref.	A	B	C	D	E	%	%
55	September, Sharon Elizabeth		√	Community Services	Ward 33	100	N/A
56	Smit, Johannes		√	Corporate Services	Ward 30	87	50
57	Smit, Wilhelmina Elizabeth <i>(Until 8 March 2020)</i>		√	MPAC	Ward 3	10	100
58	Smuts, Rean	√		Community Services	Proportional	93	100
59	Solomons, Elizabeth Aletta		√	Planning and Development.	Proportional	100	N/A
60	Stowman, Aidan Charles	√		Speaker Appeal Committee	Ward 11	100	N/A
61	Van Niekerk, Laurichia Tylia	√		Community Services	Ward 25	93	100
62	Van Nieuwenhuyzen, Reinhardt Heinrich	√		Corporate Services / Engineering Services	Ward 28	100	N/A
63	Van Santen, Aletta Johanna		√	MPAC	Proportional	100	N/A
64	Vika, Mandisa		√	Planning and Development	Proportional	67	40
65	Willemse, Lorraine	√		Planning and Development	Ward 29	100	N/A
66	Zikhali, Nomonde		√	Planning and Development.	Ward 8	87	0
67	Windvogel, Elizabeth Janet		√		Proportional	100	N/A
68	Siyaya, Zamikhaya <i>(Replaced by Davids, Claire Olivia)</i>		√		Proportional	67	67

ANNEXURE B: COMMITTEES AND COMMITTEE PURPOSES

Table 179: Committees (other than Mayoral Committee) and purposes of committees

Committees (other than Mayoral/Executive Committee) and purposes of Committees		
Serial No.	Municipal Committees	Purpose of committee
Column Ref.	A	B
1	Municipal Public Accounts Committee	To perform an oversight function on behalf of Council over the executive functionaries of the Council.
2	Appeals Committee	To deal with appeals in terms of Section 62 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).
3	Audit Committee	In terms of Section 166(2) of the MFMA, an audit committee must advise the municipal council, the political office bearers, the accounting officer and the management staff of a municipality, on matters relating to: <ul style="list-style-type: none"> • Internal financial control; • Risk management; • Performance management; and • Effective governance.
4	Fraud-and Risk Management Committee (FARMCO)	To assist the City Manager to fulfil his fraud and risk management responsibilities in accordance with prescribed legislation and corporate governance principles. FARMCO assists the City Manager by reviewing the effectiveness of the Municipality's fraud and risk management systems, practices and procedures and providing recommendations for improvement.
5	Budget Steering Committee	To assist Council in ensuring that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.
6	Special Committee (Code of Conduct for Councillors)	To serve as administrative tribunal to conduct hearings of Councillors charged for contravention of the Code of Conduct for Councillors and to make recommendations to Council regarding proposed sanctions; and To consider any other matter of a disciplinary nature relating to Councillors and make a recommendation to Council.

ANNEXURE C: SECOND AND THIRD TIER ADMINISTRATIVE STRUCTURE

Table 180: Second and Third-tier Structure

Second and Third-tier Structure		
Serial No.	Department	Executive Manager/Manager
Column Ref.	A	B
1	Office of the City Manager	City Manager (Dr JH Leibbrandt)
2	Division: Communication and Marketing	Manager: Communication and Marketing (R Geldenhuys)
3	Division: Risk Management	Chief Risk Officer (GJ Dippenaar)
4	Division: IDP and Performance Management	Manager: IDP and Performance Management (C September)
5	Division: Internal Audit	Chief Audit Executive (RJ Jaftha)
6	Division: Internal Audit	Manager: Internal Audit (D Korabie)
7	Division: Internal Audit	Manager: Performance Audit (N Magongo)
8	Financial Services	
9	Department: Financial Services	Chief Financial Officer (J Carstens)
10	Section: Strategic Financial Planning and Support	Manager: Strategic Financial Planning (Vacant)
11	Section: Financial Technical Advisory Services	Financial Accounting Research Expert (I Engelmohr)
12	Division: Supply Chain Management	Manager: Supply Chain Management (H Vergotine)
13	Division: Revenue and Expenditure	Senior Manager: Revenue and Expenditure (NG Keketsi)
14	Section: Expenditure	Manager: Expenditure (DM Pikinini)
15	Section: Revenue	Manager: Revenue (AC Abrahams)
16	Division: Budget, Assets and Financial Reporting	Senior Manager: Budget, Assets and Financial Reporting (C Lategan)
17	Section: Financial Systems	Head: Financial Systems (Vacant)
18	Section: Budget Control and Cost Accounting	Manager: Budget Control and Cost Accounting (KS Fredericks)
19	Section: Assets and Insurance Management Services	Manager: Assets and Insurance Management (Vacant)
20	Section: Fin. Statements, Reporting & Cash Management	Manager: Financial Statements, Reporting & Cash Management (A Viola)
21	Corporate Services	
22	Department: Corporate Services	Executive Director: Corporate Services (S Johaar)
23	Division: Human Resource Management	Senior Manager: Human Resource (N Matolengwe)
24	Section: HR Administration & Recruitment & Selection	Head Manager: HR Admin. & Recruitment & Selection (T van der Westhuizen)
25	Section: Training and Development	Head Manager: Training and Development (M Sibeko)
26	Section: Labour Relations, Employee Wellness and OHS	Head Manager: Labour Relations, Employee Wellness and OHS (P la Grange)
27	Section: Organisational Efficiency	Head Manager: Organisational Efficiency (K Begbie)
28	Division: Legal and Administrative Services	Senior Manager: Legal and Administrative Services (AV Marais)
29	Section: Legal Services	Manager: Legal Services (Vacant)
30	Section: Administrative Services	Manager: Administrative Services (F Goosen)
31	Section: I&IGR and CRM (Political Office Support)	Manager: I&IGR and CRM and Political Office Support (LL Nojozi)
32	Division: Information Communication and Technology	Senior Manager: Information Communication and Technology (F Theron)
33	Section: ICT Operation and Support	Manager: Operation and Support (J Bredell)
34	Section: MIS/Systems	Manager: MIS/System (I Claims)
35	Section: ICT Governance and Administration	Manager: ICT Governance and Administration (A Coetsee)

Second and Third-tier Structure		
Serial No.	Department	Executive Manager/Manager
Column Ref.	A	B
36	Planning and Development	
37	Department: Planning and Development	Executive Director: Planning and Development (L Waring)
38	Division: Planning Services	Senior Manager: Planning Services (D Delaney)
39	Section: Land Use Planning and Surveying	Manager: Land Use Planning and Surveying (HG Strijdom)
40	Section: Building Control	Manager: Building Control (F Toyer)
41	Section: Spatial Planning and Heritage	Manager: Spatial Planning and Heritage (A Shortles end date:31/12/2018) (W Hendricks)started 01/08/2019)
42	Division: Economic Growth and Tourism	Senior Manager: Local Economic Growth and Tourism (C Phillips)
43	Section: Economic Growth	Manager: Economic Growth (F Sitzer end date:31/01/2019) (M Mlangeni started 06/06/2019)
44	Section: Tourism	Senior Tourism Officer (C Carse started 01/10/2018)
45	Division: Environmental Management	Manager: Environmental Management (N Muller end date 04/12/2017) (C Winter started 01/10/2018)
46	Section: Natural Resource Management	Senior Environmental Officer (C Winter end date 30/09/2019) (S Reece started 01/10/2018)
47	Section: Environmental Management Systems, Monitoring and Compliance	Senior Environmental Officer (Vacant)
48	Section: Planning and Sustainability	Senior Environmental Officer (Vacant)
49	Section: Rural Development	Manager: Rural Development (T Cloete)
50	Community Services	
51	Department: Community Services	Executive Director: Community Services (G Esau)
52	Division: Parks, Sports and Cemeteries	Senior Manager: Parks, Sport and Cemeteries (E Saayman)
53	Section: Parks	Manager: Parks (P Bolton)
54	Section: Cemeteries and Resorts	Manager: Cemeteries and Resorts (R Fourie)
55	Section: Sports and Recreation	Manager: Sports and Recreation (Y Tsolo)
56	Section: Programmes, Projects & SP Maintenance	Manager: Programme and Projects (E McKay)
57	Division: Public Safety	Senior Manager: Public Safety (Vacant)
58	Section: Traffic, Law Enforcement and Licensing	Manager: Traffic Services (J Cornelissen)
59	Section: Fire, Rescue and Disaster Management	Manager: Fire Services (D Damons)
60	Section: Municipal Law Enforcement and Security	Manager: Municipal Law Enforcement and Security (Vacant)
61	Division: Community Development & Library & Information Services	Senior Manager: Development and Library Services (Vacant)
62	Section: Community Development	Manager: Community Development (J Rhoda)
63	Section: Library and Information Services	Manager: Library and Information Services (L Thomas)
64	Division: Rental Stock and Support Services	Senior Manager: Rental Stock and Support Services (J Marthinus)
65	Section: Rental Stock	Manager: Rental Stock (U Johanneson)
66	Section: Operations Support and Demand Administration	Manager: Operations Support and Demand Administration (Vacant)
67	Division: Housing Projects and Technical Support	Senior Manager: Housing Projects (F Rhoda)
68	Section: Housing Projects	Manager: Housing Projects (C Jacobs)
69	Section: Housing Technical Support	Manager: Technical Support (Vacant)
70	Engineering Services	
71	Department: Engineering Services	Executive Director: Engineering Services (M Wüst)
72	Division: Civil Engineering Services	Senior Manager: Civil Engineering Services (Vacant)

Second and Third-tier Structure

Serial No.	Department	Executive Manager/Manager
Column Ref.	A	B
73	Section: Roads, Stormwater & Traffic Eng. Services	Manager: Roads, Stormwater and Traffic Engineering Services (CM Lotz)
74	Section: Infrastructure Management	Manager: Infrastructure Management (L Pienaar)
75	Section: Water Services	Manager: Water Services (AA Kowalewski)
76	Section: Waste Water Services	Manager: Wastewater Services (RM Brown)
77	Division: Technical Support and Project Management	Senior Manager: Technical Support & Project Management (P Pansegrouw)
78	Section: EPWP	Manager: EPWP (Vacant)
79	Section: Project Management	Manager: Project Management (R Sauls)
80	Division: Electro Technical Services	Senior Manager: Electro Technical Services (C Geldenhuys)
81	Section: Operations and Maintenance	Manager: Operations and Maintenance (M Fredericks)
82	Section: Planning and Customer Services	Manager: Planning and Customer Services (L Laing)
83	Section: Electrical Engineering Efficiency Management	Manager: Electrical Engineering Efficiency Management (K Kgowe)
84	Division: Solid Waste and Landfill Management	Senior Manager: Solid Waste and Landfill Management (MT Serfontein)
85	Section: Solid Waste and Functional Management	Manager: Solid Waste and Functional Management (S Frans)
86	Section: Solid Waste Operational Management	Manager: Solid Waste Operational Management (Vacant)
87	Section: Waste Disposal Facilities	Senior Engineering Technician Waste, Disposal and Facilities (Vacant)
88	Division: Facilities and Mechanical Management	Senior Manager: Facilities and Mechanical Manager (Vacant)
89	Section: Fleet Management and Maintenance	Manager: Fleet Management and Maintenance (FW Nieuwoudt)
90	Section: Building Projects and Maintenance	Manager: Building Projects and Maintenance (Vacant)
91	Section: Corporate Facilities and Projects	Manager: Corporate Facilities and Projects (Vacant)

ANNEXURE D: FUNCTIONS OF MUNICIPALITY

Table 181: Municipal Functions

Municipal Functions		
Municipal Functions	Function applicable to Municipality	
	Yes	No
Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), Schedule 4, Part B functions:		
Air pollution	✓	
Building regulations	✓	
Child care facilities	✓	
Electricity and gas reticulation	✓	
Firefighting services	✓	
Local tourism	✓	
Municipal airports		✓
Municipal planning	✓	
Municipal health services		✓
Municipal public transport		✓
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.	✓	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto		✓
Stormwater management systems in built-up areas	✓	
Trading regulations	✓	
Water and sanitation services limited to potable water supply systems and domestic waste - water and sewerage disposal systems.	✓	
Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), Schedule 5, Part B functions:		
Beaches and amusement facilities		✓
Billboards and the display of advertisements in public places	✓	
Cemeteries, funeral parlours and crematoria	✓	
Cleansing	✓	
Control of public nuisances	✓	
Control of undertakings that sell liquor to the public	✓	
Facilities for the accommodation, care and burial of animals	✓	
Fencing and fences		✓
Licensing of dogs	✓	
Licensing and control of undertakings that sell food to the public	✓	
Local amenities	✓	
Local sports facilities		✓
Markets		✓
Municipal abattoirs	✓	
Municipal parks and recreation	✓	
Municipal roads	✓	
Noise pollution	✓	
Pounds	✓	
Public spaces	✓	
Refuse removal, refuse dumps and solid waste disposal	✓	
Street trading	✓	
Street lighting	✓	

ANNEXURE E: WARD REPORTING

The table below reflects ward reporting activities that occurred during the reporting period. The statistics include IDP meetings that took place during the period.

Table 182: Functionality of Ward Committees

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
1	WARD COUNCILLOR	Yes	4	4	3
	Clr C Kroutz				
	WARD COMMITTEE MEMBERS				
	Mrs Nonthembelani Sidubulekana				
	Mrs Wilna Elizabeth Rabe				
	Mr Charles Abrahams				
	Mrs Brenda Maureen Carelse				
	Mrs Anna Eliza Januarie				
	Mr Joshwin Pietersen				
	Mr Dolf Marang				
	Mr Dawid Nicholas Gertse				
	Ms Carlin Christelle Goosen				
	Mr Francois Brown				
2	WARD COUNCILLOR	Yes	4	4	0
	Clr HJ Kotze				
	WARD COMMITTEE MEMBERS				
	Mrs Christine Van Wyk				
	Mr Herman Ehlers				
	Mr Stephan Landsberg				
	Mrs Marinda Ehlers				
	Mrs Marlene Weyers				
	Mrs Sybil Kotzé				
	Mr Hennie Engelbrecht				
	Mr Daan Aggenbach				
	Mrs Petro Botha				
	Mr Niel Schoeman				
3	WARD COUNCILLOR	Yes	4	4	1
	Clr WE Smit				
	WARD COMMITTEE MEMBERS				
	Mr Abel Mentoor				
	Ms Magrieta Futhwa				
	Mr Gavin Andrews				
	Mr Tshepang Shayne Hlapisi				
	Ms Janine Nontas				
	Mr Nicolaas Geldenhuys				

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Mr Damon Mintoor				
	Mr Bennie Roberts				
	Mr Johannes Van Zyl Smit				
	Mr Toit Wessels				
4	WARD COUNCILLOR	Yes	3	3	0
	Clr J Miller				
	WARD COMMITTEE MEMBERS				
	Mrs Amanda Du Toit				
	Mr Carel Hendrick Stander				
	Mrs Maria Elizabeth Jacoba Kotze				
	Mrs Amarie le Roux				
	Mrs Anrita Schreuder				
	Mr Ernest Derek Taylor				
	Mr Ronald Brand				
	Mr Johannes Frederick Kotze				
5	WARD COUNCILLOR	Yes	2	2	0
	Clr P Mbenene				
	WARD COMMITTEE MEMBERS				
	Mrs Nozuko Joyce Magwaza				
	Mr Nkululeko Sydwell Xaba				
	Mrs Evelin Pietersen				
	Mrs Charlene Davids				
	Mr Mthutuzeli Ngece				
	Ms Nosicelo Bobelo/Tyasi				
	Ms Brobretha Lucrecea Rooi				
	Mrs Nomthandazo Roselina Cetywayo/Landu				
	Mrs Christeleen Ephraim				
	Ms Ann Visagie				
6	WARD COUNCILLOR	Yes	4	4	1
	Clr TZ Nomana				
	WARD COMMITTEE MEMBERS				
	Ms Yolanda Magqazana				
	Mr Khaya Joel				
	Mr Sindile Msebenzi				
	Mr Anele Gidion Maki				
	Mr Nicholus Sandise Goso				
	Mr Zuko Abednego Xhaso				
	Mr Mziwonke Diko				
	Ms Sisanda Primrose Qelo				
	Ms Nontando Patience Boo				
	Mr Nceba Mpiliswa				

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
7	WARD COUNCILLOR	Yes	3	3	0
	Clr RB Arnolds				
	WARD COMMITTEE MEMBERS				
	Mr Hendry Joseph				
	Mr Eric Dampies				
	Mrs Anneline Isaacs				
	Mrs Saromeo Oliphant				
	Ms Christina Albertus				
	Mr Davey Simonse				
	Mrs Monica Ryan				
	Mr David Geduld				
	Ms Bellmordene Robson				
	Mrs Elmorie Julies				
8	WARD COUNCILLOR	Yes	4	4	2
	Clr N Zikhali				
	WARD COMMITTEE MEMBERS				
	Ms Nonzoliso Giqwa				
	Mr Mputumi Pal Foreman				
	Ms Bulelwa Sylvia Gxowa				
	Mrs Shiela Witbooi				
	Mr Sinokolo Melvin Godlo				
	Ms Nonceba Doreen Mphepeto				
	Ms NO Johnson				
	Mr Mbulelo Mcimbi				
	Ms Ntomboxolo Godongwana				
	Mr M Ngontsolo				
9	WARD COUNCILLOR	Yes	2	2	0
	Clr TC Mangena				
	WARD COMMITTEE MEMBERS				
	Ms Esteline Thandiwe Xayimpi				
	Ms Sandisiwe Cynthia Martins				
	Mr Vuyo Bulani				
	Ms Ntasa Adoro				
	Mrs Nomakhwezi Siko				
	Mr Mongezi Dlwathi				
	Ms Nozuko Grace Ngqolobe				
	Mr Lubabalo Skeyi				
	Mrs Noncithakalo Tayitayi				
	Mr Monwabisi Vunguvungu				
10	WARD COUNCILLOR	Yes	4	4	2
	Clr C Kearns				
	WARD COMMITTEE MEMBERS				

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Mr Jovan Cupido				
	Mr Berend Boltman				
	Mrs Audrey Mackay				
	Ms Jocelyn Legolie				
	Mr Henrich Appollis				
	Mr Christiaan Abrahams				
	Mr Grant Theo Williams				
	Ms Lauren Hendricks				
	Mr Williams Kearns				
	Mrs Martha Mitchell				
11	WARD COUNCILLOR	Yes	3	3	2
	ClIr AC Stowman				
	WARD COMMITTEE MEMBERS				
	Mr Karel Jacobs				
	Ms Samantha Maarman				
	Mr Henry Jacobs				
	Ms Aimee Edna Stowman				
	Mr Willem Johannes Mettler				
	Ms Rafeeqah Abrahams				
	Mr Randall Africa Manuel				
	Ms Leandra Smith				
	Mrs Sindiswa Daphney Allah				
12	WARD COUNCILLOR	Yes	2	2	1
	ClIr M Nobula				
	WARD COMMITTEE MEMBERS				
	Mr Zolile William Mafila				
	Mr Monwabisis Lawrence Lolwana				
	Ms Lityshia Kwili				
	Mrs Elda Matobs Mtose				
	Mrs Gladys Maseng				
	Mr Charles Mzimkhulu Mtiya				
	Mrs Noluthando Hazel Rasmeni				
	Ms Nonzaliseko Mateta				
	Mrs Masentle Lakaje				
Mr Dumile Conana					
13	WARD COUNCILLOR	Yes	2	2	1
	ClIr S Ross				
	WARD COMMITTEE MEMBERS				
	Mr Rashud Hendrikse				
	Mrs Angelique Mamani				
	Ms Veronica Koopman				
Ms Delie Abels					

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Mrs Muneebah Jannicke				
	Mrs Juliana Tessa Demas				
	Ms Marlene Fredericks				
	Ms Angelina Solomon				
	Ms Sonia Falmer				
	Mrs Wilhelmina Fourie				
14	WARD COUNCILLOR	Yes	4	4	1
	Clr J de Wet				
	WARD COMMITTEE MEMBERS				
	Mrs Nomathumeke Fakwa				
	Mr Ayanda Ringane				
	Mr David Linee				
	Mrs Rosette Warries				
	Mr Kelvin Festus				
	Ms Georgelene Kermis				
	Mrs Nokubonga Majola				
	Mr Mlindeli Wiseman Ntunja				
	Ms Brenda von Willingh				
	Mrs Cynthia Philander				
15	WARD COUNCILLOR	Yes	1	1	1
	Clr LW Niehaus				
	WARD COMMITTEE MEMBERS				
	Ms Christina Elizabeth Niehaus				
	Mr Willem Serdyn				
	Mrs Maria Whitehead				
	Mrs Elsje Anne Kruger				
	Mr Louis Herold Louw				
	Mrs CA Louw				
	Mr Ludwig Thiert				
	Mr E Mouton				
	Ms M Haasbroek				
	Mrs Em-Em Zaayman				
16	WARD COUNCILLOR	Yes	2	2	2
	Clr D Blanckenberg				
	WARD COMMITTEE MEMBERS				
	Mrs Hazl Ngcanga				
	Mr Phumthumile Ntshayi				
	Ms BJ Mbenenge				
	Mr Mlungiseleli Ndara				
	Ms Nolu Thando Maseti				
	Mr Sakhele Tasana (John Mcimbi)				
Mr Sabelo Gili					

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Mr Micheal Madubela				
	Mr Khalima Frans				
	Mr Lumkile Stokkies Matywytywa				
17	WARD COUNCILLOR	Yes	3	3	1
	Clr H Matthee				
	WARD COMMITTEE MEMBERS				
	Mrs Beatrice Kachu				
	Ms Orechia Appolis				
	Mr Faried Williams				
	Mr Johannes Heyns				
	Mr Thomas Spies				
	Mr Claude Van Zyl				
	Ms Mina Kock				
	Mrs Annelize Van Rooyen				
	Mrs Hendrik Johannes Venter				
	Ms Denisia Smith				
18	WARD COUNCILLOR	Yes	4	4	2
	Clr AML Buckle				
	WARD COMMITTEE MEMBERS				
	Mrs Karen Barnard				
	Mrs Debinique Williams				
	Mrs Johanna Schweidler				
	Mr Phillip Johannes Visser				
	Mr Jean-Claude Le Cordeur				
	Mr Jerry Swarts				
	Mrs Nozizwe Zicina Mosala				
	Mr Jean Pierre Joubert				
	Mr Petrus Pietersen				
	Mr HED Du Plessis				
19	WARD COUNCILLOR	Yes	3	3	1
	Clr T Bester				
	WARD COMMITTEE MEMBERS				
	Mr H.J Du Toit				
	Mr Christiaan Jacobus Visser				
	Mr G Stofberg				
	Mrs JE Swanepoel				
	Mr PF Swanepoel				
	Mr AV Harris				
	Mr Willem Esterhuizen				
	Mrs Varushka Smith				
	Mr Johannes Andrews				
	Ms Johanna Jacoba du Toit				

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
20	WARD COUNCILLOR	Yes	3	3	0
	Clr P Cupido				
	WARD COMMITTEE MEMBERS				
	Mr Marshall Alexander				
	Ms Jennifer Botha				
	Ms Alida Meyer				
	Mr Curtley Fisher				
	Mr Aubrey Adams				
	Ms Alecia Francke				
	Mrs Elliose Daniels				
	Mr Eden Watts				
	Mrs Lenie Borings				
	Mrs Rochelle Bam				
21	WARD COUNCILLOR	Yes	3	3	2
	Clr E Gouws				
	WARD COMMITTEE MEMBERS				
	Mrs Margaret Wildschut				
	Mr Johnley Muller				
	Mrs Rosaline Rossouw				
	Mrs CC Diedericks				
	Mrs Mary-Ann Leon				
	Ms Cherie Williams				
	Ms Alima Ficks				
	Ms Marinda Paulse				
	Mr Isak John de Kok				
	Ms Marlene Fisher				
22	WARD COUNCILLOR	Yes	3	3	0
	Clr F Cupido				
	WARD COMMITTEE MEMBERS				
	Mr Steven Frolicks				
	Mr Peter Simon Daniels				
	Mrs Mary Alexander				
	Ms Lenise Speelman				
	Mr Grahams Rooks				
	Mrs Cheryl Bothma				
	Ms Rozanne Botha				
	Mr Auben Nomdoe				
	Mr D Arendse				
	Mrs Esmeralda Solomon				
23	WARD COUNCILLOR	Yes	4	4	3
	Clr F Jacobs				
	WARD COMMITTEE MEMBERS				

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Mrs Cathleen Van Reenen				
	Mrs Ruth Williams				
	Mrs Elizme Du Toit				
	Mrs Jacoba Isobel Heunis				
	Mr Leslie Watson				
	Mr Nicholaas Petrus Smit				
	Mrs Susanna Marx				
	Mr Sammy Petersen				
	Mr John Williams				
	Ms Nicole Heugh				
24	WARD COUNCILLOR	Yes	3	3	0
	ClIr MM Adriaanse				
	WARD COMMITTEE MEMBERS				
	Mr Kervin Patrick Bowers				
	Ms Rachel Andrews				
	Mr Jonathan Fredericks				
	Mrs Brysina Kruger				
	Mrs Selma Jolanda Claasen				
	Mr Edward John Rudolf				
	Mrs Anthia Caren Claasen				
	Mr Micheal Solomon Nathan				
	Ms Elizabeth Windvogel				
	Mrs Mina Scheepers				
25	WARD COUNCILLOR	Yes	3	3	3
	ClIr L van Niekerk				
	WARD COMMITTEE MEMBERS				
	Mr Mark Andrew Lackay				
	Ms Christolene Vries				
	Mr JL Fillies				
	Ms Sheila September				
	Ms Rachel Kroutz				
	Mr Edgar Arendse				
	Mr John De Kock				
	Mrs Frangelene Jantjies				
	Mr Francisco Karloof Naude				
	Mrs Regina Cupido				
26	WARD COUNCILLOR	Yes	3	3	4
	ClIr J Anderson				
	WARD COMMITTEE MEMBERS				
	Mrs Sarah Theresa Links				
	Ms Chante Leigh Hendricks				
Mr Warie Retief					

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Ms Carmelita Liebenberg				
	Mrs Catherine Williams				
	Ms Monique Booyen				
	Ms Serine Pauline Sheldon				
	Mrs Du Blanche Krautz				
	Ms Selma Crotz				
	Mr Anthony Esau La Douce				
27	WARD COUNCILLOR	Yes	4	4	3
	Clr V Booyen				
	WARD COMMITTEE MEMBERS				
	Mrs Karin Hendricks				
	Mr Johannes Daniels				
	Mr Maans Brown				
	Ms Fredricka Evelina Philander				
	Ms Wilhelmina Hendricks				
	Mrs Magdalena Botha				
	Mr Karools Isaacs				
	Mrs Doreen Kilowan				
	Ms Gwendolene Davids				
	Mrs Angela Brown				
28	WARD COUNCILLOR	Yes	3	3	1
	Clr RH van Nieuwenhuyzen				
	WARD COMMITTEE MEMBERS				
	Mr Tom Cowie				
	Mr Sidney Johannes				
	Ms Angelique Milly Stevens				
	Ms Katrina Adams				
	Mrs Dina Magrieta Johnson				
	Mr Japie H Arendse				
	Mr Johannes Muller				
	Mrs Cecillia Mitchell				
	Mr John-Hilton Stevens				
	Mrs Regina Moses				
29	WARD COUNCILLOR	Yes	3	3	3
	Clr L Willemse				
	WARD COMMITTEE MEMBERS				
	Mr Nicholaas Mettler				
	Mrs Sonia Appollis				
	Mr Dawid Mandla Futhwa				
	Mr Henry Minnaar				
	Mr Stephen Abrahams				
Mr Basil Arendse					

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Mr Jonathan Liebenberg				
	Mrs Marjorie Zyster				
	Mr Avron Appollis				
	Mr William Moses Walters				
30	WARD COUNCILLOR	Yes	2	2	0
	Clr J Smit				
	WARD COMMITTEE MEMBERS				
	Ms Maria Regina Carolus				
	Ms Sophia Evelyn Wessels				
	Ms Suzette Nicolene Scholtz				
	Ms Christina Johanna Visagie				
	Ms Sophie Pauline Visagie				
	Mr Daniel Andreas Kotze				
	Mr John Jacob Peters				
	Mrs Anna Aletta De Vries				
	Ms Chandre Blaauws				
	Mr Marcello Serfontein				
31	WARD COUNCILLOR	Yes	4	4	0
	Clr G Ford				
	WARD COMMITTEE MEMBERS				
	Mr Desmond Boois				
	Mr Zandisile Killion Cekiso				
	Mr Mziwabantu Wilfred Cekiso				
	Mrs Charlotte Morkel				
	Mr A Coetzee				
	Mrs Elsabe Cedras				
	Ms Alida Palele				
	Ms Joan Adams				
	Mrs Christelle Samuels				
	Mr Klaas Nicky Morkel				
32	WARD COUNCILLOR	Yes	4	4	3
	Clr LV Nzele				
	WARD COMMITTEE MEMBERS				
	Ms Margaret Joubert				
	Mr Victor Mouton				
	Mr Xolile Qebe				
	Mr Desmond Phakamisa Mbotyi				
	Ms Sebatso Binca				
	Mrs Bettie Cupido				
	Mrs Nomathandazo Tshona				
	Mrs Nomampodomise Gladys Sampo				
	Mr Mfundo Mbilini				

Ward Number	Name of Ward Councillor and elected Ward Committee Members	Committee established Yes/No	Number of monthly Committee meetings held during the year	Number of Monthly Reports submitted to Speaker's Office on time	Number of quarterly public Ward Meetings held during the year
	Mrs Nonceba Moloinyane				
33	WARD COUNCILLOR	Yes	3	3	3
	Cllr S September				
	WARD COMMITTEE MEMBERS				
	Mr Edgar Lewis				
	Mrs Regina Hanekom				
	Mr Manfred Sampson				
	Mrs Hayzel Scheffers				
	Mr Adonis Lombaard				
	Ms Gazelle Wendy Leo				
	Ms Maria Magdalena Lewies				
	Mrs Rensia Hendricks				
	Ms Katy Van Wyk				
	Ms Marrison Abrahams				

ANNEXURE F: WARD INFORMATION

Table 183: Ward - Capital Projects

Ward Title: All Wards				
Capital Projects: Ten largest 2019/2020 (Full list in Appendix N)				
Serial No.	Project Name and Detail	Start date	End date	Total value
Column Ref.	A	B	C	D
1	Upgrading Of Oosbosch Street	1-Jul-19	30-Jun-20	34,777,211.49
2	Replace/Upgrade Water Reticulation System	1-Jul-19	30-Jun-20	17,772,071.91
3	Electrification Housing Projects	1-Jul-19	30-Jun-20	14,902,790.04
4	Simondium Land	1-Jul-19	30-Jun-20	14,089,701.81
5	Wellington WWTW Rehabilitation and Extensions	1-Jul-19	30-Jun-20	12,065,712.43
6	Reseal of Streets/Road Network Paarl	1-Jul-19	30-Jun-20	11,155,077.78
7	Electrification of Informal Areas	1-Jul-19	30-Jun-20	9,999,999.32
8	Saron Bulk Water Pipe Replacement	1-Jul-19	30-Jun-20	8,568,701.02
9	Completion of CES11/2018 - 8 ML Courtraai	1-Jul-19	30-Jun-20	7,829,355.51
10	New Connections BICLs	1-Jul-19	30-Jun-20	7,637,399.16

None of the seven largest capital projects were allocated to a specific ward. Capital projects benefited more than one ward. See Appendix N

Table 184: Basic Service Provision

Basic Service Provision					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery	73,726	72,816	39,510	42,027	X
Households without minimum service delivery	455	1,365	0	0	
Total households*	74,181	74,181	39,510	42,027	
Houses completed in year	X				46
Shortfall in housing units					X
<i>*Indicating service points</i>					

Table 185: Top four Service Delivery Priorities

Top four Service Delivery Priorities (Highest priority first)		
No.	Priority name and detail	Progress during 2019/20
1	Housing	46 houses provided
2	Electricity	2.93% electricity losses
3	Skills development	Phase 2 of the Local Contractor Development Programme has been implemented
4	Job creation	1,804 work opportunities created

ANNEXURE G: RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

Table 186: Municipal Audit Committee Recommendations

Municipal Audit Committee Recommendations		
Meeting Date	Recommendations during 2019/20	Adopted by Council on
29/08/2019	<p><u>Internal Audit</u></p> <ul style="list-style-type: none"> The CAE presented the progress report for quarter 4 and provided an update on the staffing. She referred to the IA's performance against key performance indicators for the year and stated that they have achieved 90% completion of the audit projects on the approved plan. She mentioned that 3 audits were not completed at the financial year end. As at the reporting date, only 1 audit report remains outstanding. 	30/10/2019
	<p><u>Annual Performance Management:</u></p> <ul style="list-style-type: none"> The PMS Officer tabled the report and stated that there will be no further changes to the Annual Performance Report except for the financial information that still needs to be added. The Chairperson indicated that the AC has noted that the financial information will be included in the document and requested that all references to the Municipal Manager and City Manager in the document be amended to read Accounting Officer. The CAE indicated that IA has reviewed the Annual Performance Report and the findings are included in the audit report. The IA team and the Performance Management team will be working together until the Annual Performance Report is finalised, to ensure that all the updates required are completed before submission to the AG. 	
	<p><u>Annual Financial Statements:</u></p> <ul style="list-style-type: none"> Draft Annual Financial Statements were provided to the AC on 23 August 2019. The Draft AFS's circulated to the AC differed considerably from the set of AFS presented to the AC during the AC meeting of 29 August 2019. The Finance department confirmed that the version tabled on 23 August 2019 would have further changes made to it before final submission to the AG's office on 31 August 2019. No Financial ratios were tabled The AC was thus unable to fully discharge their duties i.t.o the AC Charter. 	
05/12/2019	<p><u>Internal Audit:</u></p> <ul style="list-style-type: none"> The Audit Committee considered the IA quarterly progress report for the 1st quarter 2019/20. The CAE presented the progress report for quarter 1 and stated that they are slightly ahead in terms of completion of the IA plan target set for quarter 1. The CAE requested an amendment to the 2019/20 IA plan as well as an ad-hoc audit. The AC approved the amendment to the IA plan 2019/20 and the inclusion of the ad-hoc audit proposed by the CAE. 	27/02/2020
	<p><u>Non-Compliance Reported by Regulatory Authorities</u></p> <ul style="list-style-type: none"> The CAE explained that the item was included in the agenda based on one of the AC's responsibilities in the charter and an action plan originating from the AC's annual performance assessment. She stated 	

Municipal Audit Committee Recommendations		
Meeting Date	Recommendations during 2019/20	Adopted by Council on
	that she will request ED's to confirm on a quarterly basis whether they are aware of any legislative non-compliance matters reported by regulatory authorities involving the municipality. For Q1 2019/20 no matters of non-compliance were reported by regulatory authorities.	
06/03/2020	<p>Internal Audit:</p> <ul style="list-style-type: none"> The Audit Committee considered the IA quarterly progress report for the 2nd quarter 2019/20. The CAE presented the progress report for quarter 2 and highlighted that at the end of quarter 2, the IA plan was 50% complete. This is in line with the set target for the quarter. She outlined the progress of individual audit areas that is currently in progress. She stated that IA did not request an amendment to the plan in January 2020 because they are on track in terms of the hours and projects that still needs to be completed for 2019/20. 	15/05/2020
	<p>Review of 2nd Quarter Performance Information:</p> <ul style="list-style-type: none"> The CAE presented the report and stated that the audit outcomes for the Quarterly Assessment of Performance information have improved. She highlighted the findings relating to the key performance indicators for formal households where no portfolio of evidence was available to substantiate the performance results reported and the key performance indicators relating to services delivered in the informal households which were not included in the 2019/20 SDBIP. The necessary changes have been made in the revised SDBIP 2019/20 which was presented to Council for approval. 	
04/06/2020	<p>Internal Audit:</p> <ul style="list-style-type: none"> The Audit Committee considered the IA quarterly progress report for the 3rd quarter 2019/20. The CAE presented the Internal Audit progress report for quarter 3 and referred to the achievement against the key performance indicators. She stated that all Quarter 3 targets reported to the AC have been achieved and this includes the % completion of the Internal Audit Plan. The CAE indicated that management requested IA to perform audit procedures in respect of Food Security, Housing Projects and OHASA Covid-19 Compliance. She informed the AC that she will revert back with the hours required for these audits. The AC approved the tabled amendment to the 2019/20 IA Plan, which reprioritizes the SCM-Contract Management audit area for completion in Quarter 1 2020/21. 	
	<p>Review of 3rd Quarter Performance Information</p> <ul style="list-style-type: none"> The CAE presented the assessment of the Q3 performance information report and stated that it was a difficult quarter to audit due to the lockdown. She stated that the PoE's audited were limited to the documentation that was uploaded on Ignite. Challenges were also experienced with obtaining the necessary management comments. The audit report highlights the indicators that require further management attention. 	

Municipal Audit Committee Recommendations		
Meeting Date	Recommendations during 2019/20	Adopted by Council on
	<p><u>External Audit Readiness and Risk Management COVID-19</u></p> <ul style="list-style-type: none"> • Mr. Engelmohr presented the External Audit Readiness item and indicated that the report is the summary of audit readiness progress for 2019/20. He stated that monthly reconciliation meetings were held with various departments before and during the lockdown period in an attempt to maintain the momentum. He mentioned that the annual financial statements plan with due dates for each component has been distributed to the whole municipality via broadcast message and via SMT. He stated that the AG is at planning stage at the moment and they have received six requests for information to date. Mr. Engelmohr confirmed that the standard COVID 19 protocols in terms of personal protective equipment and social distancing have been implemented. Furthermore, key staff members work on a rotational basis and managers are at the office daily. • Ms. Abrahams stated that AG could not do the audit planning during March and April due to the lockdown. Ms Abrahams indicated that the AG has issued the engagement letter but they will issue an addendum to the letter, which will focus on the municipality's compliance with emergency procurement procedures and COVID grant conditions. • The CM presented the Risk Management COVID 19 item and stated that COVID19 had a significant impact on staff productivity. One of the biggest challenges is the panic that is created. Effective communication and a safe workplace is therefore critical. The CM further indicated that Drakenstein is considered one of the hotspots in the Western Cape and the next 100 days will be more risky due to the winter season. The CM informed the AC that the municipality has taken a decision not to pay salary increases for senior management, staff and councillors in 2020/21 due to the current state of the economy and consequent job losses. 	

ANNEXURE H: LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Table 187: Long-term Contracts (Eight largest contracts active in 2019/20)

Long-term Contracts (Largest Contracts active during 2019/20)						
Serial No.	Name of Service Provider (Entity or Municipal)	Description of service rendered by the Service Provider	Start date of contract	Contract completion date	Project Manager	Contract Value
						Award amount (including contingencies and excluding VAT)
Column Ref	A	B	C	D	E	F
1	Stefanutti Stocks Civils (Pty) Ltd	Upgrade and Extension of the Wellington Waste Water Treatment Works to 16mld: Civil Works.	11-Dec-15	1-Jun-20	R Brown	192,015,792
2	CBI Electric: African Cables	Design, Manufacture, Supply And Installation of 66kv underground cable and accessories.	30-Jun-17	30-Jun-20	D Gabriels	130,851,048
3	Martin & East (Pty) Ltd	Upgrading Of Oosbosch Street Between Berg River Boulevard and Jan Van Riebeeck Drive.	28-Aug-19	25-Jun-21	C Lotz	102,963,397
4	Inenzo Water	Upgrade and Extension of the Wellington Waste Water Treatment Works to 16mld: Mechanical and Electrical Installation.	11-Dec-15	1-Jun-20	R Brown	84,644,676
5	Jvz Construction (Pty) Ltd	Vlakkeland Housing Project: Bulk Services.	12-May-17	20-Aug-19	G Petersen	30,146,601
6	Motheo Construction Group	Upgrading of Bulk Electricity Supply and internal services for Phase 1 of the Vlakkeland Housing Development in Paarl.	5-Oct-18	28-Aug-20	D Gabriels	23,063,000
7	Veolia Water Solutions And Technologies	Upgrade to Welvanpas Water Treatment Plant: Mechanical and Electrical Works, Wellington.	7-Dec-16	17-Jul-19	A Kowalewski	22,649,306
8	Baseline Civil Contractors (Pty) Ltd	Construction of the Southern Extension of Van Der Stel Between Abbatoir Street and Klein Drakenstein Road.	29-Jun-18	20-Aug-20	E Schreuder	20,729,821

Table 188: Public Private Partnerships entered into 2019/20

Public-Private Partnerships entered into 2019/20					
R`000					
Name and description of project	Name of partner(s)	Initiation date	Expiry date	Project manager	Value 2018/19
No PPP entered into during the year under review					

ANNEXURE I: DISCLOSURES OF FINANCIAL INTEREST

Table 189: Disclosure of Financial Interests

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
Executive Mayor		
Executive Mayor	Ald CJ Poole	No financial interest to declare.
Deputy Executive Mayor		
Deputy Executive Mayor	GC Combrink	<p>Shares and Securities in any company:</p> <ul style="list-style-type: none"> • Santam; and • Old Mutual. <p>Membership of close corporation:</p> <ul style="list-style-type: none"> • HR Business Academy CC <p>Interest in any trust:</p> <ul style="list-style-type: none"> • Kaizen Family Trust (trustee); • SALA Pension Fund Trust (trustee); and • JPS Trust (trustee). <p>Directorship:</p> <ul style="list-style-type: none"> • Paarl Feesmark NPO; and • Prosperum Skills Academy NPC. <p>Interest in property:</p> <ul style="list-style-type: none"> • Residence <p>Employment and remuneration:</p> <ul style="list-style-type: none"> • Drakenstein Municipality as Councillor <p>Pension:</p> <ul style="list-style-type: none"> • Glacier (Sanlam)
Members of Mayoral Committee		
Portfolio: Rural Management	M Andreas	<p>Shares and Securities in any company:</p> <ul style="list-style-type: none"> • Bosman Adama Werkers Trust <p>Interest in any Trust:</p> <ul style="list-style-type: none"> • Bosman Adama <p>Directorship:</p> <ul style="list-style-type: none"> • Bosman Adama Trust Board; and • Adama Wines. <p>Partnerships:</p> <ul style="list-style-type: none"> • Own shares <p>Interest in Property:</p> <ul style="list-style-type: none"> • 31 Maurice Street, Wellington <p>Pension:</p> <ul style="list-style-type: none"> • Sygnia Pension Fund
Portfolio: Social Services	E Gouws	No financial interest to declare.
Portfolio: Environment, Parks and Open Spaces	C Kearns	<p>Interest in property:</p> <ul style="list-style-type: none"> • 17 Levine Street, Wellington <p>Pension:</p> <ul style="list-style-type: none"> • CRF Fund

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
Portfolio: Engineering Services	JF le Roux	<p>Membership of any close corporation:</p> <ul style="list-style-type: none"> Nanini 199 CC (private investments BK – in process of finalisation after sale of property). <p>Interest in any trust:</p> <ul style="list-style-type: none"> Koos le Roux Family Trust (caretaker); FS Malan Trust (trustee); and HH Le Roux Family Trust (trustee). <p>Other financial interest in any business undertaking:</p> <ul style="list-style-type: none"> Koos le Roux Attorneys (sole owner); and Wamaker Beleggings (Edms) Bpk (Secretary). <p>Interest in Property:</p> <ul style="list-style-type: none"> Residence (Erf) <p>Employment and remuneration:</p> <ul style="list-style-type: none"> Income from practice; and Councillor. <p>Pension:</p> <ul style="list-style-type: none"> CRF Municipal Councillors Pension Fund
Portfolio: Planning and Development	J Miller	<p>Shares and Securities in any company:</p> <ul style="list-style-type: none"> PSG; Sanlam; Old Mutual; Allan Gray; and GERF. <p>Interest in property:</p> <ul style="list-style-type: none"> Residence private property/house <p>Employment and remuneration:</p> <ul style="list-style-type: none"> Pension; and Full-time Mayco Member <p>Pension:</p> <ul style="list-style-type: none"> GERF; Old Mutual; Sanlam; and Allan Gray.
Portfolio: Corporate Services	LP Mokoena	<p>Directorship:</p> <ul style="list-style-type: none"> Azakiwe Construction and Projects (Pty) Ltd <p>Other financial interest in any business undertaking:</p> <ul style="list-style-type: none"> Tsethi Pty Ltd; and Duvhaletu Co-op. <p>Pension:</p> <ul style="list-style-type: none"> Yes.
Portfolio: Public Safety	R Smuts	<p>Interest in property:</p> <ul style="list-style-type: none"> Residence <p>Pension:</p> <ul style="list-style-type: none"> Municipal Council Pension Fund; MCPF;

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
		<ul style="list-style-type: none"> • GEPF; and • CRF.
Portfolio: Sport, Recreation, Arts and Culture	LT van Niekerk	Interest in property: <ul style="list-style-type: none"> • Own property Pension: <ul style="list-style-type: none"> • CRF.
Portfolio: Communication and IGR	RH van Nieuwenhuyzen	Interest in any Trust: <ul style="list-style-type: none"> • 25% Irmgard Trust Interest in Property: <ul style="list-style-type: none"> • Keurbosch 7 (50%) • Keurbosch 17 (50%) • Kampus Studio (50%) Pension: <ul style="list-style-type: none"> • GEPF.
Portfolio: Human Settlement and Property Management	L Willemse	Pension: <ul style="list-style-type: none"> • CRF
Speaker		
Speaker	AC Stowman	No financial interest to declare.
Chief Whip		
Chief Whip	RA Koegelenberg	Shares and Securities in any company: <ul style="list-style-type: none"> • Old Mutual; and • Sanlam. Interest in any trust: <ul style="list-style-type: none"> • De Berge Trust - Family Trust (Caretaker); • C and L Koegelenberg Family Trust (Trustee); • De Berge Trust (Initiator); • High School Paarl Gimnasium 1980 Trust (Trustee); • Gimnasium Trust (Church) (Trustee). (No compensation, only interest). Interest in property: <ul style="list-style-type: none"> • Residence; and • Trust in property.
Councillors		
Councillor	AW Abrahams	No financial interest to declare.
	MM Adriaanse	No financial interest to declare.
	AF Afrika	Pension: <ul style="list-style-type: none"> • Late husband
	JV Anderson	Interest in property: <ul style="list-style-type: none"> • Residence
	RB Arnolds	No financial interest to declare.
	A Bekeer	No financial interest to declare.
	TG Bester	Interest in property: <ul style="list-style-type: none"> • Residence – (50%)

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
		Pension: <ul style="list-style-type: none"> Interest from annuity at Sanlam
	DS Blanckenberg	Interest in Property: <ul style="list-style-type: none"> Erf at Hantam Municipality (not registered on his name yet)
	V C Booyesen	Employment and remuneration: <ul style="list-style-type: none"> Ward Councillor
	AML Buckle	Shares & Securities in any company: <ul style="list-style-type: none"> Zeder Inv LTD Interest in any trust: <ul style="list-style-type: none"> AML Buckle (owner) Directorship: <ul style="list-style-type: none"> Turnstone Trading 28 PTY Ltd Employment and remuneration: <ul style="list-style-type: none"> Monte Video Guest House; and Favourite Fresh Export. Pension: <ul style="list-style-type: none"> Momentum
	FP Cupido	Pension: <ul style="list-style-type: none"> Cape Retirement Fund
	PBA Cupido	Pension: <ul style="list-style-type: none"> Cape Retirement Fund
	CO Davids	Pension: <ul style="list-style-type: none"> Yes
	HR de Goede	Shares and Securities in any company: <ul style="list-style-type: none"> Sanlam Interest in property: <ul style="list-style-type: none"> Residence – 75 Hospital Street, Paarl Employment and remuneration: <ul style="list-style-type: none"> NG Kerk Paarlberg (Administrative Manager) Pension: <ul style="list-style-type: none"> Annuity
	J de Wet	Pension: <ul style="list-style-type: none"> Yes
	B Duba	No financial interest to declare.
	GH Ford	No financial interest to declare.
	NN George	No financial interest to declare.
	F Jacobs	No financial interest to declare.
	SX Jonas	Membership of close corporation: <ul style="list-style-type: none"> Gqwesa Cleaning Services.
	MT Klaas	Membership of close corporation: <ul style="list-style-type: none"> Not active Directorship: <ul style="list-style-type: none"> ABS Pty (Ltd) Pension: <ul style="list-style-type: none"> CFR

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
	H J Kotze	Interest in any trust: <ul style="list-style-type: none"> Elsenburg Agriculture College (no remuneration); and Kotze Family Trust (no remuneration).
	C Kroutz	No financial interest to declare.
	L Landu	Shares and Securities in any company: <ul style="list-style-type: none"> Hamba Bhokile Arts, Craft and Décor; and Hamba Bhokile Wine. Directorship: <ul style="list-style-type: none"> Hamba Bhokile Wine Employment and remuneration: <ul style="list-style-type: none"> Drakenstein Municipality; and Cape Winelands District Municipality. Pension: <ul style="list-style-type: none"> Consolidated Retirement Fund.
	M le Hoe	Membership of close corporation: <ul style="list-style-type: none"> OEHLE Marketing and Services (80%)
	A Lugqola	No financial interest to declare.
	TC Mangena	Employment and remuneration: <ul style="list-style-type: none"> Councillor at Drakenstein Municipality
	ZL Masoka	No financial interest to declare.
	HJN Matthee	Interest in any trust: <ul style="list-style-type: none"> Matthee Family Trust – Residence; DALA Trust; LM du Toit Trust; and JMC Trust. Other financial interest in business undertaking: <ul style="list-style-type: none"> Accounting solutions Interest in property: <ul style="list-style-type: none"> Matthee Family Trust - Residence Employment and remuneration: <ul style="list-style-type: none"> Berg River Irrigation
	J Matthee	No financial interest to declare. (Councillor until 29/02/2020)
	NP Mbenene	No financial interest to declare.
	MN Mdunusie	No financial interest to declare.
	WPD Meyer	Pension: <ul style="list-style-type: none"> SASSA.
	ND Mkabile	(Councillor until 27 February 2019)
	TR Mpulanyana	Shares and Securities in any company: <ul style="list-style-type: none"> Mvulamva Holdings Membership of any close corporation: <ul style="list-style-type: none"> Mvulamva Holdings Directorship <ul style="list-style-type: none"> Mvulamva Holdings.

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
	RH Nell	Membership of any close corporation: <ul style="list-style-type: none"> Southern Aubition 61CC Directorship: <ul style="list-style-type: none"> Southern Aubition 61CC
	LW Niehaus	Membership of any close cooperation: <ul style="list-style-type: none"> Cape Winelands Judo (Chairperson) Western Cape Judo (Chairperson) Cape Winelands Sport Council (Deputy Chairperson); and AGS Pinksterpark Home Owners Council Pension: <ul style="list-style-type: none"> Local Government
	MD Nobula	No financial interest to declare.
	TZ Nomana Nqoro	Employment and remuneration: <ul style="list-style-type: none"> Drakenstein Municipality as Councillor
	LV Nzele	No financial interest to declare.
	SC Rens	No financial interest to declare.
	AM Richards	Membership of close corporation: <ul style="list-style-type: none"> Richcorp Trading CC Interest in any trust <ul style="list-style-type: none"> Yusuf and Salaama Bursary Trust; and Paarl Small Business Trust. Directorship: <ul style="list-style-type: none"> Ou Tuin CPA; Ou Tuin (Pty) (Ltd); and Paarl Property Partnership. Interest in property: <ul style="list-style-type: none"> Klein Parys, Paarl
	B Rix	No financial interest to declare.
	CS Ross	Employment and remuneration: <ul style="list-style-type: none"> Councillor at Drakenstein Municipality
	LS Sambokwe	Pension: <ul style="list-style-type: none"> Drakenstein Municipality
	ND Sauerma	Shares and securities in any company: <ul style="list-style-type: none"> Solar Energy Land (5% share) Directorship: <ul style="list-style-type: none"> Solar Energy Land (5% share) Other financial interests in any business undertaking: <ul style="list-style-type: none"> Consultant in Nical Sauerma in labour matters Interest in property: <ul style="list-style-type: none"> Residence Employment an remuneration: <ul style="list-style-type: none"> R300, 000 as consultant in Nical Sauerma in labour matters for own account.
	S September	No financial interest to declare.
	Z Siyaya	Shares and securities in any company: <ul style="list-style-type: none"> 50% shares in Siyaya African Holdings Pty (Ltd); and

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
		<ul style="list-style-type: none"> 50% Mpokopnelo Holdings. Directorship: <ul style="list-style-type: none"> Siyaya African Holdings Pty (Ltd); and Mpokopnelo Holdings. Employment and remuneration: <ul style="list-style-type: none"> ANC (Councillor until 29/2/2020)
	J Smit	Employment and remuneration: <ul style="list-style-type: none"> Councillor at Cape Winelands District Municipality Pension: <ul style="list-style-type: none"> GEPF
	WE Smit	Shares and securities in any company: <ul style="list-style-type: none"> JvZ Verhurings Interest in any trust: <ul style="list-style-type: none"> Toss Smit Trust; Johannes van Zyl Smit; Welhelmina Elizabeth Smit; Madre Malan; Marie Smit Bester; and Ian Arthur Brotherton. (Passed away on 8 March 2020)
	EA Solomons	No financial interest to declare.
	M Vika	No financial interest to declare.
	A J van Santen	Interest in any Trust: <ul style="list-style-type: none"> Abri Trust (Beneficiary and Trustee) Partnership: <ul style="list-style-type: none"> AJ van Santen Boerdery (Partner) Employment and remuneration: <ul style="list-style-type: none"> Admin Manager - AJ van Santen Boerdery Pension: <ul style="list-style-type: none"> Annuity at Old Mutual
	M Vika	No financial interest to declare.
	E Windvogel	No financial interest to declare.
N Zikhali	No financial interest to declare.	
Strategic Management Team		
City Manager	Dr Leibbrandt	No financial interest to declare.
Chief Financial Officer	Mr B Brown	No financial interest to declare.
	Mr J Carstens	No financial interest to declare.
Executive Director: Corporate Services	Mr S Johaar	No financial interest to declare.

Disclosure of Financial Interests		
Period 1 July 2019 to 30 June 2020		
Position	Name	Description of Financial Interest
Executive Director: Planning and Development	Ms L Waring	No financial interest to declare.
Executive Director: Community Services	Mr G Esau	No financial interest to declare.
Executive Director: Engineering Services	Mr M Wust	No financial interest to declare.

ANNEXURE J: REVENUE COLLECTION PERFORMANCE

ANNEXURE J (i): REVENUE COLLECTION BY VOTE

Table 190: Revenue Collection Performance by GFS Vote

Revenue Collection Performance by Vote							
Serial No.	Vote Description	2018/2019	2019/2020			Positive / (Negative) % Variance	
		Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustment Budget
Column Ref.	A	B	C	D	E	F	G
1	Executive and Council	16,382,083	12,544,933	488,118	1,587,218	-87.35%	225.17%
2	Budget and Treasury Office	364,604,862	357,443,012	397,390,060	422,440,155	18.18%	6.30%
3	Corporate Services	0	0	0	0	0.00%	0.00%
4	Comm. and Social Services	4,313,735	3,756,058	8,128,213	7,998,812	112.96%	-1.59%
5	Sports and Recreation	3,202,244	4,185,455	6,014,750	5,037,192	20.35%	-16.25%
6	Public Safety	1,569,286	107,375,669	96,588,117	102,013,112	-4.99%	5.62%
7	Housing	59,487,381	140,920,789	153,271,768	60,064,628	-57.38%	-60.81%
8	Health	0	0	0	0	0.00%	0.00%
9	Planning and Development	4,555,084	5,317,028	5,348,028	9,865,886	85.55%	84.48%
10	Road Transport	140,540,799	14,765,534	31,235,987	29,623,741	100.63%	-5.16%
11	Environmental Protection	0	0	0	0	0.00%	0.00%
12	Electricity	1,103,935,072	1,245,439,554	1,253,316,796	1,239,207,200	-0.50%	-1.13%
13	Water	233,263,331	207,746,889	170,681,945	179,701,538	-13.50%	5.28%
14	Waste Water	148,867,038	183,252,034	185,633,684	183,970,273	0.39%	-0.90%
15	Waste Management & Solid Waste	146,515,599	169,937,781	170,340,106	168,561,343	-0.81%	-1.04%
16	Total revenue by vote	2,227,236,513	2,452,684,736	2,478,437,572	2,410,071,098	-1.74%	-2.76%

ANNEXURE J (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

Table 191: Revenue Performance by Source

Revenue Collection Performance by Source							
Serial No.	Description	2018/2019	2019/2020			Positive / (Negative) % Variance	
		Actual	Original Budget	Adjustment Budget	Actual	Original Budget	Adjustment Budget
Column Ref.	A	B	C	D	E	F	G
1	Property rates	271,147,343	305,349,815	308,406,236	311,891,562	2.14%	1.13%
2	Property rates – penalties and collection changes	0	0	0	0	0.00%	0.00%
3	Service Charges – electricity revenue	992,910,171	1,175,231,372	1,177,009,475	1,171,403,016	-0.33%	-0.48%
4	Service Charges – water revenue	167,819,936	188,636,644	153,926,577	163,949,277	-13.09%	6.51%
5	Service Charges – sanitation revenue	95,320,698	116,092,167	117,174,530	116,383,958	0.25%	-0.67%
6	Service Charges – refuse revenue	101,138,835	125,003,755	125,406,080	124,369,960	-0.51%	-0.83%
7	Service Charges – other	0	0	0	0	0.00%	0.00%
8	Rentals of facilities and equipment	9,505,279	15,852,367	14,471,595	15,991,036	0.87%	10.50%
9	Interest earned – external investments	14,223,574	12,000,000	5,761,663	6,140,446	-48.83%	6.57%
10	Interest earned – outstanding debtors	10,902,171	12,555,926	9,847,094	6,421,577	-48.86%	-34.79%
11	Dividends received	0	0	0	0	0.00%	0.00%
12	Fines	75,253,291	89,068,288	79,286,389	82,126,344	-7.79%	3.58%
13	Licenses and permits	3,462,960	4,288,949	3,191,878	20,240,886	371.93%	534.14%
14	Agency services	0	0	0	0	0.00%	0.00%
15	Transfers recognised – operational	182,494,744	250,727,572	286,116,166	193,365,938	-22.88%	-32.42%
16	Other revenue	120,935,904	28,469,913	28,579,919	198,599,833	597.58%	594.89%
17	Gains on disposal of PPE	42,515,071	8,500,000	8,500,000	0	-100.00%	-100.00%
18	Gains from assets from non exchange transactions	1,978,672	0	0	0	0.00%	0.00%
19	Total revenue (excluding capital transfers and contributions)	2,089,608,649	2,331,776,768	2,317,677,602	2,410,883,833	3.39%	4.02%

ANNEXURE K: CONDITIONAL GRANTS RECEIVED

Table 192: Conditional Grants excluding MIG

Conditional Grants: excluding MIG							
Serial No.	Details	Budget	Adjustment Budget	Actual	Positive / (Negative) % Variance		Major conditions applied by donor (continue below if necessary)
					Budget	Adjustment Budget	
Column Ref.	A	B	C	D	E	F	G
1	Finance Management Grant	1,550,000	1,550,000	1,550,000	0%	0%	-
2	Integrated National Improvement Grant	15,000,000	15,000,000	14,999,998	0%	0%	-
3	Expanded Public Works Programme Grant	5,185,000	5,185,000	5,185,000	0%	0%	
4	Electricity Demandside Grant	5,000,000	5,000,000	4,987,259	0%	0%	
5	Roads	28,970,451	28,970,451	28,970,451	0%	0%	
6	IUDG	49,050,000	49,050,000	49,050,000	0%	0%	
7	IIPSAS	24,822,304	24,822,304	24,822,304	0%	0%	
8	National Treasury (Covid 19)	477,000	477,000	477,000	0%	0%	
7	Total	R 130,054,755	R 130,054,755	R 130,042,012	0%	0%	-

ANNEXURE L: CAPITAL EXPENDITURE – NEW AND UPGRADE/RENEWAL PROJECTS

ANNEXURE L (I): CAPITAL EXPENDITURE – NEW ASSETS

Table 193: Capital Expenditure - New Assets

Capital Expenditure								
R'000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustments Budget (after virements)	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
1	Capital Expenditure by Asset Class							
2	Infrastructure	215,116	141,858	88,174	80,345	76,727	74,793	33,000
3	Roads Infrastructure	26,114	7,838	9,461	9,430	4,398	–	–
4	Roads	24,607	4,000	8,230	8,266	2,598	–	–
5	Road Structures	1,507	2,338	1,172	1,164	–	–	–
6	Road Furniture	–	1,500	59	–	1,800	–	–
7	Capital Spares	–	–	–	–	–	–	–
8	Storm water Infrastructure	–	–	250	200	–	–	–
9	Drainage Collection	–	–	250	200	–	–	–
10	Storm water Conveyance	–	–	–	–	–	–	–
11	Attenuation	–	–	–	–	–	–	–
12	Electrical Infrastructure	84,295	31,080	48,802	48,718	39,250	39,584	33,000
13	Power Plants	–	–	–	–	–	–	–
14	HV Substations	24,964	15,000	15,415	15,353	37,750	36,584	28,000
15	HV Switching Station	–	–	–	–	–	–	–
16	HV Transmission Conductors	–	–	–	–	–	–	–
17	MV Substations	–	4,880	1,364	1,374	–	–	–
18	MV Switching Stations	32,512	–	–	–	–	–	–
19	MV Networks	–	1,200	6,432	6,432	–	–	–
20	LV Networks	26,820	10,000	25,591	25,559	1,500	3,000	5,000
21	Capital Spares	–	–	–	–	–	–	–
22	Water Supply Infrastructure	91,517	44,350	7,417	7,161	24,352	35,209	–
23	Dams and Weirs	–	–	1	1	–	–	–
24	Boreholes	76,273	5,000	3,405	3,255	–	–	–
25	Reservoirs	–	–	–	–	–	–	–
26	Pump Stations	–	–	–	–	–	–	–
27	Water Treatment Works	4,010	38,550	3,208	3,208	23,552	35,209	–
28	Bulk Mains	–	–	–	–	–	–	–
29	Distribution	11,233	800	802	696	800	–	–
30	Distribution Points	–	–	–	–	–	–	–
31	PRV Stations	–	–	–	–	–	–	–
32	Capital Spares	–	–	–	–	–	–	–
33	Sanitation Infrastructure	11,138	56,490	15,061	10,532	8,130	–	–
34	Pump Station	–	–	–	–	–	–	–
35	Reticulation	11,138	56,490	15,061	10,532	8,130	–	–
36	Waste Water Treatment Works	–	–	–	–	–	–	–
37	Outfall Sewers	–	–	–	–	–	–	–
38	Toilet Facilities	–	–	–	–	–	–	–
39	Capital Spares	–	–	–	–	–	–	–
40	Solid Waste Infrastructure	–	2,000	2,000	1,394	–	–	–
41	Landfill Sites	–	2,000	2,000	1,394	–	–	–
42	Waste Transfer Stations	–	–	–	–	–	–	–
43	Waste Processing Facilities	–	–	–	–	–	–	–
44	Waste Drop-off Points	–	–	–	–	–	–	–
45	Waste Separation Facilities	–	–	–	–	–	–	–
46	Electricity Generation Facilities	–	–	–	–	–	–	–
47	Capital Spares	–	–	–	–	–	–	–

Capital Expenditure								
R'000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustments Budget (after virements)	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
48	Rail Infrastructure	-	-	-	-	-	-	-
49	Rail Lines	-	-	-	-	-	-	-
50	Rail Structures	-	-	-	-	-	-	-
51	Rail Furniture	-	-	-	-	-	-	-
52	Drainage Collection	-	-	-	-	-	-	-
53	Storm water Conveyance	-	-	-	-	-	-	-
54	Attenuation	-	-	-	-	-	-	-
55	MV Substations	-	-	-	-	-	-	-
56	LV Networks	-	-	-	-	-	-	-
57	Capital Spares	-	-	-	-	-	-	-
58	Coastal Infrastructure	-	-	-	-	-	-	-
59	Sand Pumps	-	-	-	-	-	-	-
60	Piers	-	-	-	-	-	-	-
61	Revetments	-	-	-	-	-	-	-
62	Promenades	-	-	-	-	-	-	-
63	Capital Spares	-	-	-	-	-	-	-
64	Information and Communication Infrastructure	2,053	100	5,184	2,909	597	-	-
65	Data Centres	-	-	-	-	-	-	-
66	Core Layers	2,053	100	5,184	2,909	597	-	-
67	Distribution Layers	-	-	-	-	-	-	-
68	Capital Spares	-	-	-	-	-	-	-
69	Community Assets	8,063	8,602	10,806	7,826	7,760	1,000	1,000
70	Community Facilities	6,877	5,402	3,927	3,100	7,760	1,000	1,000
71	Halls	1,073	-	-	-	-	-	-
72	Centres	-	-	-	-	-	-	-
73	Crèches	-	-	-	-	-	-	-
74	Clinics/Care Centres	-	-	-	-	-	-	-
75	Fire/Ambulance Stations	-	-	-	-	-	-	-
76	Testing Stations	-	-	-	-	-	-	-
77	Museums	-	-	-	-	-	-	-
78	Galleries	-	-	-	-	-	-	-
79	Theatres	-	-	-	-	-	-	-
80	Libraries	5,149	-	668	659	-	-	-
81	Cemeteries	-	1,000	116	152	4,900	1,000	1,000
82	Police	-	-	-	-	-	-	-
83	Purls	135	3,002	2,542	1,689	2,860	-	-
84	Public Open Space	33	-	-	-	-	-	-
85	Nature Reserves	-	-	-	-	-	-	-
86	Public Ablution Facilities	-	-	-	-	-	-	-
87	Markets	-	-	-	-	-	-	-
88	Stalls	486	1,400	601	601	-	-	-
89	Abattoirs	-	-	-	-	-	-	-
90	Airports	-	-	-	-	-	-	-
91	Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-
92	Capital Spares	-	-	-	-	-	-	-
93	Sport and Recreation Facilities	1,186	3,200	6,879	4,725	-	-	-
94	Indoor Facilities	-	-	-	-	-	-	-
95	Outdoor Facilities	1,186	3,200	6,879	4,725	-	-	-
96	Capital Spares	-	-	-	-	-	-	-
97	Heritage assets	-	-	-	-	-	-	-
98	Monuments	-	-	-	-	-	-	-
99	Historic Buildings	-	-	-	-	-	-	-
100	Works of Art	-	-	-	-	-	-	-
101	Conservation Areas	-	-	-	-	-	-	-
102	Other Heritage	-	-	-	-	-	-	-

Capital Expenditure								
R' 000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustments Budget (after virements)	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
103	Investment properties	-	-	-	-	-	-	-
104	Revenue Generating	-	-	-	-	-	-	-
105	Improved Property	-	-	-	-	-	-	-
106	Unimproved Property	-	-	-	-	-	-	-
107	Non-revenue Generating	-	-	-	-	-	-	-
108	Improved Property	-	-	-	-	-	-	-
109	Unimproved Property	-	-	-	-	-	-	-
110	Other assets	7,298	17,500	5,462	5,440	3,583	9,000	3,000
111	Operational Buildings	7,298	16,000	5,462	5,440	3,583	9,000	3,000
112	Municipal Offices	6,436	-	4,550	4,528	-	-	-
113	Pay/Enquiry Points	-	-	-	-	-	-	-
114	Building Plan Offices	-	-	-	-	-	-	-
115	Workshops	-	4,000	-	-	-	-	-
116	Yards	-	-	-	-	-	-	-
117	Stores	863	12,000	912	912	2,083	-	-
118	Laboratories	-	-	-	-	-	-	-
119	Training Centres	-	-	-	-	-	-	-
120	Manufacturing Plant	-	-	-	-	-	-	-
121	Depots	-	-	-	-	1,500	9,000	3,000
122	Capital Spares	-	-	-	-	-	-	-
123	Housing	-	1,500	-	-	-	-	-
124	Staff Housing	-	-	-	-	-	-	-
125	Social Housing	-	1,500	-	-	-	-	-
126	Capital Spares	-	-	-	-	-	-	-
127	Biological or Cultivated Assets	-	-	-	-	-	-	-
128	Biological or Cultivated Assets	-	-	-	-	-	-	-
129	Intangible Assets	1,913	2,675	2,108	1,238	1,069	700	700
130	Servitudes	-	-	-	-	-	-	-
131	Licences and Rights	1,913	2,675	2,108	1,238	1,069	700	700
132	Water Rights	-	-	-	-	-	-	-
133	Effluent Licenses	-	-	-	-	-	-	-
134	Solid Waste Licenses	-	-	-	-	-	-	-
135	Computer Software and Applications	1,913	2,675	2,108	1,238	1,069	700	700
136	Load Settlement Software Applications	-	-	-	-	-	-	-
137	Unspecified	-	-	-	-	-	-	-
138	Computer Equipment	4,017	12,088	4,712	4,383	1,366	700	700
139	Computer Equipment	4,017	12,088	4,712	4,383	1,366	700	700
140	Furniture and Office Equipment	1,850	1,356	1,930	1,226	-	50	50
141	Furniture and Office Equipment	1,850	1,356	1,930	1,226	-	50	50
142	Machinery and Equipment	5,787	11,811	5,473	3,023	5,851	9,466	14,150
143	Machinery and Equipment	5,787	11,811	5,473	3,023	5,851	9,466	14,150
144	Transport Assets	14,343	-	1,264	1,270	-	-	920
145	Transport Assets	14,343	-	1,264	1,270	-	-	920
146	Land	42	-	14,090	14,090	-	-	-
147	Land	42	-	14,090	14,090	-	-	-
148	Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-
149	Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-
150	Total Capital Expenditure on new assets	258,429	195,889	134,019	118,841	96,356	95,709	53,520

ANNEXURE L (II): CAPITAL EXPENDITURE – UPGRADE PROJECTS

Table 194: Capital Expenditure – Upgrade / Renewal Programme

Capital Expenditure – Upgrade/Renewal Programme*								
R 000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustment Budget	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
1	Capital Expenditure by Asset Class	-	-	-	-	-	-	-
2	Infrastructure	196,815	93,396	120,337	106,254	96,440	7,100	18,100
3	Roads Infrastructure	63,410	18,500	37,194	36,456	76,984	100	100
4	Roads	62,183	17,500	37,194	36,456	76,984	100	100
5	Road Structures	1,227	1,000	-	-	-	-	-
6	Road Furniture	-	-	-	-	-	-	-
7	Capital Spares	-	-	-	-	-	-	-
8	Storm Water Infrastructure	-	-	-	-	-	-	-
9	Drainage Collection	-	-	-	-	-	-	-
10	Storm water Conveyance	-	-	-	-	-	-	-
11	Attenuation	-	-	-	-	-	-	-
12	Electrical Infrastructure	-	-	-	-	-	-	-
13	Power Plants	-	-	-	-	-	-	-
14	HV Substations	-	-	-	-	-	-	-
15	HV Switching Station	-	-	-	-	-	-	-
16	HV Transmission Conductors	-	-	-	-	-	-	-
17	MV Substations	-	-	-	-	-	-	-
18	MV Switching Stations	-	-	-	-	-	-	-
19	MV Networks	-	-	-	-	-	-	-
20	LV Networks	-	-	-	-	-	-	-
21	Capital Spares	-	-	-	-	-	-	-
22	Water Supply Infrastructure	81,985	57,605	58,527	45,288	11,586	4,500	15,500
23	Dams and Weirs	-	-	-	-	-	-	-
24	Boreholes	-	-	-	-	-	-	-
25	Reservoirs	1,250	9,250	14,100	7,829	858	-	-
26	Pump Stations	-	-	-	-	-	-	-
27	Water Treatment Works	17,141	14,397	2,418	2,418	-	-	-
28	Bulk Mains	63,594	22,358	16,269	16,269	-	-	-
29	Distribution	-	9,600	24,740	17,772	10,628	3,500	14,500
30	Distribution Points	-	2,000	1,000	1,000	100	1,000	1,000
31	PRV Stations	-	-	-	-	-	-	-
32	Capital Spares	-	-	-	-	-	-	-
33	Sanitation Infrastructure	51,235	11,691	24,617	24,510	7,870	2,500	2,500
34	Pump Station	18	-	-	110	-	-	-
35	Reticulation	6,710	4,505	8,943	8,781	7,870	2,500	2,500
36	Waste Water Treatment Works	44,507	7,186	15,674	15,619	-	-	-
37	Outfall Sewers	-	-	-	-	-	-	-
38	Toilet Facilities	-	-	-	-	-	-	-
39	Capital Spares	-	-	-	-	-	-	-
40	Solid Waste Infrastructure	186	5,600	-	-	-	-	-
41	Landfill Sites	186	-	-	-	-	-	-
42	Waste Transfer Stations	-	1,500	-	-	-	-	-
43	Waste Processing Facilities	-	4,100	-	-	-	-	-
44	Waste Drop-off Points	-	-	-	-	-	-	-
45	Waste Separation Facilities	-	-	-	-	-	-	-
46	Electricity Generation Facilities	-	-	-	-	-	-	-
47	Capital Spares	-	-	-	-	-	-	-
48	Rail Infrastructure	-	-	-	-	-	-	-
49	Rail Lines	-	-	-	-	-	-	-
50	Rail Structures	-	-	-	-	-	-	-
51	Rail Furniture	-	-	-	-	-	-	-
52	Drainage Collection	-	-	-	-	-	-	-
53	Storm water Conveyance	-	-	-	-	-	-	-
54	Attenuation	-	-	-	-	-	-	-
55	MV Substations	-	-	-	-	-	-	-
56	LV Networks	-	-	-	-	-	-	-
57	Capital Spares	-	-	-	-	-	-	-
58	Coastal Infrastructure	-	-	-	-	-	-	-
59	Sand Pumps	-	-	-	-	-	-	-
60	Piers	-	-	-	-	-	-	-
61	Revetments	-	-	-	-	-	-	-
62	Promenades	-	-	-	-	-	-	-
63	Capital Spares	-	-	-	-	-	-	-

Capital Expenditure – Upgrade/Renewal Programme*								
R' 000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustment Budget	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
64	Information and Communication Infrastructure	–	–	–	–	–	–	–
65	Data Centres	–	–	–	–	–	–	–
66	Core Layers	–	–	–	–	–	–	–
67	Distribution Layers	–	–	–	–	–	–	–
68	Capital Spares	–	–	–	–	–	–	–
69	Community Assets	25,675	29,915	25,407	18,771	15,948	6,370	21,830
70	Community Facilities	6,142	8,055	5,044	3,011	1,737	600	2,500
71	Halls	1,283	1,500	517	490	175	100	500
72	Centres	–	–	–	–	–	–	–
73	Crèches	–	–	–	–	–	–	–
74	Clinics/Care Centres	–	–	–	–	–	–	–
75	Fire/Ambulance Stations	–	1,080	18	18	862	–	–
76	Testing Stations	–	–	–	–	–	–	–
77	Museums	–	–	–	–	–	–	–
78	Galleries	–	–	–	–	–	–	–
79	Theatres	–	–	–	–	–	–	–
80	Libraries	–	1,200	135	405	–	–	–
81	Cemeteries/Crematoria	1,610	1,775	1,618	1,618	–	–	–
82	Police	–	–	–	–	–	–	–
83	Purls	1,583	2,000	2,605	341	700	–	1,500
84	Public Open Space	1,432	–	–	–	–	–	–
85	Nature Reserves	76	500	150	139	–	500	500
86	Public Ablution Facilities	–	–	–	–	–	–	–
87	Markets	–	–	–	–	–	–	–
88	Stalls	157	–	–	–	–	–	–
89	Abattoirs	–	–	–	–	–	–	–
90	Airports	–	–	–	–	–	–	–
91	Taxi Ranks/Bus Terminals	–	–	–	–	–	–	–
92	Capital Spares	–	–	–	–	–	–	–
93	Sport and Recreation Facilities	19,533	21,860	20,363	15,760	14,211	5,770	19,330
94	Indoor Facilities	–	–	–	–	–	–	–
95	Outdoor Facilities	19,533	21,860	20,363	15,760	14,211	5,770	19,330
96	Capital Spares	–	–	–	–	–	–	–
97	Heritage assets	–	–	–	–	–	–	–
98	Monuments	–	–	–	–	–	–	–
99	Historic Buildings	–	–	–	–	–	–	–
100	Works of Art	–	–	–	–	–	–	–
101	Conservation Areas	–	–	–	–	–	–	–
102	Other Heritage	–	–	–	–	–	–	–
103	Investment properties	–	–	–	–	–	–	–
104	Revenue Generating	–	–	–	–	–	–	–
105	Improved Property	–	–	–	–	–	–	–
106	Unimproved Property	–	–	–	–	–	–	–
107	Non-revenue Generating	–	–	–	–	–	–	–
108	Improved Property	–	–	–	–	–	–	–
109	Unimproved Property	–	–	–	–	–	–	–
110	Other assets	4,384	5,000	78	75	600	550	550
111	Operational Buildings	4,384	5,000	78	75	600	550	550
112	Municipal Offices	4,082	5,000	78	75	600	500	500
113	Pay/Enquiry Points	–	–	–	–	–	–	–
114	Building Plan Offices	–	–	–	–	–	–	–
115	Workshops	–	–	–	–	–	–	–
116	Yards	–	–	–	–	–	50	50
117	Stores	–	–	–	–	–	–	–
118	Laboratories	–	–	–	–	–	–	–
119	Training Centres	–	–	–	–	–	–	–
120	Manufacturing Plant	–	–	–	–	–	–	–
121	Depots	302	–	–	–	–	–	–
122	Capital Spares	–	–	–	–	–	–	–
123	Housing	–	–	–	–	–	–	–
124	Staff Housing	–	–	–	–	–	–	–
125	Social Housing	–	–	–	–	–	–	–
126	Capital Spares	–	–	–	–	–	–	–

Capital Expenditure – Upgrade/Renewal Programme*								
R' 000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustment Budget	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
127	Biological or Cultivated Assets	–	–	–	–	–	–	–
128	Biological or Cultivated Assets	–	–	–	–	–	–	–
129	Intangible Assets	319	550	–	–	–	–	–
130	Servitudes	–	–	–	–	–	–	–
131	Licences and Rights	319	550	–	–	–	–	–
132	Water Rights	–	–	–	–	–	–	–
133	Effluent Licenses	–	–	–	–	–	–	–
134	Solid Waste Licenses	–	–	–	–	–	–	–
135	Computer Software and Applications	319	550	–	–	–	–	–
136	Load Settlement Software Applications	–	–	–	–	–	–	–
137	Unspecified	–	–	–	–	–	–	–
138	Computer Equipment	–	–	–	–	–	–	–
139	Computer Equipment	–	–	–	–	–	–	–
140	Furniture and Office Equipment	–	–	–	–	–	–	–
141	Furniture and Office Equipment	–	–	–	–	–	–	–
142	Machinery and Equipment	–	1,010	3,572	3,532	–	–	–
143	Machinery and Equipment	–	1,010	3,572	3,532	–	–	–
144	Transport Assets	–	–	–	–	–	–	–
145	Transport Assets	–	–	–	–	–	–	–
146	Land	–	–	–	–	–	–	–
147	Land	–	–	–	–	–	–	–
148	Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–
149	Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–
150	Total Capital Expenditure on renewed assets	227,193	129,871	149,394	128,633	112,988	14,020	40,480

ANNEXURE L (III): CAPITAL EXPENDITURE – RENEWAL PROJECTS

Table 195: Capital Expenditure - Renewal Programme

Capital Expenditure – Upgrade/Renewal Programme*								
R'000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustment Budget	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
1	Capital Expenditure by Asset Class							
2	Infrastructure	79,766	24,200	19,028	20,507	6,513	3,500	16,952
3	Roads Infrastructure	–	6,500	11,155	11,155	6,013	3,000	16,452
4	Roads	–	6,500	11,155	11,155	6,013	3,000	16,452
5	Road Structures	–	–	–	–	–	–	–
6	Road Furniture	–	–	–	–	–	–	–
7	Capital Spares	–	–	–	–	–	–	–
8	Storm water Infrastructure	–	–	–	–	–	–	–
9	Drainage Collection	–	–	–	–	–	–	–
10	Storm water Conveyance	–	–	–	–	–	–	–
11	Attenuation	–	–	–	–	–	–	–
12	Electrical Infrastructure	79,573	13,200	7,811	9,295	–	–	–
13	Power Plants	–	–	–	–	–	–	–
14	HV Substations	–	8,000	2,124	2,124	–	–	–
15	HV Switching Station	–	–	–	–	–	–	–
16	HV Transmission Conductors	–	–	–	–	–	–	–
17	MV Substations	5,437	–	4,741	6,225	–	–	–
18	MV Switching Stations	–	–	–	–	–	–	–
19	MV Networks	72,898	1,200	922	922	–	–	–
20	LV Networks	1,237	4,000	24	24	–	–	–
21	Capital Spares	–	–	–	–	–	–	–
22	Water Supply Infrastructure	–	–	5	–	–	–	–
23	Dams and Weirs	–	–	–	–	–	–	–
24	Boreholes	–	–	–	–	–	–	–
25	Reservoirs	–	–	–	–	–	–	–
26	Pump Stations	–	–	–	–	–	–	–
27	Water Treatment Works	–	–	–	–	–	–	–
28	Bulk Mains	–	–	–	–	–	–	–
29	Distribution	–	–	5	–	–	–	–
30	Distribution Points	–	–	–	–	–	–	–
31	PRV Stations	–	–	–	–	–	–	–
32	Capital Spares	–	–	–	–	–	–	–
33	Sanitation Infrastructure	–	–	57	57	–	–	–
34	Pump Station	–	–	57	57	–	–	–
35	Reticulation	–	–	–	–	–	–	–
36	Waste Water Treatment Works	–	–	–	–	–	–	–
37	Outfall Sewers	–	–	–	–	–	–	–
38	Toilet Facilities	–	–	–	–	–	–	–
39	Capital Spares	–	–	–	–	–	–	–
40	Solid Waste Infrastructure	193	4,500	–	–	500	500	500
41	Landfill Sites	–	–	–	–	–	–	–
42	Waste Transfer Stations	–	–	–	–	–	–	–
43	Waste Processing Facilities	–	4,000	–	–	–	–	–
44	Waste Drop-off Points	193	500	–	–	500	500	500
45	Waste Separation Facilities	–	–	–	–	–	–	–
46	Electricity Generation Facilities	–	–	–	–	–	–	–
47	Capital Spares	–	–	–	–	–	–	–

Capital Expenditure – Upgrade/Renewal Programme*								
R'000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustment Budget	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
48	Rail Infrastructure	-	-	-	-	-	-	-
49	Rail Lines	-	-	-	-	-	-	-
50	Rail Structures	-	-	-	-	-	-	-
51	Rail Furniture	-	-	-	-	-	-	-
52	Drainage Collection	-	-	-	-	-	-	-
53	Storm water Conveyance	-	-	-	-	-	-	-
54	Attenuation	-	-	-	-	-	-	-
55	MV Substations	-	-	-	-	-	-	-
56	LV Networks	-	-	-	-	-	-	-
57	Capital Spares	-	-	-	-	-	-	-
58	Coastal Infrastructure	-	-	-	-	-	-	-
59	Sand Pumps	-	-	-	-	-	-	-
60	Piers	-	-	-	-	-	-	-
61	Revetments	-	-	-	-	-	-	-
62	Promenades	-	-	-	-	-	-	-
63	Capital Spares	-	-	-	-	-	-	-
64	Information and Communication Infrastructure	-	-	-	-	-	-	-
65	Data Centres	-	-	-	-	-	-	-
66	Core Layers	-	-	-	-	-	-	-
67	Distribution Layers	-	-	-	-	-	-	-
68	Capital Spares	-	-	-	-	-	-	-
69	Community Assets	258	9,350	-	-	-	-	-
70	Community Facilities	258	9,350	-	-	-	-	-
71	Halls	258	-	-	-	-	-	-
72	Centres	-	-	-	-	-	-	-
73	Crèches	-	-	-	-	-	-	-
74	Clinics/Care Centres	-	-	-	-	-	-	-
75	Fire/Ambulance Stations	-	-	-	-	-	-	-
76	Testing Stations	-	-	-	-	-	-	-
77	Museums	-	-	-	-	-	-	-
78	Galleries	-	-	-	-	-	-	-
79	Theatres	-	-	-	-	-	-	-
80	Libraries	-	-	-	-	-	-	-
81	Cemeteries/Crematoria	-	9,350	-	-	-	-	-
82	Police	-	-	-	-	-	-	-
83	Parks	-	-	-	-	-	-	-
84	Public Open Space	-	-	-	-	-	-	-
85	Nature Reserves	-	-	-	-	-	-	-
86	Public Ablution Facilities	-	-	-	-	-	-	-
87	Markets	-	-	-	-	-	-	-
88	Stalls	-	-	-	-	-	-	-
89	Abattoirs	-	-	-	-	-	-	-
90	Airports	-	-	-	-	-	-	-
91	Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-
92	Capital Spares	-	-	-	-	-	-	-
93	Sport and Recreation Facilities	-	-	-	-	-	-	-
94	Indoor Facilities	-	-	-	-	-	-	-
95	Outdoor Facilities	-	-	-	-	-	-	-
96	Capital Spares	-	-	-	-	-	-	-
97	Heritage assets	-	-	-	-	-	-	-
98	Monuments	-	-	-	-	-	-	-
99	Historic Buildings	-	-	-	-	-	-	-
100	Works of Art	-	-	-	-	-	-	-
101	Conservation Areas	-	-	-	-	-	-	-
102	Other Heritage	-	-	-	-	-	-	-

Capital Expenditure – Upgrade/Renewal Programme*								
R'000								
Serial No.	Description	2018/2019	2019/2020			Planned Capital Expenditure		
		Actual	Original Budget	Adjustment Budget	Actual Expenditure	2020/2021	2021/2022	2022/2023
Column Ref.	A	B	C	D	E	F	G	H
103	Investment properties	–	–	–	–	–	–	–
104	Revenue Generating	–	–	–	–	–	–	–
105	Improved Property	–	–	–	–	–	–	–
106	Unimproved Property	–	–	–	–	–	–	–
107	Non-revenue Generating	–	–	–	–	–	–	–
108	Improved Property	–	–	–	–	–	–	–
109	Unimproved Property	–	–	–	–	–	–	–
110	Other assets	6,500	12,430	5,418	1,778	1,010	1,750	1,750
111	Operational Buildings	6,060	2,930	684	179	1,010	750	750
112	Municipal Offices	6,060	2,930	684	179	1,010	750	750
113	Pay/Enquiry Points	–	–	–	–	–	–	–
114	Building Plan Offices	–	–	–	–	–	–	–
115	Workshops	–	–	–	–	–	–	–
116	Yards	–	–	–	–	–	–	–
117	Stores	–	–	–	–	–	–	–
118	Laboratories	–	–	–	–	–	–	–
119	Training Centres	–	–	–	–	–	–	–
120	Manufacturing Plant	–	–	–	–	–	–	–
121	Depots	–	–	–	–	–	–	–
122	Capital Spares	–	–	–	–	–	–	–
123	Housing	439	9,500	4,734	1,598	–	1,000	1,000
124	Staff Housing	–	–	–	–	–	–	–
125	Social Housing	439	9,500	4,734	1,598	–	1,000	1,000
126	Capital Spares	–	–	–	–	–	–	–
127	Biological or Cultivated Assets	–	–	–	–	–	–	–
128	Biological or Cultivated Assets	–	–	–	–	–	–	–
129	Intangible Assets	–	–	–	–	–	–	–
130	Servitudes	–	–	–	–	–	–	–
131	Licences and Rights	–	–	–	–	–	–	–
132	Water Rights	–	–	–	–	–	–	–
133	Effluent Licenses	–	–	–	–	–	–	–
134	Solid Waste Licenses	–	–	–	–	–	–	–
135	Computer Software and Applications	–	–	–	–	–	–	–
136	Load Settlement Software Applications	–	–	–	–	–	–	–
137	Unspecified	–	–	–	–	–	–	–
138	Computer Equipment	–	–	–	–	–	–	–
139	Computer Equipment	–	–	–	–	–	–	–
140	Furniture and Office Equipment	–	–	–	–	–	–	–
141	Furniture and Office Equipment	–	–	–	–	–	–	–
142	Machinery and Equipment	–	–	–	–	–	–	–
143	Machinery and Equipment	–	–	–	–	–	–	–
144	Transport Assets	388	6,290	535	–	105	–	–
145	Transport Assets	388	6,290	535	–	105	–	–
146	Land	–	–	–	–	–	–	–
147	Land	–	–	–	–	–	–	–
148	Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–
149	Zoo's, Marine and Non-biological Animals	–	–	–	–	–	–	–
150	Total Capital Expenditure on renewed assets	86,911	52,270	24,981	22,284	7,628	5,250	18,702

ANNEXURE M: CAPITAL PROGRAMME BY PROJECT

Table 196: 2019/20 Capital Programme by Main Project

Capital Programme by Main Project 2019/2020						
Serial No.	Capital Project	Original Budget	Adjustments Budget	Actual	Variance (Act – Adj) %	Variance (Act – OB) %
Column Ref.	A	B	C	D	E	F
1	Water					
2	Replace/Upgrade Water Reticulation System	9,600,000	24,739,761	17,772,072	-28.16%	85.13%
3	Saron Bulk Water Pipe Replacement	13,507,692	8,568,702	8,568,701	0.00%	-36.56%
4	Completion of CES11/2018 - 8 ML Courtrai	9,250,000	14,099,967	7,829,356	-44.47%	-15.36%
5	Sanitation/Sewerage					
6	Wellington WWTW Rehabilitation and Extensions	1,186,438	12,066,728	12,065,712	-0.01%	916.97%
7	Replace /Upgrade Sewerage Systems Paarl	0	6,334,635	6,172,761	-2.56%	#DIV/0!
8	Paarl East IRDP: Provision of Basic Services	800,000	3,550,000	3,550,000	0.00%	100.00%
9	Electricity					
10	Electrification Housing Projects	15,000,000	15,000,000	14,902,790	-0.65%	-0.65%
11	Electrification of Informal Areas	10,000,000	10,000,000	9,999,999	0.00%	100.00%
12	New Connections BICLS	0	7,637,400	7,637,399	0.00%	#DIV/0!
13	Road Transport					
14	Upgrading Of Oosbosch Street	17,500,000	34,014,937	34,777,211	2.24%	98.73%
15	Reseal of Streets/Road Network Paarl	0	11,155,078	11,155,078	0.00%	#DIV/0!
16	Upgrading of Areas Around Paarl East	0	5,368,663	5,368,662	0.00%	100.00%
17	Housing					
18	Simondium Land	0	14,089,702	14,089,702	0.00%	100%
19	Vlakkeland LV Network	0	7,279,363	7,279,359	0.00%	100%
20	Buildings Erection of New Offices	0	3,296,781	3,296,647	0.00%	#DIV/0!
21	Refuse Removal					
22	Landfill Design	2,000,000	2,000,000	1,393,940	-30.30%	100.00%
23	Wheelie Bins	750,000	750,000	701,580	-6.46%	100.00%
24	Street Refuse Bins	500,000	500,000	434,991	-13.00%	100.00%
25	Economic Development					
26	VPUU Informal Trading Kiosk	500,000	391,178	391,178	0.00%	100.00%
27	Stalls	650,000	210,000	210,000	0.00%	100.00%
28	New Street Development	250,000	0	0	#DIV/0!	100.00%
29	Sports, Art and Culture					
30	Development of De Kraal Sport Complex	4,000,000	9,304,507	7,049,507	-24.24%	76.24%
31	Upgrade Newton Sport Facility	3,500,000	3,432,115	3,374,861	-1.67%	100.00%
32	New Lighting at Recreational Parks	0	2,038,212	2,038,247	0.00%	100.00%
33	Executive and Council					
34	Furniture and Office Equipment	300,000	122,109	88,382	-27.62%	100.00%
35	Electronic Bookings	0	105,000	0	-100.00%	100.00%
36	Safety and Security					
37	Fire Fighting Vehicle	0	1,263,776	1,270,411	0.52%	100.00%
38	Corporate Services					
39	ICT Equipment Computer Related	6,738,000	3,677,373	3,373,256	-8.27%	-49.94%
40	ICT Infrastructure	0	2,778,246	601,237	-78.36%	#DIV/0!
41	ICT Equipment Communication Network	4,500,000	2,214,270	2,149,084	-2.94%	-52.24%
42	Budget and Treasury Office					
43	Building Stores	12,000,000	912,082	912,081	0.00%	-92.40%
44	Computer Equipment	0	405,964	405,964	0.00%	100.00%
45	Catt System	400,000	177,343	177,343	0.00%	100.00%
46	Community and Social Services					
47	Wall at Champagne Cemetery	1,775,000	1,618,169	1,618,168	0.00%	100.00%
48	Ronwe Container Library	0	460,278	452,157	-1.76%	100.00%
49	Furniture and Office Equipment	160,000	176,987	149,984	-15.26%	-6.26%

ANNEXURE N: CAPITAL PROGRAMME BY PROJECT BY WARD

Table 197: Capital Programme by Project by Ward 2019/20

Capital Programme by Main Project 2019/2020						
Serial No.	Capital Project	Original Budget	Adjustments Budget	Actual	Variance (Act – Adj) %	Variance (Act – OB) %
Column Ref.	A	B	C	D	E	F
1	Water					
2	Replace/Upgrade Water Reticulation System	9,600,000	24,739,761	17,772,072	-28.16%	85.13%
3	Saron Bulk Water Pipe Replacement	13,507,692	8,568,702	8,568,701	0.00%	-36.56%
4	Completion of CES11/2018 - 8 ML Courtrai	9,250,000	14,099,967	7,829,356	-44.47%	-15.36%
5	Sanitation/Sewerage					
6	Wellington WWTW Rehabilitation and Extensions	1,186,438	12,066,728	12,065,712	-0.01%	916.97%
7	Replace /Upgrade Sewerage Systems Paarl	0	6,334,635	6,172,761	-2.56%	#DIV/0!
8	Paarl East IRDP: Provision of Basic Services	800,000	3,550,000	3,550,000	0.00%	100.00%
9	Electricity					
10	Electrification Housing Projects	15,000,000	15,000,000	14,902,790	-0.65%	-0.65%
11	Electrification of Informal Areas	10,000,000	10,000,000	9,999,999	0.00%	100.00%
12	New Connections BICLS	0	7,637,400	7,637,399	0.00%	#DIV/0!
13	Road Transport					
14	Upgrading Of Oosbosch Street	17,500,000	34,014,937	34,777,211	2.24%	98.73%
15	Reseal of Streets/Road Network Paarl	0	11,155,078	11,155,078	0.00%	#DIV/0!
16	Upgrading of Areas Around Paarl East	0	5,368,663	5,368,662	0.00%	100.00%
17	Housing					
18	Simondium Land	0	14,089,702	14,089,702	0.00%	100%
19	Vlakkeland LV Network	0	7,279,363	7,279,359	0.00%	100%
20	Buildings Erection of New Offices	0	3,296,781	3,296,647	0.00%	#DIV/0!
21	Refuse Removal					
22	Landfill Design	2,000,000	2,000,000	1,393,940	-30.30%	100.00%
23	Wheelie Bins	750,000	750,000	701,580	-6.46%	100.00%
24	Street Refuse Bins	500,000	500,000	434,991	-13.00%	100.00%
25	Economic Development					
26	VPUU Informal Trading Kiosk	500,000	391,178	391,178	0.00%	100.00%
27	Stalls	650,000	210,000	210,000	0.00%	100.00%
28	New Street Development	250,000	0	0	#DIV/0!	100.00%
29	Sports, Art and Culture					
30	Development of De Kraal Sport Complex	4,000,000	9,304,507	7,049,507	-24.24%	76.24%
31	Upgrade Newton Sport Facility	3,500,000	3,432,115	3,374,861	-1.67%	100.00%
32	New Lighting at Recreational Parks	0	2,038,212	2,038,247	0.00%	100.00%
33	Executive and Council					
34	Furniture and Office Equipment	300,000	122,109	88,382	-27.62%	100.00%
35	Electronic Bookings	0	105,000	0	-100.00%	100.00%
36	Safety and Security					
37	Fire Fighting Vehicle	0	1,263,776	1,270,411	0.52%	100.00%
38	Corporate Services					
39	ICT Equipment Computer Related	6,738,000	3,677,373	3,373,256	-8.27%	-49.94%
40	ICT Infrastructure	0	2,778,246	601,237	-78.36%	#DIV/0!
41	ICT Equipment Communication Network	4,500,000	2,214,270	2,149,084	-2.94%	-52.24%
42	Budget and Treasury Office					
43	Building Stores	12,000,000	912,082	912,081	0.00%	-92.40%
44	Computer Equipment	0	405,964	405,964	0.00%	100.00%
45	Catt System	400,000	177,343	177,343	0.00%	100.00%
46	Community and Social Services					
47	Wall at Champagne Cemetery	1,775,000	1,618,169	1,618,168	0.00%	100.00%
48	Ronwe Container Library	0	460,278	452,157	-1.76%	100.00%
49	Furniture and Office Equipment	160,000	176,987	149,984	-15.26%	-6.26%

ANNEXURE O: SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Table 198: Service Backlogs - Schools and Clinics

Service Backlogs: Schools and Clinics				
Establishments lacking basic services	Water	Sanitation	Electricity	Waste
Schools				
None	None	None	None	None
Clinics				
None	None	None	None	None

ANNEXURE P: SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

Table 199: Service backlogs experienced by the community where another sphere of government is the service provider

Service backlogs experienced by the community where another sphere of government is the service provider (whether or not the municipality acts on agency basis)		
Service and locations	Scale of backlogs	Impact of backlogs
Clinics		
General health services – Windmeul	The facility is too small and cannot serve all the needs of the people in this rural farming area. No doctor. Only referrals from general health nurse. Current service a mobile service and a fixed clinic.	The mobile clinic in Windmeul is also complemented by a fixed clinic at the school.
Mbekweni CDC Centre	The facility is too small and cannot serve all the needs of the people who require general health services.	Facility inadequate to serve all the people who require services and not conducive to dispensary services. New clinic to be built in Groenheuwel.
Soetendal Clinic – Wellington	No shelter for the patients during winter months or whilst waiting for transport to collect them to be transported to the nearest hospital. Hermon patients require transport to Soetendal Clinic on a regular basis.	Facility inadequate to serve all the people who require services and not conducive to dispensary services. A bus shelter required.
Van Wyksvlei CDC (Wards 5, 7, 10 and 11)	A fully-fledged hospital is needed in the area as the clinic is insufficient.	Facility inadequate to serve all the people who require services.
Nederburg Clinic – Ward 25	Request for the Clinic at Nederburg to be enlarged and more staff should be appointed.	This clinic was closed by the Department of Health and is being replaced by the construction of a new clinic in Groenheuwel.
Housing		
Informal Settlements Drakenstein Municipality	Estimated informal households (7,206 encompassing approximately 14,528 persons in 41 recognized informal settlements and one unrecognised informal settlement	Increase in the erection of illegal structures. Threat to well-located land. Insufficient funding. Increase of evictions. Cause of serious social problems. Threats of land invasions
Housing Demand	19,897 active applications.	16,015 cancelled applications that need to be updated.
Electrification	There are 41 informal settlements of which 27 has been completed (27/41 *100 = 65.8 %).	Limited funding, resources and existing infrastructure that require upgrading to facilitate future growth and development.
Driving Licensing and Testing Centre		
None	None	None
Reservoirs		
None	None	None

Service backlogs experienced by the community where another sphere of government is the service provider (whether or not the municipality acts on agency basis)

Service and locations	Scale of backlogs	Impact of backlogs
Schools (Primary and High)		
Windmeul (Ward 3)	Train youth to assist the Health Workers on the Farm	Extended health care on farms. Cape Winelands DM provide training for Health care workers
Windmeul (Ward 3)	Clinic in Windmeul only services half of the whole Ward 3	Extended health care on farms. Mobile service extended to other areas in Ward 3.
Ward 5	Visibility and patrol of SAPS in ward	Safety of residents. Matter was referred to CPF in Mbekweni.
Ward 5	Development of Neighbourhood Watches	Safety of residents.
Mbekweni (Ward 6)	Development of Arts Centre in Mbekweni	Arts and Culture development is static. Matter was referred to Economic and Tourism section.
New Primary School (Ward 5)	Community requests new primary school for Ward 5.	To improve education standards for residents of ward 5.
Ward 16	Drommedaris needs a primary school	To improve education standards for the residents of Ward 16
Ward 11	Wheelchair access to the day hospital needed	To improve access for the Disabled sector on Ward 11.

ANNEXURE Q: DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

Table 200: Declaration of loans and grants made by the Municipality 2019/20

Declaration of loans and grants made by the Municipality 2019/20				
Serial No	All organisations or persons in receipt of loans*/grants* provided by the Municipality	Reason for application	Conditions attached to funding	Value 2019/20 (Rand)
Column Ref.	A	B	C	D
<i>*No loans were granted to any organisation</i>				

ANNEXURE R: DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

Table 201: MFMA S71 returns not made during 2019/20 according to reporting requirements

MFMA Section 71 returns not made during 2019/20 according to reporting requirements	
Return	Reason return has not been properly made on due date
All returns were submitted timely	

ANNEXURE S: PRESIDENTIAL OUTCOME FOR LOCAL GOVERNMENT

Table 202: Presidential outcome for Local Government

Presidential outcome for Local Government			
Serial No.	Outcome/Output	Progress to date	Number or percentage achieved
Column Ref.	A	B	C
1	Output: Improving access to basic services		
2	Provision of Basic Services	Formal households having access to all basic services.	100%
3		Informal households having access to water, sanitation and refuse removal services at the minimum level.	100%
4		Informal households having access to electricity services.	54.5%
5	Output: Implementation of the Community Work Programme		
6	EPWP: Environmental and Infrastructure Improvement Project (Solid Waste Management Project)	The application of the changes to the EPWP Policy and various SOP`s to guide appointments and ensure maximum transparency and due process was monitored to verify due diligence.	In various projects about 936 persons were given job opportunities via the EPWP programme.
7	The Community Works Programme functions in the Municipality, but is managed on behalf of national government by an external service provider.	5,874 work opportunities were created with the help of the Municipality. <u>Note</u> Disclaimer: Work opportunities can be allocated to the same beneficiary more than once during the employer cycle of 12 months.	The target allocated to the Municipality was exceeded.
8	Output: Deepen democracy through a refined Ward Committee Model		
9	All Ward Committees are functional.	Regular ward meetings are facilitated by the Ward Councillor. Consequently, regular reports to this effect are submitted to the Speaker and Council.	103 committee meetings and 44 quarterly public meetings were held during the financial year.
10	Output: Administrative and financial capability		
11	Debt Collection and Indigent Support Policy as well as the Writing Off of Irrecoverable Debt Policy were reviewed.	These policies were approved by Council to ensure that consumers who are struggling financially can be accommodated without severe negative effects to the Municipality.	93.9% debt collection rate for 2018/19

8. VOLUMES

VOLUME I: REPORT OF THE AUDITOR-GENERAL

The report of the Auditor-General to the Western Cape Provincial Parliament and the Municipal Council on Drakenstein Municipality's 2019/2020 Annual Financial Statements, Annual Performance Report, compliance with legislation, other information and internal control deficiencies now follows on the next eight pages.

VOLUME II: AUDIT OUTCOME IMPROVEMENT PLAN

Table 203: Audit Outcome Improvement Plan

AUDITOR-GENERAL REPORT 2019/20	
Report on the audit of the financial statements	Unqualified opinion
Report on the audit of the pre-determined objectives	No material findings
Report on the audit of compliance with legislation	No material findings
Issues Raised	Corrective Measures Required
Emphasis of Matters	
Material Losses/Impairments – Trade Creditors	
As disclosed in notes 10.1, 10.2 and 11.1 to the financial statements, the municipality has provided for the impairment of receivables amounting to R238 million (2018/19: R192 million), based on the recoverability of gross receivables.	None. Simply an information statement by the Auditor-General.
Significant Uncertainties	
As disclosed in note 41 to the financial statements, the municipality is the defendant in a case where it is being sued for R 449 million. The ultimate outcome of the matter cannot presently be determined and no provision for any liability that may result in this regard has been made in the financial statements.	None. Simply an information statement by the Auditor-General.

VOLUME III: REPORT OF THE AUDIT COMMITTEE

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

AUDIT COMMITTEE MEMBERS AND ATTENDANCE

As requested by its Charter, the Audit Committee listed below, is required to meet at least 4 times per annum, although additional meetings may be scheduled as the need arises. Seven meetings were held during the 2019/20 financial year.

Audit Committee Member	Qualifications	Date appointed as Committee Member	Meetings Attended
Mr. R. Najjaar (Chairperson)	(Hons B Compt. /CTA –CPA (USA) & CIA & CRMA	01 August 2018	6
Ms. Kim Montgomery	B.Com (Law)	Resigned 30 June 2020	7
Mr. R.G. Nicholls	CA (SA) (CIA)	01 August 2018	6
Mr. C. Whittle	CA (SA)	01 November 2018	5

AUDIT COMMITTEE RESPONSIBILITY

The Committee reports that it has as far as possible, complied with the responsibilities arising from its terms of reference, including relevant legislative requirements.

REVIEW AND EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

The Committee is pleased that the Auditor-General issued an unqualified audit opinion with no other matters on the financial statements of the municipality for the year ended 30 June 2020. These financial statements are prepared in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP), the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No.56 of 2003)(MFMA) and the Division of Revenue Act of South Africa, 2019 (Act No 16 of 2019) (DoRA).

The Committee is of the opinion that the audited financial statements should be accepted and read together with the Report of the Auditor-General.

PERFORMANCE MANAGEMENT

The Committee reviewed the quarterly performance results presented by Management as well as the quarterly reports of Internal Audit on the verification of the reported performance results. The Committee noted the effort made by Management to ensure a credible performance management system and reliable performance results.

This is reflected in the positive outcome of the Auditor-General's review of the Municipality's predetermined objectives. Management is further encouraged to ensure that the business processes underlying the preparation and presentation of performance information is further embedded and that management oversight of reported results is strengthened. Management committed themselves to implement the recommendations of the Committee to further enhance the performance management information.

INTERNAL CONTROL AND RISK MANAGEMENT

The Committee received quarterly progress reports from Internal Audit on the execution of the operational internal audit plan and the results of the audits conducted. Where instances of control weakness were reported, Management committed to implementing the necessary action plans to address the reported control weaknesses. These will be followed up and reviewed at our quarterly meetings.

The Committee reviewed the risk profile of the Municipality when the Internal Audit Plan priorities were determined. A member of the Committee has been co-opted to serve on the Fraud and Risk Committee (FARMCO) of the Municipality. The Committee remains concerned that progress of embedding a risk management culture in the processes of the Municipality still needs attention. Council approved an increase in FARMCO capacity via the appointment of additional independent members. This should strengthen FARMCO effectiveness and ultimately Risk Management within the Municipality.

The Committee considered the relevant findings of FARMCO, and considered the reports of management and the internal and external auditors regarding compliance with legal and regulatory requirements.

The Committee also noted the Auditor-General's report that no significant deficiencies were identified in internal control.

CONCLUSION

The Committee, having expressed some concerns regarding risk management and financial gearing over the financial year, wants to take this opportunity to congratulate the Municipality on the audit outcome achieved and the commitment by management to enhance the control effectiveness going forward.

A handwritten signature in black ink, appearing to read 'R. Naajaar', written in a cursive style.

R NAJJAAR
AUDIT COMMITTEE CHAIRPERSON

Date: 12 March 2021

VOLUME IV: 2019/2020 ANNUAL AUDITED FINANCIAL STATEMENTS

The Audited 2019/2020 Annual Financial Statements will now follow for the next 135 pages. Drakenstein Municipality received an unqualified audit opinion from the Auditor-General for the 2019/2020 financial year.

VOLUME V: 2019/2020 ANNUAL PERFORMANCE REPORT

The audited 2019/2020 Annual Performance Report will now follow for the next 42 pages. No material findings on the usefulness and reliability of the reported information were raised by the Auditor-General.