

Kareeberg Municipality

Annual Report



2022/23

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Chapter 1: Mayor's Foreword and Executive Summary

Component A: Mayor's Foreword

The Local Government Municipal Systems Act 32 of 2000 requires the municipality, the responsibility to empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing services to our people.

The budget process gives an organizational plan and prepare the budget for a set period that involves reviewing past budgets in identifying and forecasting revenue for the coming period. It also assigns amounts to spend on an institution various cost. The council managed to take the draft budget and IDP process to the people.

As the council we accept the budget and IDP on 23 May 2024. We can applaud the council for putting the people first during this difficult environment.

First Change of Councillor Malgas replaced with Councillor Van Tonder.

- 🌿 Motion against the speaker and mayor and the election of new speaker and mayor, Speaker Horne replaced with Councillor Maczali, Mayor Hoorn replaced with Councillor Jikella.

- 🌿 The Appointment of the new municipal manager.

- 🌿 The National elections of 2024.

We manage to establish all ward committees and the speaker ensure that they are trained and functional. We created a platform to work with all spheres of government, stakeholders and strengthen our SMME's to develop themselves and ensure service delivery to our people. I also wish to extend my sincere gratitude to the administration under leadership of the municipal manager Mr. Faried for job well done.

Conclusion:

The financial year has seen a lot of political manoeuvrings and changes, which led to instability in the municipality as an institution. In particular the removal of mayors was detrimental to financial oversight and governance, coupled with the differences in political outlook of the parties these mayors represented. Also, the extraordinary situation of a prolonged period of acting Municipal Managers for over a year, caused further instability in senior management. However, we have seen stability and proper financial management with the appointment of the Municipal Manager, Mr. Faried Manuel. We will take lessons learned from the past year and ensure synergy between the governance oversight and administrative management, to ensure Kareeberg as a municipality lives up to its full potential and deliver services to its residents.

Let me take this opportunity to thank everyone involved for the work ethic that was displayed the latter part of this financial year and who ensured that service delivery continued, under sometimes trying conditions. The people in

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Kareeberg deserves a Council and Administration who will be sensitive to their needs and bold to ensure the transformation agenda be completed.

I thank you.

Rodney Jikkela

MAYOR

Component B: Executive Summary

1.1 Municipal Manager's Overview

There was not a Municipal Manager appointed for most of the year. A new Municipal Manager was only appointed after the financial year 2022/23 ended.

MUNICIPAL MANAGER

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1.2 Municipal Overview

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

The 2021/22 Annual Report reflects on the performance of the Municipality for the period 1 July 2021 to 30 June 2022. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

1.2.1 Vision and Mission

The Municipality committed itself to the vision and mission of:

Vision

"A sustainable, affordable and developmental quality service for all"

Mission

We will achieve our vision by ensuring that we:

Provide a continuous and constant service

Provide a better level of service for our basket of services

Provide value for money that will be maintained by the municipality

Improvement of existing infrastructure and the creation of new opportunities for all

Strategic Objectives

- 🌿 Compliance with the principles of good governance
- 🌿 Deliver basic services with available resources
- 🌿 Enhance community participation
- 🌿 Promote economic development, tourism and growth opportunities
- 🌿 Sound administrative and financial services to achieve and maintain sustainability and viability
- 🌿 Create integrated human settlements

1.2.1 Municipal Area at a Glance

Total municipal area		17 702 km²	Demographics (2020)				
			Population	12 704	Households	3 460	
Population			Densities				
Population growth rate (%)		12.1% (2011–2020)	Population density(persons/km²)			0.7/km²	
Average household size		3,7	Household density (households/ km²)			0.2/km²	
Service delivery (% of households with service)							
Water (piped inside dwelling)	41,2%	Sanitation (flush toilet)	67,9%	Electricity	72,94%	Refuse removal	71,1%
Economy				Labour			
GVA growth % (2015-2020)		24,9%		Unemployment rate		24%	

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Largest economic subsectors				
Social and personal services	Agriculture	General government services	Wholesale and retail trade	
Safety and security – actual number of crimes in 2021				
Serious crimes	Driving under the influence	Drug-related crime	Murders	Sexual offences
586	5	9	3	13

Table 1: Municipal Area at a Glance

1.2.2 Geographical Context

Spatial Location

The jurisdiction of the Kareeberg Local Municipality covers an area of 17 702km², which is also 17% of the total area of 102 766km² that constitutes the Pixley ka Seme District Municipality. The Kareeberg Municipality is the western-most local municipality within the district. The main town is Carnarvon which is located in the southern segment of the municipal area. The two other towns, viz. Vosburg and Vanwyksvlei, are located close to the eastern and north-western segments of the municipal area, respectively.

The Kareeberg municipal area is about equal distance from Upington and Kimberley (as the largest towns in the Northern Cape Province) and a little bit further from Bloemfontein, which is located in the Free State province to the north-east. Calvinia, located to the west of the municipal area, is a town with close social and economic linkages with the people and activities in Kareeberg Municipality. The regional setting of the municipal area is, although 'central' to the Northern Cape, not linked or connected by any major rail or road corridor.

The maps below indicate the location of the Municipality in the province and its regional location:

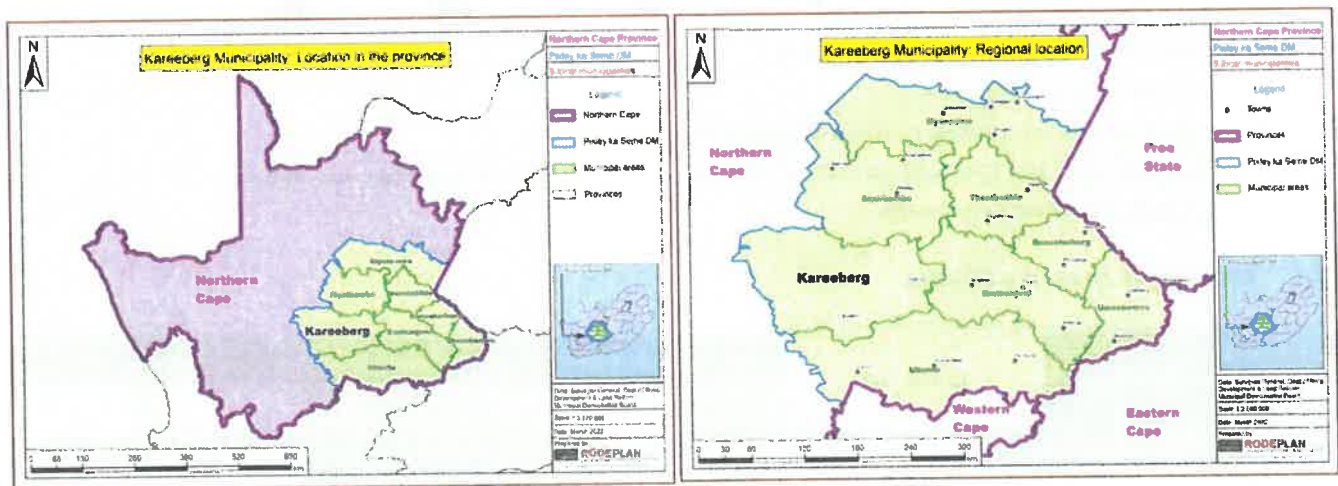


Figure 1 Location in the Province and District and Regional Location

Main towns

Carnarvon

Carnarvon, situated on the R63, 140km from Williston and 63km from Loxton, is one of the busier centres in the Karoo region. The town, which is set amongst the hills of the Kareeberg range, serves a large sheep and game farming community. The district around Carnarvon is well-known for its unique corbelled houses built by the early trekboers from around 1811 to the latter part of the 19th century.

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In recent years the town has become an important centre for space age technology with the construction of the Meerkat radio telescope and SKA (Square Kilometer Array), the biggest radio telescope in the world nearby that will be used to research cosmic radiation.

The Carnarvon Museum, situated in the 1907 church hall, contains over 1 000 items of cultural and historical interest. The corbelled house alongside the museum, is a well-preserved example of the beehive-shaped stone houses of the early trekboers. Noteworthy architecture can be seen on a walk or drive around town, and of particular interest are homes of South African poets A.G. Visser and D.F. Malherbe, with their mixture of Victorian and Gothic styles.

Vanwyksvlei

Vanwyksvlei is a small town that is situated 149km east of Brandvlei and over 100km west of Prieska on untarred roads. It was established in 1880 and was named after a farmer called Van Wyk. The Afrikaans suffix vlei, means 'pond', 'marsh' which is quite ironic since this is one of the driest places in South Africa and the surrounding region is named the Dorsland "thirsty land". The town is a small-sized town close to the first dam that funded by the State and built in 1882. Because of it, the nearby town was a wonderful oasis to live in. For many reasons, the dam no longer holds much water – and life has ebbed from the town. San Rock Engravings can be viewed at Springbokoog. The beautiful Vanwyksvlei dam and local salt pans is also one of the many wonders of Vanwyksvlei.

Vosburg

Vosburg lies 100 km north-north-west of Victoria West, 70 km west of Britstown and 94 km north-east of Carnarvon. Named after the Vos family, who owned the farm on which it was laid out. It is a tranquil oasis set in the wide open spaces of the upper Karoo. The streets are lined with cypress, poplar, carob, beefwood and pepper trees and there is a very pleasing grove of olive trees in the grounds of the stately Dutch Reformed Church. The tree-lined streets reveals a rich array of Victorian and Edwardian era homes, mixed in together with some more modern buildings. Some 22 of the buildings in the village have been declared national monuments.

Sheep farming is the main source of income in the district and the largely pristine environment ensures that Vosburg is a centre for the production of high-quality organic lamb and mutton.

Fine examples of San rock art can be viewed on the Keurfontein farm nearby.

1.2.3 Demographic Profile

Population

The table below indicates a steady increase in the population size and the number of households of Kareeberg Municipality since 2001. However, the population growth rate over the period 2011 to 2020 was much lower than the preceding 10-year period. It is important to note the aging of the population which places additional demands on government services.

Indicator		2001	2011	2022
Population		9 488	11 328	10 961
Population growth rate (%)		-	19,3%	-0,6%
Households		2 365	3 222	2 677
People per household		3,6	3,4	4,1
Age breakdown	0 - 14	-	28,8%	27,9%
	15 - 64	-	63,1%	57,9%
	65+	-	8,1%	14,1%

Table 2: Demographic Profile

Wards

The Kareeberg Municipality consists of 6 electoral wards. This number includes two additional wards that were demarcated before the 2021 local government elections. The wards are indicated in the map below:

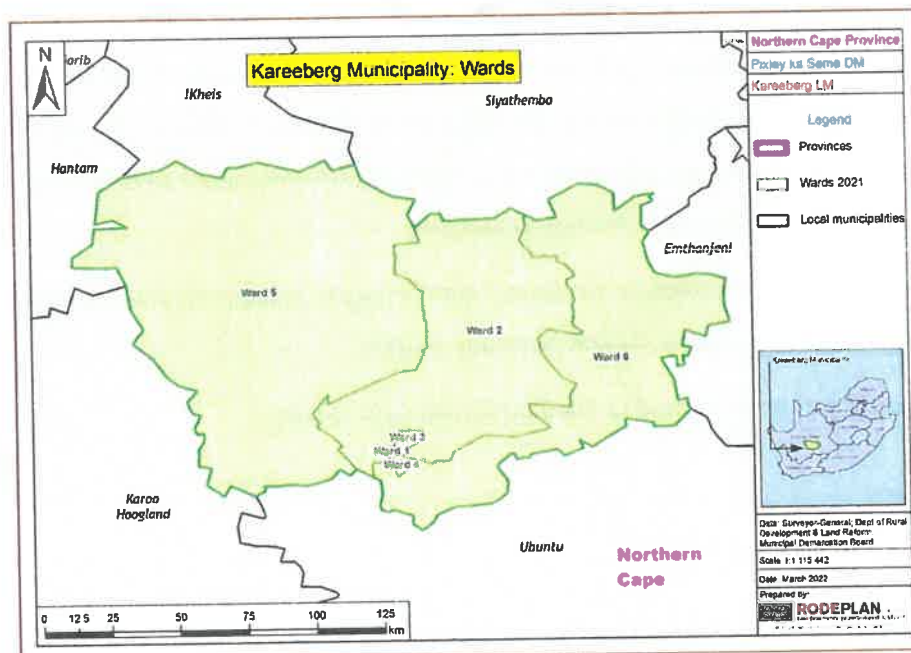


Figure 2 Municipal Wards

1.2.4 Economic Profile

The economy in the Kareeberg municipal area and district is characterised by the following:

- 🌳 High levels of poverty and low levels of education.
- 🌳 It is a small-town sub-region with a low level of development (note the significant economic impact that the establishment of the Square Kilometre Array project will have in the municipal area).
- 🌳 Sparsely populated towns with Carnarvon serving as “agricultural service centre” (note that there would most probably be a decline in the need for this service owing to the restrictions placed on farming in the area as a result of the SKA project).
- 🌳 High rate of unemployment and social grant dependence.
- 🌳 Prone to significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts).
- 🌳 Geographic similarity in economic sectors, growth factors and settlement patterns.
- 🌳 Economies of scale not easily achieved owing to the relatively small size of towns.
- 🌳 A diverse road network with national, trunk, main and divisional roads of varying quality.
- 🌳 Potential in renewable energy resource generation.

Employment Status

The overall results with regard to the current employment status of the working age population is a worsening trend since 2015. In 2015, about 31% of the working age population were formally employed with about 42% classified as not economically active. In 2020 and for the same grouping, only about 28% were formally employed which is a significant percentage decrease since 2015. This is also reflected in the unemployment rate of 24% in 2020 versus a 21% rate in 2015. In this regard, any unemployment rate, irrespective of how large, has serious repercussions for the ability of the residents to pay for their daily needs and for municipal services. Owing to the high numbers of unemployed persons, other main sources of income are pension/welfare payments.

The employment status of the available workforce/economically active group in the Kareeberg municipal area is listed in the table below.

Description	2011	% Of working age population	2022	% Of working age population
Employed	2 859	42.7	2 977	40.6
Unemployed	861	12.9	1 090	14.8
Not economically active	2 975	44.4	3 273	44.6
Unemployment rate (%)	23.1		26.8	

Table 3: Employment Status

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Household Income

The details using 2022 census data of average household income increase percentages are as indicated in the below:

Income Deciles	% Increase from 2011 to 2022
Lowest income households (10% of households)	63.6%
Second lowest income households (10% of households)	114.8%
Third lowest income households (10% of households)	77.4%
Fourth lowest income households (10% of households)	83.6%
Fifth lowest income households (10% of households)	110.6%
Fifth highest income households (10% of households)	50.7%
Fourth highest income households (10% of households)	70.1%
Third highest income households (10% of households)	107.8%
Second highest income households (10% of households)	107.2%
Lowest of highest income households (2.5% of households)	112.6%
Second lowest of highest income households (2.5% of households)	127.5%
Second highest of highest income households (2.5% of households)	93.1%
Highest of highest income households (2.5% of households)	51.7%

Table 4: Household Income

1.3 Municipal Highlights and Challenges

1.3.1 Service Delivery Highlights

Highlight	Description
Water service delivery	Due to the good rainfall, there was no reason to restrict water usage.
Sewerage	Blockage in main sewer system is unblock within 24 hours.
Electricity	Upgrading of 22kVa substation in Carnarvon in progress.

Table 5: Services Delivery Highlights

1.3.2 Service Delivery Challenges

Challenge	Description
Vandalism	Ongoing vandalism of municipal property.
Filling of vacant posts	The filling of the vacancies of PMU Officer and the Technical Manager, must be fast tracked.
Oxidation ponds	Ponds of Vanwyksvlei not operational and adding of additional ponds in Carnarvon and Vosburg.
Electricity	Funding is needed to upgrade the network completely.
Illegal dumping	Numerous illegal dumping sites.
Gravel roads	Maintenance of gravel roads.

Table 6: Services Delivery Challenges

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1.3.3 Households with minimum level of Basic Services

Service	2021/22	2022/23
Electricity service connections (Represents the number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas as at 30 June)	1 102	1 117
Water - available within 200 m from dwelling (Represents the number of residential properties which are billed for water or have pre paid meters as at 30 June)	1 968	1 955
Sanitation - Households with at least VIP service (Represents the number of residential properties which are billed for sewerage as at 30 June)	904	910
Waste collection - kerbside collection once a week (Represents the number of residential properties which are billed for refuse removal as at 30 June)	1 943	1 974

Table 7: Households with minimum level of Basic Services

1.4 Financial Health Overview

1.4.1 Financial Viability Highlights

Highlight	Description
Payment of creditors	Pay creditors within 30 days. No money is owed to Eskom or any other third party.
Cashflow	Manage to operate within very tight cashflow.

Table 8: Financial Viability Highlights

1.4.2 Financial Viability Challenges

Challenge	Description
Credit Control	Commitment to apply monthly credit control.

Table 9: Financial Viability Challenges

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

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area namely Municipal Financial Viability and Management.

KPA & Indicator	2021/22	2022/23
Debt to Revenue (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant	0%	0%
Service debtors to revenue (Total outstanding service debtors/revenue received for services)	81.87%	160.87%
Cost coverage ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	5.16	5.2

Table 10: National KPI's for Financial Viability and Management

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1.4.4 Financial Overview

Details	2021/22	2022/23		
		Original budget	Adjustment Budget	Actual
	R			
Income				
Grants (Operating + Capital)	98 198 809	64 933 960	64 933 960	49 230 093
Taxes, Levies and tariffs	19 486 962	28 827 829	28 827 829	18 933 561
Other	15 614 843	17 269 787	17 269 787	18 110 494
Sub Total	133 300 614	111 031 576	111 031 576	86 274 148
Less Expenditure	74 786 987	92 924 089	93 669 635	83 929 162
Net surplus/(deficit)	98 198 809	64 933 960	64 933 960	49 230 093

Table 11: Financial Overview

1.4.5 Total Capital Expenditure

Detail	2021/22	2022/23
	R'000	
Original Budget	95 756 000	27 006 000
Adjustment Budget	95 756 000	27 006 000
Actual	58 072 728	8 067 112
% Spent	70.88	29.87

Table 12: Total Capital Expenditure

1.5 Organisational Development Overview

1.5.1 Municipal Transformation and Organisational Development Highlights

Highlight	Description
Capacity	Manage to operate with very limited capacity.

Table 13: Municipal Transformation and Organisational Development Highlights

1.5.2 Municipal Transformation and Organisational Development Challenges

Challenge	Description
Capacity	Need to improve capacity within municipality.

Table 14: Municipal Transformation and Organisational Development Challenges

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1.6 Auditor-General Report

Kareeberg Municipality received a qualified audit report by the Auditor-General for 2022/23.

The audit outcomes received for the past four years are indicated in the table below:

Year	2018/19	2019/20	2020/21	2021/22	2022/23
Status	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with no material findings	Qualified

Table 15: Audit Outcomes

Chapter 2: Governance

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

2.1 Good Governance and Public Participation Highlights

Highlight	Description
Communication	One "Korbeeltjie" was distributed

Table 16: Good Governance and Public Participation Performance Highlights

2.2 Good Governance and Public Participation Challenges

Description	Description
Public meetings	Poor attendance of public meetings.

Table 17: Good Governance and Public Participation Challenges

Component A: Political and Administrative Governance









2.3 Political Governance Structure

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

2.3.1 Council

The tables below categorise the councillors within their specific political parties and wards for the 2022/23 financial year:

The table below categorised the councillors within their specific political parties and wards from 1 July 2022 until 30 June 2023:

Name of councillor	Capacity	Political Party	Ward representing or proportional	Dates of Council Meetings held
M J MacZali	Mayor	KCM	Proportional	 29-09-2022
S D Malgas	Speaker	KCM	Proportional	 29-12-2022
E Hoorn	Councillor	DA	Proportional	 30-01-2023
W F Links	Councillor	DA	Proportional	 30-03-2023
W D Horne	Councillor	EFF	Proportional	 21-04-2023
J Nyl	Councillor	EFF	Ward 1	 30-05-2023
				 26-06-2023
				 30-06-2023

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Name of councillor	Capacity	Political Party	Ward representing or proportional	Dates of Council Meetings held
A J Kamies	Councillor	ANC	Ward 2	
J S Newath	Councillor	ANC	Ward 3	
V A Kasper (Resigned 22/3/2022)	Councillor	ANC	Ward 4	
J H Vermeulen (Elected 01/6/2022)	Councillor	DA	Ward 4	
R C G Jikella	Councillor	ANC	5	
P Charlies	Councillor	ANC	6	

Table 18: Council from 1 July 2022 to 30 June 2023

2.3.2 Portfolio Committees

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

The composition of the portfolio committees for the period 1 July 2022 to 30 June 2023 are stipulated in the table below:

















Chairperson	Other members	Dates of meetings held
Finance		
M.J. MacZali	W.D. Horne	 12-09-2022  14-11-2022
	W.F. Links	 16-02-2023  15-06-2023
Corporative		
R.C.G. Jikella	J. Nyl	 07-09-2022  17-11-2022
	W.F. Links	 08-02-2023  07-06-2023
Infrastructure		
E Hoorn	J. Nyl	 07-09-2022  15-11-2022
	J.S. Newath	 08-02-2023
SCOPA / MPAC		
J. Nyl	W.D. Horne	 06-09-2022  17-11-2022
	W.F. Links	 07-02-2023  15-03-2023  15-06-2023

Table 19: Portfolio Committees from 1 July 2022 to 30 June 2023

2.4 Administrative Governance Structure

The Municipal Manager is the Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reportees, which constitutes the Senior Management Team, whose structure is outlined in the table below:

Name of Official	Department
Z.P. Mjandana (1 July 2021 until 9 February 2022)	Acting Municipal Manager
A Van Schalkwyk (Acting Municipal Manager from 10 February 2022 to 31 January 2023)	Infrastructure Services
T. Mongwe (1 March 2023 – 30 June 2023)	Acting Municipal Manager
N Van Zyl	Corporate Services
W de Bruin	Finance Services

Table 20: Administrative Governance Structure

Component B: Intergovernmental Relations

MSA S15 (b): requires a municipality to establish and organize its administration to facilitate and a culture of accountability amongst its staff. S16 (i): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. S18 (i) (d): requires a municipality to supply its community with information concerning municipal governance, management and development.

Such participation is required in terms of:

- 🌿 the preparation, implementation and review of the IDP;
- 🌿 establishment, implementation and review of the performance management system;
- 🌿 monitoring and review of the performance, including the outcomes and impact of such performance; and
- 🌿 Preparation of the municipal budget.

2.5 Intergovernmental Structures

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

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

- 🌿 District Intergovernmental Forum
- 🌿 District Communication Forum
- 🌿 District IDP Forum

MM Forum

CFO Forum

Component C: Public Accountability and Participation

2.5.1 Public Meetings

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

Such participation is required in terms of:

- the preparation, implementation and review of the IDP
- establishment, implementation and review of the performance management system
- monitoring and review of the performance, including the outcomes and impact of such performance
- preparation of the municipal budget

The following public meetings were held:

Ward	Date	Attendees	Number of people attending
Ward 1:	1 March 2023	4 Councillors 2 Officials	14
Ward 2:	1 March 2023	4 Councillors 2 Officials	14
Ward 3:	2 March 2023	4 Councillors 3 Officials	92
Ward 4:	2 March 2023	4 Councillors 3 Officials	92
Ward 5	2 March 2023	3 Councillors 3 Officials	12
Ward 6	22 February 2023	1 Councillor 1 Official	81

Table 21: Public Meetings

2.5.2 Ward Committees

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

The composition of the ward committees for the period 1 July 2022 to 30 June 2023 are stipulated in the tables below:

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Ward 1:

Name of representative	Capacity representing	Dates of meetings held
Godfrey Jansen	Unspecified	🌳 No meetings
Christo Barendse	Unspecified	
Zandelle van Wyk	Unspecified	
Ricardo Beest	Unspecified	
Patricia Hartnick	Unspecified	
Theodore Beukes	Unspecified	
Jessica Peters	Unspecified	
Desmond Lucas	Unspecified	
Georges Appies	Unspecified	

Table 22: Ward 1: Committee Meetings

Ward 2:

Name of representative	Capacity representing	Dates of meetings held
Dirk Sacco	Emerging farmers	🌳 9 May 2023
Rene Meerka	AGS Emmanuel Church	
Amigen Malgas	Sport	
Johannes Olivier	SASSA	
Lureen Alberts	Kareeberg Civic Movement	
Gordon Adolf	Community based organisations	
Stella Godlo	Community based organisations	
Ben Daan	Business	
Raymondrique Kamies	Tertiary institutions	
Tobie Daan	Christian Groupings	

Table 23: Ward 2: Committee Meetings

Ward 3:

Name of representative	Capacity representing	Dates of meetings held
Jan Moolman	Agricultural Institution	🌳 25 April 2023
Jacqueline Erasmus	Unspecified	
Elizabeth Claasen	Women against Crime	
Boniwe George	Unspecified	
Luandri Makhonza	NGO's	
Dollie Meyers	Ratepayers	
Mary Adams	Churches	
Lucretia Dikkop	Unspecified	
Lillian Andreas	Businesses	
Marie Neels	Unspecified	

Table 24: Ward 3: Committee Meetings

Ward 4:

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Name of representative	Capacity representing	Dates of meetings held
Ellen Riley	Unspecified	 No meetings
Shaun Starita	Unspecified	
Gertroedh Saal	Unspecified	
Marie Hanekom	Unspecified	
Isak van der Westhuizen	Unspecified	
Eunice Boezak	Unspecified	
Adri Anderson	Unspecified	
Robert Katzen	Unspecified	
Mercia Swarts	Unspecified	
Dorothy Isaacs	Unspecified	

Table 25: Ward 4: Committee Meetings

Ward 5:





Name of representative	Capacity representing	Dates of meetings held
Brett Tieties	Unspecified	 19 January 2023  6 February 2023  20 March 2023  18 May 2023
Burnette Slambee	Unspecified	
Koos Waterboer	Unspecified	
John Swarts	Unspecified	
J Phillipus	Unspecified	
Lucinda Maans	Unspecified	
M Steenkamp	Unspecified	
G Jansen	Unspecified	
M Stuurman	Unspecified	
R Abdolf	Unspecified	

Table 26: Ward 5: Committee Meetings

Ward 6:



Name of representative	Capacity representing	Dates of meetings held
Gertruida Williams	Businesses	 5 May 2023  12 June 2023
Francisca Williams	Security	
Bertus Gous	Unspecified	
Lorraine Botha	Vosburg Tourism	
Allison Charlies	Vosburg Youth Service Centre	
Raydean Davis	Sport	
Gieljam Pieterse	Agricultural Institution	
Marie Malgas	Light House Church	
Mariska Eiman	Vosburg Soup Kitchen	
Joan Nyokong	Delta School	

Table 27: Ward 6: Committee Meetings

2.5.3 Representative Forums

Labour Forum

The table below specifies the members of the Labour forum from 1 July 2022 to 30 June 2023:

Name of representative	Capacity	Dates of meetings
G de Bruin	Representative: SAMWU	🌳 26 April 2023
A van Schalkwyk	Chief Operations Manager (Until 31/1/2023)	
W D Horne	Representative: Employer (Chairperson)	
W F Links	Representative: Employer	
B Reun	Representative: IMATU	
A Swartz	Representative: SAMWU	
N van Zyl	Secretary	

Table 28: Labour Forum

2.6 Financial Disclosures

Schedule 1, Section 7 as well as Schedule 2, Section 5A of the Municipal Systems Act states that when a councillor is elected or appointed or a person appointed in terms of section 56 or a municipal manager, he or she must within 60 days declare in writing to the municipal manager or the chairperson of the municipal council the following financial interests held:

- 🌳 shares and securities in any company;
- 🌳 membership of any close corporation;
- 🌳 interest in any trust;
- 🌳 directorships;
- 🌳 partnerships;
- 🌳 other financial interests in any business undertaking;
- 🌳 employment and remuneration;
- 🌳 interest in property;
- 🌳 pension; and
- 🌳 subsidies, grants and sponsorships by any organisation.

Any change in the nature or detail of the financial interests of any councillor or official must be declared in writing to the municipal manager or to the chairperson of the municipal council annually. The municipal council must determine which of the financial interests referred in the abovementioned list must be made public, having regard to the need for confidentiality and the public interest for disclosure.

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The following table lists the disclosure of financial interests of the administrative and strategic role players of the municipality which were deemed to be disclosed for public interest for the period 1 July 2022 to 30 June 2023:







Name	Description of Financial interests
Mayor	
M.J. MacZali	None to disclose
Speaker	
S.D. Malgas	Director: DMC Group Other financial interests: Barbie-group Erf 203: R237 000
Councillors	
J. Nyl	Other financial interests: Liquor business
A.J. Kamies	None to disclose
J.S. Newath	None to disclose
J.H. Vermeulen	.33.3% shares in Bonza Farming Director: Bonza Farming Annuities: Mutual and Sanlam Land and Property:  Erf 89: R576 000  Erf 1964: R656 000
V.A. Kasper (Resigned)	None to disclose
W.F. Links	Erf 861: R398 000 (50%)
R.C.G. Jikella	None to disclose
P. Charlies	Erf 214: R5000.00
W.D. Horne	Erf 578: R104 000
E. Hoorn	Shares: EHH holdings T/A Jimani Funerals Employment and remuneration: 5% of net revenue
Senior managers	
W. de Bruin	Remunerated work outside the Municipality – Farming and Businesses Land and Property:  Erf 739: R120 000  Erf 140: R80 000
N. van Zyl	Land and Property:  Erf 34: R298 500  Erf 526: R16 600

Table 29: Financial Disclosures (1 July 2022 to 30 June 2023)

Component D: Corporate Governance

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

2.7 Risk Management

Section 62 of the Municipal Finance Management Act (MFMA), no. 56 of 2003 that the Accounting Officer should take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control as well as the effective, efficient and economical use of the resources of the municipality.

Risk Management is one of management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic and formalised process to identify, assess, manage, monitor, report and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

Various engagements is held to discuss and populate risk tolerance and appetite levels to report accurately and appropriately on the individual as well as strategic risks.

The table below include the top 10 risks of the Municipality:

Risk	Root Cause	Risk Exposure
Lack of updated municipal By-Laws	Improper planning	Noncompliance
Inability of the municipality to meet Operation Clean Audit target	Internal control measures not properly implemented	Reputational, unfavourable audit outcomes
Fraud and corruption within the municipality	Lack of segregation of duties not properly implemented. Lack of capacity (skills). No transfer of skills	Financial losses, hampering of service delivery, negative impact on corporate image of the municipality. Possible Litigation
Non-payment of basic services by the community	Low payment culture. High unemployment	Poor revenue collection
Loss of critical information	Lack of filing cabinets and shelves	Lack of audit trail
Hacking of municipal IT systems	Viruses, power failures	Confidential information may be leaked/disclosed/lost to the media and public
Illegal dumping	Ignorance by community, lack enforcement personnel	Compromised health and safety of the community
Stray animals	Animals kept in backyards without permission from the municipality	Compromised health and safety. Accidents, injuries, Litigation (financial loss)
Limited maintenance of assets (buildings, roads and fleet)	Cashflow constraints	Accidents, injuries, financial loss
Drought (lower water levels during the summer season)	Lowering of water levels in boreholes	Insufficient water supply to consumers. Compromised water quality. Compromised health

Table 30: Top Ten Risks

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The role of the Risk Committee is to provide timely and useful enterprise risk management reports to the Audit Committee of the municipality. A Risk Committee has not been established.

2.8 Audit Committee

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

(a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –

- 🌿 internal financial control and internal audit;
- 🌿 risk management;
- 🌿 accounting policies;
- 🌿 the adequacy, reliability and accuracy of financial reporting information;
- 🌿 performance management;
- 🌿 effective governance;
- 🌿 compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- 🌿 performance evaluation; and
- 🌿 any other issues referred to it by the municipality

2.8.1 Functions of the Audit Committee

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

- 🌿 To advise the Council on all matters related to compliance and effective governance.
- 🌿 To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- 🌿 Respond to the council on any issues raised by the Auditor-General in the audit report.
- 🌿 To carry out such investigations into the financial affairs of the municipality as the council may request.
- 🌿 Perform such other functions as may be prescribed.
- 🌿 To review the quarterly reports submitted to it by the internal audit.
- 🌿 To evaluate audit reports pertaining to financial, administrative and technical systems.
- 🌿 To review the performance management system and make recommendations in this regard to Council.
- 🌿 To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- 🌿 Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.

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- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

2.8.2 Members of the Audit Committee

Committee member	Capacity	Meeting dates
N. Jansen (From 1 May 2022)	Chairperson	24 May 2023
N. Youlou (From 1 May 2022)	Member	
E.D. Haas (From 1 May 2022)	Member	
Z. de Laan (From 1 May 2022)	Member	
F. Rootman (From 1 May 2022)	Member	

Table 31: Members of the Audit Committee

Internal Audit services are rendered to the municipality by Pixley Ka Seme District Municipality via Shared Services.

2.9 By-Laws and Policies

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies.

The following table provides details of the policies that were adopted/revised during the year:

Name of strategy	Date Adopted/Reviewed
Subsistence & Travel policy	27 May 2022
SCM Policy	27 May 2022
Property Rates policy	27 May 2022
Indigent household policy	27 May 2022
Tariff policy	27 May 2022
Asset Management policy	27 May 2022
Customer Care & Management policy	27 May 2022
Credit Control & Debt Collection policy	27 May 2022
Cellphone policy	27 May 2022
Cash & Investment policy	27 May 2022
Budget Implementation policy	27 May 2022
Augmentation Policy	27 May 2022

Table 32: Policies Developed

2.10 Communication

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

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

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

2.10.1 Communication Activities

Description	Yes/No
Communication unit	No
Communication strategy	Yes
Customer satisfaction surveys	No
Functional complaint management systems	Complaints register in place
Newsletters distributed at least quarterly	"Korbeeljie" is published and was distributed in September 2022
Crisis Communication Procedure	No
Language Policy and Procedure	No
Media Protocol Procedure	No
Social Media	No, but WhatsApp for electricity and water services

Table 33: Communication Activities

2.10.2 Website

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirements of S75 of the MFMA and S21A and B of the Municipal Systems Act ("MSA") as amended.

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

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

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The table below gives an indication about the information and documents that are published on our website.

Description of information and/or document	Yes/No
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Full Council details	Yes
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Physical address of the Municipality	Yes
Postal address of the Municipality	Yes
Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA)	
Draft Budget 2022/23	Yes
Adjusted Budget 2022/23	Yes
Asset Management Policy	Yes
Customer Care, Credit control & Debt collection Policy	Yes
Indigent Policy	Yes
Investment & Cash Management Policy	Yes
Rates Policy	Yes
Supply Chain Management Policy	Yes
Tariff Policy	Yes
Virement Policy (Part of Budget Implementation Policy)	Yes
Travel and Subsistence Policy	Yes
Top Layer SDBIP 2022/23	Yes
Integrated Development Plan and Public Participation (Section 25(4)(b) of the MSA and Section 21(1)(b) of the MFMA)	
Reviewed IDP for 2022/23	Yes
IDP Process Plan for 2022/23	Yes

Table 34: Information on Website

2.11 B-BBEE Compliance Performance Information

Section 121(3)(k) of the MFMA indicates that the annual report of a municipality should include any other information as may be prescribed. The Broad Based Black Economic Empowerment (B-BBEE) Act (Act 53 of 2003; as amended by Act 46 of 2013) read in conjunction with the B-BEE Regulations of 2016 states in Section 13G(1) that all spheres of government, public entities and organs of state must report on their compliance with broad-based black economic empowerment in their Annual Financial Statements and Annual Reports. In accordance with the explanatory notice (Notice 1 of 2018) issued by the B-BBEE Commission the following tables provide details on the municipality's compliance with regard to broad-based black economic empowerment to the extent where the information is currently readily available at municipal level in the specific format:

2.11.1 Senior Management

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

Table 35: B-BBEE Compliance Performance Information: Senior Management

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2.11.2 Skills Development

Category	Number	Race Classification	Gender	Disability	Total Amount Spend
Black employees	0	0	0	0	0
Black non-employees		0	0	0	0
Black people on internships, apprenticeship, learnership	0	0	0	0	0
Unemployed black people on any programme under the learning programme matrix	0	0	0	0	0
Black people absorbed at end of internships, apprenticeship, learnership	0	0	0	0	0

Table 36: B-BBEE Compliance Performance Information: Skills Development

Chapter 3: Service Delivery Performance






OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance management is a process which measures the implementation of the organisation's strategy. 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 institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

Legislative requirements

The Constitution of the RSA, 1996, section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of *inter alia*:

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

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

In terms of section 46(1)(a) of the systems Act (Act 32 of 2000) a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with the performance of the previous financial year. The report must,

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furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

Organisational performance

Strategic performance indicates how well the municipality is meeting its objectives and whether policies and processes are working effectively. All government institutions must measure and report on their strategic performance to ensure that service delivery is done in an efficient, effective and economical manner. Municipalities must therefore develop strategic plans and allocate resources for the implementation. The implementation of the plans must be monitored on an on-going basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlights the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the Strategic Objectives and performance on the National Key Performance Indicators as prescribed in terms of section 43 of the Municipal Systems Act, 2000.

Performance Management System used in the financial year 2021/22

The IDP and the Budget

The IDP and the main budget for 2022/23 was approved by Council on 27 May 2022. As the IDP process and the performance management process are integrated, the IDP fulfils the planning stage of performance management whilst performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

In terms of the performance management framework, the Mayor approved the Top Layer Service Delivery Budget Implementation Plan (SDBIP) for 2022/23. The Top layer SDBIP indicators are aligned with the budget which was prepared in terms of the reviewed IDP. The indicators in the Top layer SDBIP include indicators required by legislation, indicators that will assist to achieve the objectives adopted in the IDP and indicators that measure service delivery responsibilities.

The actual performance achieved in terms of the KPI's was reported on. The indicators and targets were adjusted after the finalisation of the previous year budget and mid-year budget assessment. The Top Layer SDBIP was revised with the Adjustments Budget in terms of section 26 (2)(c) of the Municipal Budget and Reporting Regulations and an amended Top Layer SDBIP was approved by the Council in February 2023. The performance agreements of the senior managers were compiled and revised in terms of the SDBIP indicators.

Actual Performance

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

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

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- It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.
- Monitoring of the Service Delivery Budget Implementation Plan
- Municipal performance is measured as follows:
- Quarterly reports were submitted to council on the actual performance in terms of the Top Layer SDBIP.
- Mid-year assessment and submission of the mid-year report to the Mayor in terms of section 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.

PERFORMANCE REPORT PART I

3.1 Introduction

This section provides an overview of the key service achievements of the municipality that came to fruition during 2022/23 in terms of the deliverables achieved against the strategic objectives of the IDP.

3.2 Strategic Service Delivery Budget Implementation Plan

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

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

The following table explains the method by which the overall assessment of the actual performance against the targets set for the key performance indicators (KPI's) of the SDBIP are measured:

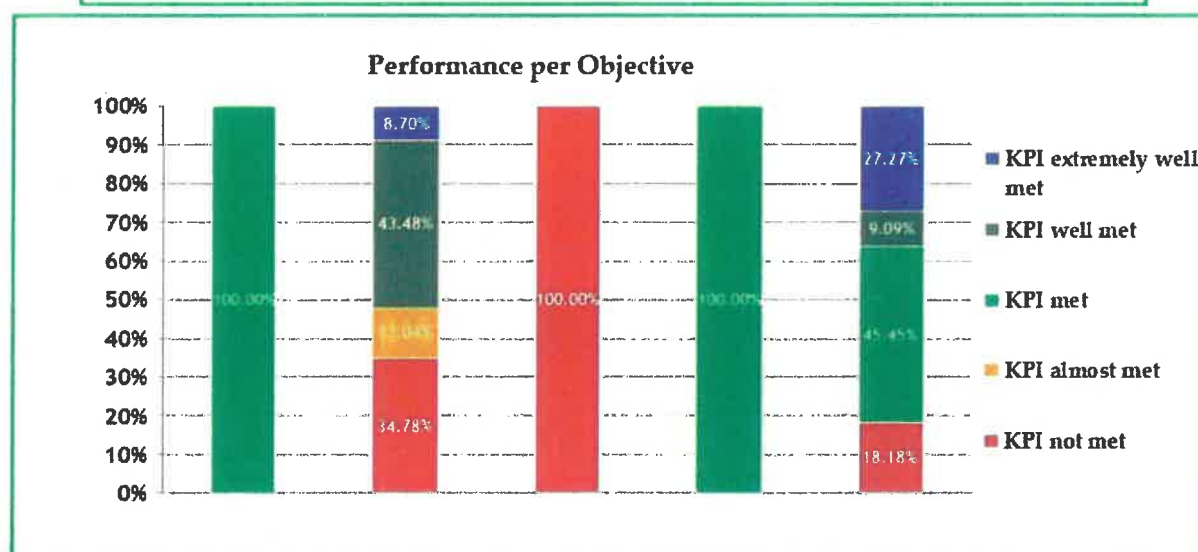
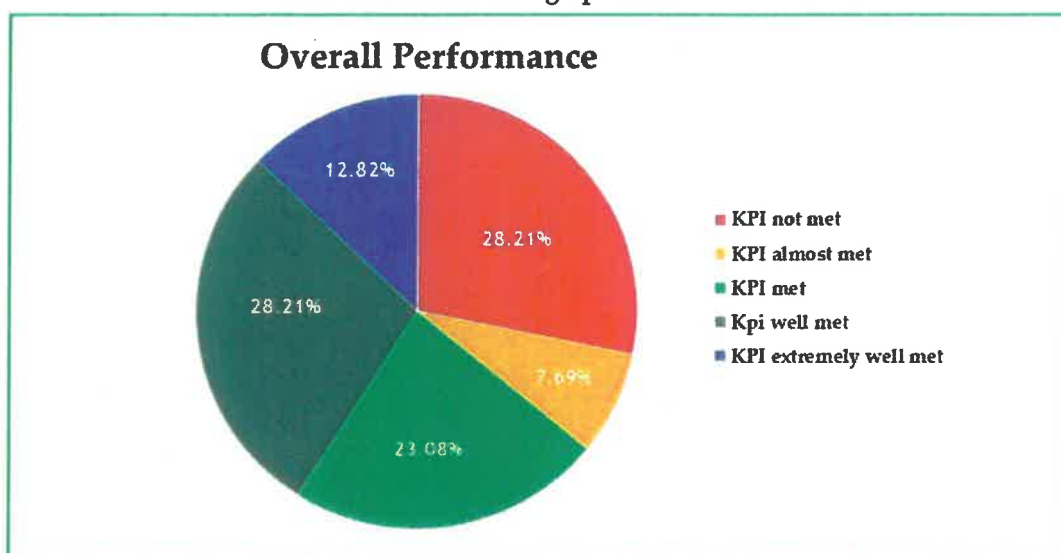
Category	Colour	Explanation
KPI Not Yet Measured	n/a	KPI's with no targets or actuals in the selected period
KPI Not Met	R	0% > = Actual/Target < 75%
KPI Almost Met	O	75% > = Actual/Target < 100%
KPI Met	G	Actual/Target = 100%
KPI Well Met	G2	100% > Actual/Target < 150%
KPI Extremely Well Met	B	Actual/Target > = 150%

Figure 3 SDBIP Measurement Criteria

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3.2.1 Overall Performance as per Top Layer SDBIP

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



Measurement Criteria	Compliance with the principles of good governance	Deliver basic services with available resources	Enhance community participation	Promote economic development, tourism and growth opportunities	Sound administrative and financial services to achieve and maintain sustainability and viability
KPI Not Met	0	8	1	0	2
KPI Almost Met	0	3	0	0	0
KPI Met	3	0	0	1	5
KPI Well Met	0	10	0	0	1
KPI Extremely Well Met	0	2	0	0	3
Total	3	23	1	1	11

Graph 1: Top Layer SDBIP Performance per Strategic Objective

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Actual performance as per Top Layer SDBIP according to strategic objectives

Compliance with the principles of good governance

Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						
					Targets					Actual	
					Q1	Q2	Q3	Q4	Annual		
TL2	Compile and submit the Risk Based Audit Plan (RBAP) for the 2023/24 financial year to the Audit committee by 30 June 2023	Risk Based Audit Plan (RBAP) for the 2023/24 financial year submitted to the Audit committee by 30 June 2023	All	0	0	0	0	1	1	1	G
TL3	Submit the Draft IDP review to Council by 31 March 2023	Draft IDP review submitted to Council by 31 March 2023	All	1	0	0	1	0	1	1	G
TL4	Distribute external newspaper "Korbeeltjie"	Number of external newsletters distributed	All	3	0	0	0	1	1	1	G

Table 37: Compliance with the Principles of Good Governance

Deliver basic services with available resources

Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						
					Targets					Actual	
					Q1	Q2	Q3	Q4	Annual		
TL5	Spend 90% of the library grant by 30 June 2023 ((Actual expenditure divided by the approved budget)x100)	% of the library grant spent by 30 June 2023 ((Actual expenditure divided by the approved budget)x100)	All	New Key Performance Indicator for 2022/23	0.00%	20.00%	0.00%	90.00%	90.00%	100.00%	G 2
TL11	Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2023	Number of residential properties which are billed for water as at 30 June 2023	All	1 968	0	1 779	0	1 779	1 779	1 955	G 2

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						Actual	
					Targets							
					Q1	Q2	Q3	Q4	Annual			
TL12	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2023	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2023	All	1 102	0	1 029	0	1 029	1 029	1 117	G 2	
TL13	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2023	Number of residential properties which are billed for sewerage as at 30 June 2023	All	904	0	858	0	858	858	910	G 2	
TL14	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2023	Number of residential properties which are billed for refuse removal as at 30 June 2023	All	1 943	0	1 910	0	1 910	1 910	1 974	G 2	
TL15	Provide free basic water to indigent households as at 30 June 2023	Number of indigent households receiving free basic water	All	994	0	975	0	975	975	960	O	
	Corrective Measure	National reporting KPI in terms of Regulation 769. Less applications received than expected. Target will be adjusted for 2023/24 if needed.										
TL16	Provide free basic electricity to indigent	Number of indigent households	All	945	0	705	0	705	705	968	G 2	

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						Actual	
					Targets							
					Q1	Q2	Q3	Q4	Annual			
	households as at 30 June 2023	receiving free basic electricity										
TL17	Provide free basic sanitation to indigent households as at 30 June 2023	Number of indigent households receiving free basic sanitation services	All	834	0	845	0	845	845	756	O	
	Corrective Measure	National reporting KPI in terms of Regulation 769. Less applications received than expected. Target will be adjusted for 2023/24 if needed.										
TL18	Provide free basic refuse removal to indigent households as at 30 June 2023	Number of indigent households receiving free basic refuse removal services	All	994	0	975	0	975	975	960	O	
	Corrective Measure	National reporting KPI in terms of Regulation 769. Less applications received than expected. Target will be adjusted for 2023/24 if needed.										
TL19	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2023 [(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]	% of capital budget spent on capital projects by 30 June 2023	All	46%	0.00%	10.00%	30.00%	60.00%	60.00%	40.00%	R	
	Corrective Measure	Vanwyksvlei streets, Vanwyksvlei sportgrounds and Carnarvon and Vosburg oxidation ponds projects did not realise due to supply chain challenges, MIG indication that other projects must be completed first and one project not been approved yet by MIG. The digger loader was scraped from the budget. A meeting was held with MIG to ask for assistance on project registration and implementation.										
TL26	Limit % electricity unaccounted for to 25% by 30 June 2023 [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100]	% Electricity unaccounted for (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100	All	24.75%	0.00%	0.00%	0.00%	25.00%	25.00%	24.11%	B	

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						
					Targets					Actual	
					Q1	Q2	Q3	Q4	Annual		
TL27	90% of water samples taken comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	All	100%	0.00%	90.00%	0.00%	90.00%	90.00%	0%	R
	Corrective Measure	The time taken to do the analysis by the lab after samples are taken is sometimes more than 1 day and proper preparation of taps before the sample is taken does not always happen. Discussion will take place with lab on both these issues.									
TL29	60% of the electricity maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the electricity maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	119.01%	10.00%	20.00%	40.00%	60.00%	60.00%	81.00%	G 2
TL30	60% of the roads and stormwater maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the roads and stormwater maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	111.53%	10.00%	20.00%	40.00%	60.00%	60.00%	36.00%	R
	Corrective Measure	Supply chain challenges were experienced with the purchasing of bitumen. Will be addressed in 2023/24 to speed up purchasing.									
TL31	60% of the sewerage maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved	% of the sewerage maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved	All	70.12%	10.00%	20.00%	40.00%	60.00%	60.00%	68.00%	G 2

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						Actual	
					Targets							
					Q1	Q2	Q3	Q4	Annual			
	maintenance budget)x100}	maintenance budget)x100}										
TL32	60% of the water maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the water maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	202.13%	10.00%	20.00%	40.00%	60.00%	60.00%	97.00%	B	
TL33	60% of the sport and recreation maintenance budget spent by 30 June 2023 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the sport and recreation maintenance budget spent by 30 June 2023{(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	51.38%	10.00%	20.00%	40.00%	60.00%	60.00%	68.00%	C 2	
TL34	Purchase a second hand Front Loader (TLB) by 30 June 2023	Second hand Front Loader (TLB) purchased by 30 June 2023	All	New Key Performance Indicator for 2022/23	0	0	0	1	1	0	R	
	Corrective Measure	The project was scrapped form the budget. No corrective action needed.										
TL35	Spend 80% of the total amount budgeted by 30 June 2023 for the erecting of sport grounds in Vanwyksvlei {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent by 30 June 2023{(Total actual expenditure for the project/Total amount budgeted for the project)x100}	5	New Key Performance Indicator for 2022/23	0.00%	10.00%	20.00%	80.00%	80.00%	0.00%	R	
	Corrective Measure	No tenders were invited during the timeframe and the funding was forfeited. MIG was approached to support municipality with project registration and implementation.										
TL36	Spend 80% of the total amount budgeted by 30 June 2023 for the upgrading of	% of budget spent by 30 June 2023{(Total actual	5	New Key Performance Indica-	0.00%	10.00%	20.00%	80.00%	80.00%	0.00%	R	

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						Actual
					Targets						
					Q1	Q2	Q3	Q4	Annual		
	streets in Vanwyksvlei {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	expenditure for the project/Total amount budgeted for the project)x100}		tor for 2022/23							
	Corrective Measure	MIG did not provide the funding as they insisted that other projects need to be complete first. MIG was approached to assist with project registration and implementation.									
TL37	Spend 80% of the total amount budgeted by 30 June 2023 for the upgrading of oxidation ponds in Vosburg {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent by 30 June 2023{(Total actual expenditure for the project/Total amount budgeted for the project)x100}	6	New Key Performance Indicator for 2022/23	0.00%	10.00%	20.00%	80.00%	80.00%	0.00%	R
	Corrective Measure	Tenders were only invited after the year has ended. Project will start to progress in 2023/24.									
TL38	Spend 80% of the total amount budgeted by 30 June 2023 for the upgrading of oxidation ponds in Camarvon {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent by 30 June 2023{(Total actual expenditure for the project/Total amount budgeted for the project)x100}	1,2,3,4	New Key Performance Indicator for 2022/23	0.00%	10.00%	20.00%	80.00%	80.00%	0.00%	R
	Corrective Measure	MIG did not approve the project yet. Will start when funding is approved by MIG.									
TL39	Spend 80% of the total amount budgeted by 30 June 2023 for the upgrading of the 22 Kva electricity substation {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent by 30 June 2023{(Total actual expenditure for the project/Total amount budgeted for the project)x100}	3	New Key Performance Indicator for 2022/23	0.00%	10.00%	20.00%	80.00%	80.00%	85.76%	G 2

Table 38: Deliver Basic Services with Available Resources

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Enhance community participation

Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						Actual	
					Targets							
					Q1	Q2	Q3	Q4	Annual			
TL1	Council meets people meetings by 30 June 2023	Number of meetings	All	0	0	0	0	1	1	0	R	
	Corrective Measure	Although no "Council meets people" meetings were held, public meetings were held in all 6 wards on 2,15 20 and 22 March 2022.										

Table 39: Enhance Community Participation

Promote economic development, tourism and growth opportunities

Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						
					Targets					Actual	
					Q1	Q2	Q3	Q4	Annual		
TL28	Create temporary jobs opportunities in terms of EPWP by 30 June 2023	Number of job opportunities created by 30 June 2023	All	New Key Performance Indicator for 2022/23	0	24	0	24	24	24	G

Table 40: Promote economic development, tourism and growth opportunities

Sound administrative and financial services to achieve and maintain sustainability and viability

Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						
					Targets					Actual	
					Q1	Q2	Q3	Q4	Annual		
TL6	The number of people from employment equity target groups employed (to be appointed) in the three highest levels of management in compliance with the equity plan as at 30 June 2023	Number of people employed (to be appointed)	All	0	0	0	0	1	1	0	R
	Corrective Measure	Post of Municipal Manager was vacant and was only filled in November 2023.									
TL7	The percentage of the municipality's personnel budget actually spent on implementing its	% of the municipality's personnel budget on training by 30 June 2023 (Actual amount	All	0%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	G

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						
					Targets					Actual	
					Q1	Q2	Q3	Q4	Annual		
	workplace skills plan by 30 June 2023 [(Actual amount spent on training/total operational budget)x100]	spent on training/total personnel budget)x100									
TL8	Limit the vacancy rate to less than 10% of budgeted posts on approved organogram by 30 June 2023 ((Number of posts filled/Total number of budgeted posts)x100)	% vacancy rate of budgeted posts on approved organogram by 30 June 2023 (Number of posts filled/Total number of budgeted posts)x100	All	5.71%	0.00%	10.00%	0.00%	10.00%	10.00%	8.33%	B
TL9	Submit the Draft Annual Report for the 2021/22 financial year to Council by 31 January 2023	Draft Annual Report for the 2021/22 financial year submitted to Council by 31 January 2023	All	1	0	0	1	0	1	1	G
TL10	Submit the Work Skills Plan to Local Government SETA by 30 April 2023	Work Skills Plan submitted to LGSETA by 30 April 2023	All	1	0	0	1	0	1	1	G
TL20	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2023 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% debt coverage	All	0%	0.00%	0.00%	0.00%	45.00%	45.00%	0.00%	B

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						
					Targets					Actual	
					Q1	Q2	Q3	Q4	Annual		
TL21	Financial viability measured in terms of the outstanding service debtors as at 30 June 2023 ((Total outstanding service debtors/ revenue received for services)X100)	% of outstanding service debtors to revenue received for services	All	81.87%	0.00%	0.00%	0.00%	97.00%	97.00%	160.87%	R
	Corrective Measure	Deteriorating financial circumstances of community. More stringent implementation of credit control policy.									
TL22	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2023 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	All	5.16	0	0	0	1	1	5.2	B
TL23	Submit the annual financial statements for the 2021/22 financial year to AGSA by 31 August 2022	Annual financial statements for the 2021/22 financial year submitted to AGSA by 31 August 2022	All	1	1	0	0	0	1	1	G
TL24	Submit the draft main budget for the 2023/24 financial year to	Draft main budget for the 2023/24 financial year	All	1	0	0	1	0	1	1	G

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Ref	KPI	Unit of Measurement	Ward	Actual performance 2021/22	Performance of 2022/23						Actual
					Targets						
					Q1	Q2	Q3	Q4	Annual		
	Council by 31 March 2023	submitted to Council by 31 March 2023									
TL25	Achieve a debtor payment percentage of 60% by 30 June 2023 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	% debtor payment achieved	All	80.56%	0.00%	80.00%	0.00%	60.00%	60.00%	81.53%	G 2

Table 41: Sound Administrative and Financial Services to Achieve and Maintain Sustainability and Viability

3.3 Service Providers Performance

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

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

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

3.4 Municipal Functions

The table below indicates the functional areas that the municipality are responsible for in terms of the Constitution:

Municipal function	Responsible for Function
Building regulations	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal planning	Yes
Stormwater management systems in built-up areas	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Local amenities	Yes
Local sport facilities	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes

Table 42: Functional Areas

COMPONENT A: BASIC SERVICES

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

We have a decentralised service delivery model with a split in between the Engineering and Planning Service Department who is responsible for all bulk services and the Community and Operational Services Department who is responsible for the day-to-day operations in each town/area.

3.5 National Key Performance Indicators – Basic Service Delivery and Local Economic Development

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Areas: Basic Service Delivery and Local Economic Development.

KPA & Indicators	2021/22	2022/23
Basic Service Delivery		
The number of households with access to free basic water	*994	*960
The number of households with access to free basic electricity	*945	*968
The number of households with access to free basic sanitation	*834	*756
The number of households with access to free basic solid waste removal	*994	*960
The number of households with access to basic level of water	*1 968	*1 955
The number of households with access to basic level of sanitation	*904	*910
The number of households with access to basic level of electricity	*1 102	*1 117
The number of households with access to basic level of solid waste removal	*1 943	*1 974
The percentage of the municipal capital budget actually spent on capital projects by 30 June	46	40
Local economic development		
The number of temporary jobs created through municipality's local economic development initiatives including capital projects	**32	*24
*Represents the number of households that were billed as at 30 June 2022 and 30 June 2023		
**Number of temporary jobs created in terms of the Expanded Public Works Programme (EPWP) as at 30 June 2022 and 30 June 2023		

Table 43: National KPIs – Basic Service Delivery and Local Economic Development

3.6 Water Services

The municipality operates borehole water supply systems in Carnarvon, Vosburg and Vanwyksvlei. A total number of 22 boreholes supply the bulk of the water for the three towns. Operation, maintenance and management of the water supply system needs attention. No new development should be undertaken before more boreholes are available.

The levels of service for water in Carnarvon are high and 98% of all consumers have water connections. 60 Squatters are dependent on standpipes. 100% (267) of the consumers in Vosburg have water connections, except for informal houses with standpipes. In Vanwyksvlei all 420 consumers have water connections. The provision of water in the Karoo, especially in summer, will always be a challenge because of dependency on boreholes.

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The highlights for the year under review include the following:

- ☞ Due to the good rainfall, there was no reason to restrict water usage.

Some of the challenges that are experienced include the following:

- ☞ The replacement of the asbestos pipeline in the Carnarvon town is not completed and this creates additional challenges with service delivery.
- ☞ The filling of the vacancies of the PMU Officer and the Manager Technical and Community Services, must be fast tracked.
- ☞ High consumption of indigent consumers due to poor maintenance of their toilet systems.

Water Services Service Delivery Levels

Section 4B of the Constitution lists water and sanitation services limited to potable water supply systems and domestic wastewater and sewerage disposal systems as a local government function. Basic water is defined as 25 liters of potable water per day supplied within 200 meters of a household.

The table below specifies the different water service delivery levels per households for the financial years 2021/22 and 2022/23:

Households		
Description	2021/22	2022/23
<u>Water:</u> (above min level)		
Piped water inside dwelling	780	780
Piped water inside yard (but not in dwelling)	1 188	1 188
Using public tap (within 200m from dwelling)	186	186
Other water supply (within 200m)	1 068	1 068
Minimum Service Level and Above sub-total	3 222	3 222
Minimum Service Level and Above Percentage	100	100
<u>Water:</u> (below min level)		
Using public tap (more than 200m from dwelling)	0	0
Other water supply (more than 200m from dwelling)	0	0
No water supply	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	3 222	3 222

Table 44: Water Services Service Delivery Levels

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Total Employees – Water Services and Technical

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	1	1	0	0.0
4 - 6	2	2	0	0.0
7 - 9	1	1	0	0.0
10 - 12	0	0	0	0.0
13 - 15	1	1	0	0.0
16 - 18	1	0	1	100.0
19 - 20	0	0	0	0.0
Total	6	5	1	16.7
As at 30 June 2023				

Table 45: Total Employees: Water Services

Capital Expenditure – Water Services

Capital Projects	Budget	Adjustment Budget	Actual Expenditure
R'000			
Replacement of asbestos pipeline	3 000	3 000	1 750

Table 46: Capital Expenditure: Water Services

3.7 Waste Water (sanitation) Services

Vosburg

All the households have access to proper sanitation, except informal settlement, 92 households with buckets.

Vanwyksvlei

In Vanwyksvlei 377 households still have pit toilets. There is no infrastructure to deal with household grey water. Grey water is disposed of on-site and sometimes into the streets. This is a potential health problem that should be investigated, and solutions should be found urgently. Sanitation is one aspect that needs urgent attention to improve the quality of life of the residents of Vanwyksvlei.

Rural Farming Areas

Although accurate data is not available, it is estimated that 75 households on farms, mainly housing farm workers, do not have access to appropriate sanitation.

Some of the highlight include the following:

- 🌿 Blockage in main system is unblock within 24 hours.
- 🌿 The turn-around time on request for the pumping of sewerage tanks are ±72 hours.

Some of the challenges that are experienced include the following:

- ☹ None-operation of Vanwyksvlei ponds.
- ☹ Adding of additional ponds in Carnarvon and Vosburg.
- ☹ Approving of the Carnarvon oxidation pond business plan by MIG.
- ☹ Higher blockages of indigent consumers that needs attention.

Waste Water (Sanitation) Services Service Delivery Levels

The table below specifies the different sanitation service delivery levels per households for the financial years 2021/22 and 2022/23:

Households		
Description	2021/22	2022/23
<i>Sanitation/sewerage: (above minimum level)</i>		
Flush toilet (connected to sewerage)	904	904
Flush toilet (with septic tank)	560	560
Chemical toilet	0	0
Pit toilet (ventilated)	377	377
Other toilet provisions (above min. service level)	1 205	1 205
Minimum Service Level and Above sub-total	3046	3046
Minimum Service Level and Above Percentage	94.5	94.5
<i>Sanitation/sewerage: (below minimum level)</i>		
Bucket toilet (joint informal)	176	176
Other toilet provisions (below min. service level)	0	0
No toilet provisions	0	0
Below Minimum Service Level sub-total	176	176
Below Minimum Service Level Percentage	5.5	5.5
Total households	3 222	3 222

Table 47: Waste Water (sanitation) Services Service Delivery Levels

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Total Employees – Waste Water (Sanitation) Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	5	5	0	0.0
4 - 6	6	6	0	0.0
7 - 9	0	0	0	0.0
10 - 12	0	0	0	0.0
13 - 15	0	0	0	0.0
16 - 18	0	0	0	0.0
19 - 20	0	0	0	0.0
Total	11	11	0	0.0

As at 30 June 2023

Table 48: Total Employees Waste Water (sanitation) Services

Capital Expenditure – Waste Water (sanitation) Services

Capital Projects	Budget	Adjustment Budget	Actual Expenditure
R'000			
Upgrading of oxidation ponds - Carnarvon	2 250	0	0
Upgrading of oxidation ponds - Vosburg	4 250	0	0

Table 49: Capital Expenditure: Waste Water (sanitation) Services

3.8 Electricity Services

All the households in the formal towns of Carnarvon, Vosburg and Vanwyksvlei have electricity within their houses. This aspect is positive and will contribute largely to the social development of the residents.

All the households in Vanwyksvlei have electricity in their homes except 26 squatters. In Carnarvon 60 squatters do not have electricity supply and 92 squatters in Vosburg do not have electricity in their homes. We however supply these people with four bags of wood per month. The situation in the rural farming areas is still a problem and it is estimated that most of the households are without electricity.

Some of the highlight include the following:

- 🌿 No long internal electricity outages.
- 🌿 Upgrading of 22kVa substation in Carnarvon in progress.

Some of the challenges that are experienced include the following:

- 🌿 More funding needed to upgrade the network completely.
- 🌿 More regular investigation of house connections to try to lower electricity losses.

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Electricity Services Service Delivery Levels

The table below specifies the different service delivery level standards for electricity within the municipal area:

Households		
Description	2021/22	2022/23
<i>Energy: (above minimum level)</i>		
Electricity (at least min. service level)	151	151
Electricity - prepaid (min. service level)	2 029	2 029
Minimum Service Level and Above sub-total	2 180	2 180
Minimum Service Level and Above Percentage	61.15	61.15
<i>Energy: (below minimum level)</i>		
Electricity (< min. service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	1 385	1 385
Below Minimum Service Level sub-total	1 385	1 385
Below Minimum Service Level Percentage	38.85	38.85
Total number of households	3 565	3 565

Table 50: Electricity Services Service Delivery Levels

Total Employees – Electricity Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	0	0	0	0.0
4 - 6	0	0	0	0.0
7 - 9	1	1	0	0.0
10 - 12	1	1	0	0.0
13 - 15	0	0	0	0.0
16 - 18	0	0	0	0.0
19 - 20	0	0	0	0.0
Total	2	2	0	0.0
As at 30 June 2023				

Table 51: Total Employees Electricity Services

Capital Expenditure – Electricity Services

Capital Projects	Budget	Adjustment Budget	Actual Expenditure
R'000			
Upgrading of the 22kVa Sub Station - Carnarvon	7 500	7 500	6 432

Table 52: Capital Expenditure: Electricity Services

3.9 Waste Management Services (Refuse collections, waste disposal, street cleaning and recycling)

Solid waste can be defined as any garbage, refuse, sludge or other discarded material resulting from industrial, commercial, institutional and residential activity. Kareeberg Municipality provides solid waste removal services in Carnarvon, Vosburg and Vanwyksvlei. The service includes collection, removal and final disposal of waste at municipal waste disposal sites.

The following waste is received at the municipal solid waste disposal sites.

Residential waste

Residential waste includes waste from households and consists mostly of paper, glass, plastics, food waste and yard waste. Up to 90 % of waste received at the municipal dumping sites is residential waste.

Commercial and industrial waste

Commercial and industrial waste includes waste from offices, shops, clinics and schools in the area and includes mostly cardboard, paper, plastic bags, food waste and yard waste.

Building rubble

This type of waste is occasionally received at solid waste disposal sites and is mainly comprised of waste construction material from private contractors which includes left over bricks, wires, plaster board, and metal sheets.

Dumping sites

All three dumping sites in the municipal area are licensed. The sites do not fully comply with the minimum requirements for waste disposal at sites. At present there exists insufficient enclosure of sites, uncontrolled access, inappropriate waste disposal methods etc.

Refuse removal

- 🌿 Weekly refuse removal in Kareeberg Municipal area is about 100%
- 🌿 Only the households in informal settlements are not provided with a refuse removal service by municipality but well on bulk removal.
- 🌿 No refuse removal in the rural area.

Some of the highlights that are experienced include the following:

- 🌿 Weekly removal of waste in all three towns

Some of the challenges that are experienced include the following:

- 🌿 Keeping the different waste sites to comply with the licence conditions is not always possible and also not realistic.
- 🌿 Illegal dumping sites.

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Waste Management Services Service Delivery Levels

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

Description	Households	
	2021/22	2022/23
<u>Solid Waste Removal: (Minimum level)</u>		
Removed at least once a week	1 943	1 943
Minimum Service Level and Above sub-total	1 943	1 943
Minimum Service Level and Above percentage	63.62	63.62
<u>Solid Waste Removal: (Below minimum level)</u>		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal		
No rubbish disposal	0	0
Below Minimum Service Level sub-total	1 111	1 111
Below Minimum Service Level percentage	36.38	36.38
Total number of households	3 054	3 054

Table 53: Waste Management Services Delivery Levels

Total Employees – Waste Management Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	8	8	0	0.0
4 - 6	1	1	0	0.0
7 - 9	0	0	0	0.0
10 - 12	0	0	0	0.0
13 - 15	0	0	0	0.0
16 - 18	0	0	0	0.0
19 - 20	0	0	0	0.0
Total	9	9	0	0.0
As at 30 June 2023				

Table 54: Total Employees Waste Management Services: Engineering and Planning Services

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3.10 Housing

Housing is not a function of the Kareeberg Municipality and therefore no municipal resources are allocated towards Housing. Housing is managed by the Northern Cape Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA) and the municipality signed a service level agreement with the Pixley ka Seme District Municipality for the delivery of houses.

The table below indicates the housing waiting list per town:

Town	2021/22	2022/23
Vanwyksvlei	130	130
Carnarvon	650	650
Vosburg	150	150
Total	930	930

Table 55: Housing Waiting List per Town

3.11 Free Basic Services and Indigent Support

The tables below indicate the total number of households that received free basic services in the 2022/23 financial year:

Access to Free Basic Services

Financial year	Total no of HH	Number of households							
		Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2021/22	3 088	945	30.6	994	32.19	834	27.0	994	32.2
2022/23	3 088	968	31.35	960	31.09	756	24.48	960	31.09

Table 56: Access to Free Basic Services

The access to free basic services is summarised into the different services as specified in the following tables:

Financial year	Electricity								
	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value
			(R'000)			(R'000)			(R'000)
2021/22	272	50	221	2 143	0	0	629	50	541
	44	50 + basic	121						
2022/23	273	50	258	2120	0	0	652	50	614
	43	50 + basic	129						

Table 57: Free Basic Electricity Services to Indigent Households

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Water						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Unit per HH (kl)	Value	No of HH	Unit per HH (kl)	Value
			(R'000)			(R'000)
2021/22	994	6 + basic fee	2 380	2 094	0	0
2022/23	960	6 + basic fee	3 461	2 128	0	0

Table 58: Free Basic Water Services to Indigent Households

Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No of HH	R value per HH	Value	No of HH	Unit per HH per month	Value
			(R'000)			(R'000)
2021/22	834	314	3 137	2 254	0	0
2022/23	756	332	3 335	2 332	0	0

Table 59: Free Basic Sanitation Services to Indigent Households

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Service per HH per week	Value	No of HH	Unit per HH per month	Value
			(R'000)			(R'000)
2021/22	994	1	2 416	2 094	0	0
2022/23	960	1	2 919	2 128	0	0

Table 60: Free Basic Refuse Removal Services to Indigent Households

COMPONENT B: ROAD TRANSPORT

This component includes Roads and Waste Water (storm water drainage).

3.12 Roads and Stormwater

The road network in Kareeberg Municipality comprises the following: trunk roads (6 km), main roads (60 km), district roads (68 km) and municipal streets (70 km). The municipality is responsible for maintaining the streets in Carnarvon, Vosburg and Vanwyksvlei. These streets are comprised of approximately 10 km paved and 60 km unpaved streets.

The maintenance done is insufficient and unpaved streets are almost totally neglected. Inadequate drainage systems in unpaved areas accelerate decay of unpaved road surfaces.

The unpaved district roads in the municipality are in poor condition. After average rainstorms, most of the unpaved district roads become inaccessible to traffic. Road users are not informed or warned about the condition and accessibility of district roads after these rainstorms.

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Carnarvon

The town has 6.818 km of paved streets, 8.664 km are gravel and 9.527 are tarred. Tarred streets are found only in the older town centre. The streets require overall maintenance, but funding for maintenance remains a challenge. All the streets in the previously disadvantaged areas are paved.

Vosburg

The town has 2.438 km of paved streets, 4.937 km gravel and 2.382 tarred streets. The tarred and unpaved streets in the town centre are not in good condition. All the streets in the previously disadvantage areas are paved.

Vanwyksvlei

The town has 8.765 km of paved streets, 8.865 gravel and 1.114 km tarred streets. The unpaved streets in the town centre are in good condition. We are busy to pave all the streets in the previous disadvantaged areas that will be finished in the next three years.

The highlights for the year under review were as follow:

- Manage to repair some potholes.

Some of the challenges that were experienced include the following:

- Repairing of potholes.
- Maintenance of gravel roads.

Total Employees – Roads and Stormwater

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	12	11	1	8.3
4 - 6	0	0	0	0.0
7 - 9	0	0	0	0.0
10 - 12	1	1	0	0.0
13 - 15	0	0	0	0.0
16 - 18	0	0	0	0.0
19 - 20	0	0	0	0.0
Total	13	12	1	7.7
As at 30 June 2023				

Table 61: Total Employees – Roads and Stormwater

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Capital Expenditure – Roads and Stormwater

Capital Projects	Budget	Adjustment Budget	Actual Expenditure
R'000			
Upgrading of Vanwyksvlei streets	2 006	2 006	0

Table 62: Capital Expenditure: Roads and Stormwater

COMPONENT C: PLANNING AND DEVELOPMENT

3.13 Town Planning & Spatial planning

All planning applications are processed by the Pixley ka Seme District Municipality in terms of an agreement. A tribunal at the district consider and process the applications.

3.14 Local Economic Development

Although temporary job opportunities are created annually with labour intensive capital projects where possible, the municipality urgently needs funding to review the Local Economic Development Strategy with a practical and realistic implementation plan for the next 5 years.

COMPONENT D: COMMUNITY AND SOCIAL SERVICES

3.15 Libraries

There are two libraries in Carnarvon and one each in Vanwyksvlei and Vosburg. Council strives to give the best services possible to the community through its libraries. All libraries have internet services, copy facilities and daily newspaper and magazines.

Libraries Service Statistics

Service Statistics for Library Services

The table below indicates the service statics for the division:

Type of service	2021/22	2022/23
Number of libraries	4	4
Library members	2 317	2 612
Books circulated	14 520	15 612
Internet users	1 020	400
Children programmes	0	1
Visits by school groups	2	1
Book group meetings	0	0

Table 63: Libraries Service Statistics

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Total Employees – Libraries

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	6	5	1	16.7
4 - 6	2	2	0	0.0
7 - 9	2	2	0	0.0
10 - 12	0	0	0	0.0
13 - 15	0	0	0	0.0
16 - 18	0	0	0	0.0
19 - 20	0	0	0	0.0
Total	10	9	1	10.0

As at 30 June 2023

Table 64: Total Employees: Libraries

COMPONENT E: SECURITY AND SAFETY

This component includes:

- 🌿 Traffic, law enforcement and licensing;
- 🌿 Fire; and
- 🌿 Disaster management.

The municipality do not have a full-time dedicated fire service. It does, however, offer firefighting services with municipal staff trained in firefighting skills. All towns do have firefighting equipment available. A Water truck in Carnarvon are used solely for this purpose.

Disaster management is handled by the Pixley ka Seme district Municipality.

Traffic services in the municipal area are rendered by the Northern Cape Provincial Government.

COMPONENT F: SPORT AND RECREATION

3.16 Sport and Recreation

Formal sport and recreation facilities, that are properly equipped and maintained, are only in Carnarvon and Vosburg. There are no formal facilities in Vanwyksvlei.

The highlights for the year under review were as follow:

- 🌿 Maintenance of Carnarvon sport grounds, despite of regular vandalism.

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Some of the challenges that were experienced include the following:

- Regular vandalism of facilities in all towns is a great concern.
- Funding for the upgrading of the toilet facilities in Vosburg.

Capital Expenditure – Sport and Recreation

Capital Projects	Budget	Adjustment Budget	Actual Expenditure
	R'000		
Upgrading of the sport facilities in Vanwyksvlei	11 000	11 000	0

Table 65: Capital Expenditure: Sport and Recreation

COMPONENT G: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes Executive and Council, Corporate Services and Financial services

3.17 Executive and Council

This division includes the office of the mayor, municipal manager and senior managers.

Total Employees – Executive and Council

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	0	0	0	0.0
4 - 6	0	0	0	0.0
7 - 9	0	0	0	0.0
10 - 12	0	0	0	0.0
13 - 15	0	0	0	0.0
16 - 18	0	0	0	0.0
19 - 20	0	0	0	0.0
Contracted	2	1	1	50.0
Total	2	1	1	50.0

As at 30 June 2023

Table 66: Total Employees – Executive and Council

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3.18 Financial Services

Financial Services is responsible for budgeting, revenue, expenditure and supply chain management.

Service Statistics: Supply Chain Management (SCM)

The table below indicates the service statics for the division:

Description	Total No	Total Cost	Total No	Total Cost
	2021/22		2022/23	
Requests processed	238	41 625 247.43	270	4 122 125.13
Orders processed	215	41 625 247	216	3 955 375.13
Requests cancelled or referred back	23	0	52	166 750
Extensions	0	0	0	0
Bids received (number of documents)	67	298 354	0	0
Bids awarded	7	26	0	0
Bids awarded ≤ R200 000	0	0	0	0
Appeals registered	0	0	0	0
Successful Appeals	0	0	0	0

Table 67: Statistics SCM

Total Employees – Financial Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	1	1	0	0.0
4 - 6	1	1	0	0.0
7 - 9	6	6	0	0.0
10 - 12	1	1	0	0.0
13 - 15	0	0	0	0.0
16 - 18	1	0	1	100.0
19 - 20	0	0	0	0.0
Permanent with no Job Level	1	1	0	0.0
Total	11	10	1	9.1

As at 30 June 2023

Table 68: Total Employees – Financial Services

3.19 Corporate Services

This division includes Administration, Human Resources and Performance Management, IDP, LED and Special Programmes.

Some of the challenges that were experienced include the following:

🌿 Capacity constraints.

🌿 Time constraints.

Total Employees – Corporate Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number			%
0 - 3	3	3	0	0.0
4 - 6	1	1	0	0.0
7 - 9	2	2	0	0.0
10 - 12	1	0	1	100.0
13 - 15	0	0	0	0.0
16 - 18	1	1	0	0.0
19 - 20	0	0	0	0.0
Total	8	7	1	12.5
<i>As at 30 June 2023</i>				

Table 69: Total Employees – Corporate Services

COMPONENT H: ORGANISATIONAL PERFORMANCE SCORECARD AND INDIVIDUAL PERFORMANCE

This component includes the Annual Performance Scorecard Report for the current year.

3.20 Development and Service Delivery Priorities for 2023/24

The main development and service delivery priorities for 2023/24 are included in the Municipality's Top Layer SDBIP for 2023/24 and the Key Performance Indicators to achieve the service delivery priorities:

Compliance with the principles of good governance

Internal Ref	KPI	Unit of Measurement	Wards	Target
TL2	Compile and submit the Risk Based Audit Plan (RBAP) for the 2024/25 financial year to the Audit committee by 30 June 2024	Risk Based Audit Plan (RBAP) for the 2024/25 financial year submitted to the Audit committee by 30 June 2024	All	1
TL3	Sign s57 performance agreements with all snr Managers by 31 July	Number of agreements signed by 31 July	All	3
TL4	Conduct formal evaluations of the performance of the snr managers in terms of their signed agreements	Number of formal evaluations conducted	All	2
TL5	Review and submit the Risk Register to the Risk Management Committee by February 2024	Risk Register reviewed and submitted to the Risk Management Committee by February 2024	All	1
TL6	Submit the minutes of the Audit Committee to Council	Number of Audit Committee minutes submitted to Council	All	4
TL7	Submit the Draft IDP review to Council by 31 March 2024	Draft IDP review submitted to Council by 31 March 2024	All	1
TL8	Distribute external newspaper "Korbeeltjie"	Number of external newsletters distributed	All	4

Table 70: Service Delivery Priorities for 2022/23 – Compliance with the Principles of Good Governance

Deliver basic services with available resources

Internal Ref	KPI	Unit of Measurement	Wards	Target
TL9	Spend 90% of the library grant by 30 June 2024 ((Actual expenditure divided by the approved budget)x100)	% of the library grant spent by 30 June 2024 ((Actual expenditure divided by the approved budget)x100)	All	90.00%
TL17	Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2024	Number of residential properties which are billed for water as at 30 June 2024	All	1 779
TL18	Number of formal residential properties connected to the municipal electrical infrastructure network	Number of residential properties which are billed for electricity or have pre paid	All	1 029

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Internal Ref	KPI	Unit of Measurement	Wards	Target
	(credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2024	meters (Excluding Eskom areas) as at 30 June 2024		
TL19	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2024	Number of residential properties which are billed for sewerage as at 30 June 2024	All	858
TL20	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2024	Number of residential properties which are billed for refuse removal as at 30 June 2024	All	1 910
TL21	Provide free basic water to indigent households as at 30 June 2024	Number of indigent households receiving free basic water	All	975
TL22	Provide free basic electricity to indigent households as at 30 June 2024	Number of indigent households receiving free basic electricity	All	705
TL23	Provide free basic sanitation to indigent households as at 30 June 2024	Number of indigent households receiving free basic sanitation services	All	845
TL24	Provide free basic refuse removal to indigent households as at 30 June 2024	Number of indigent households receiving free basic refuse removal services	All	975
TL25	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2024 [(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]	% of capital budget spent on capital projects by 30 June 2024	All	80.00%
TL32	Limit % electricity unaccounted for to 25% by 30 June 2024 [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100]	% Electricity unaccounted for (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100	All	25.00%
TL33	90% of water samples taken comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	All	90.00%
TL35	60% of the electricity maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the electricity maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	60.00%
TL36	60% of the roads and stormwater maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the roads and stormwater maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	60.00%

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Internal Ref	KPI	Unit of Measurement	Wards	Target
TL37	60% of the sewerage maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the sewerage maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	60.00%
TL38	60% of the water maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the water maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	60.00%
TL39	60% of the sport and recreation maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the sport and recreation maintenance budget spent by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	All	60.00%
TL40	Spend 80% of the total amount budgeted by 30 June 2024 for the upgrading of oxidation ponds in Vosburg {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent by 30 June 2024 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	6	80.00%
TL41	Spend 80% of the total amount budgeted by 30 June 2024 for the upgrading of oxidation ponds in Carnarvon {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent by 30 June 2024 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	1,2,3,4	80.00%

Table 71: Services Delivery Priorities for 2022/23- Deliver Basic Services with Available Resources

Enhance community participation

Internal Ref	KPI	Unit of Measurement	Wards	Target
TL1	Council meets people meetings by 30 June 2024	Number of meetings	All	2

Table 72: Services Delivery Priorities for 2019/20- Enhance Community Participation

Promote economic development, tourism and growth opportunities

Internal Ref	KPI	Unit of Measurement	Wards	Target
TL34	Create temporary jobs opportunities in terms of EPWP by 30 June 2024	Number of job opportunities created by 30 June 2024	All	24

Table 73: Services Delivery Priorities for 2022/23- Promote Economic Development, Tourism and Growth Opportunities

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Sound administrative and financial services to achieve and maintain sustainability and viability

Internal Ref	KPI	Unit of Measurement	Wards	Target
TL10	The number of people from employment equity target groups employed (to be appointed) in the three highest levels of management in compliance with the equity plan as at 30 June 2024	Number of people employed (to be appointed)	All	1
TL11	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024 [(Actual amount spent on training/total operational budget)x100]	% of the municipality's personnel budget on training by 30 June 2024 (Actual amount spent on training/total personnel budget)x100	All	0.01%
TL12	Limit the vacancy rate to less than 10% of budgeted posts on approved organogram by 30 June 2024 ((Number of posts filled/Total number of budgeted posts)x100)	% vacancy rate of budgeted posts on approved organogram by 30 June 2024 (Number of posts filled/Total number of budgeted posts)x100	All	10.00%
TL13	Submit the Annual Performance Report for 2022/23 to the AG by 31 August 2023	Annual Performance Report submitted to the AG by 31 August 2023	All	1
TL14	Submit the Draft Annual Report for the 2022/23 financial year to Council by 31 January 2024	Draft Annual Report for the 2022/23 financial year submitted to Council by 31 January 2024	All	1
TL15	Submit the draft Top layer SDBIP 2024/25 for approval by the Mayor within 14 days after the budget has been approved	Draft Top Layer SDBIP 2024/25 submitted 4 to Mayor within 14 days after the budget has been approved	All	1
TL16	Submit the Work Skills Plan to Local Government SETA by 30 April 2024	Work Skills Plan submitted to LGSETA by 30 April 2024	All	1
TL26	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2024 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% debt coverage	All	65.00%
TL27	Financial viability measured in terms of the outstanding service debtors as at 30 June 2024 ((Total outstanding service debtors/ revenue received for services)x100)	% of outstanding service debtors to revenue received for services	All	97.00%
TL28	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2024 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad	Number of months it takes to cover fixed operating expenditure with available cash	All	1

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Internal Ref	KPI	Unit of Measurement	Wards	Target
	Debts, Impairment and Loss on Disposal of Assets))			
TL29	Submit the annual financial statements for the 2022/23 financial year to AGSA by 31 August 2023	Annual financial statements for the 2022/23 financial year submitted to AGSA by 31 August 2023	All	1
TL30	Submit the draft main budget for the 2024/25 financial year to Council by 31 March 2024	Draft main budget for the 2024/25 financial year submitted to Council by 31 March 2024	All	1
TL31	Achieve a debtor payment percentage of 80% by 30 June 2024 $\{(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue \times 100\}$	% debtor payment achieved	All	80.00%

Table 74: Service Delivery Priorities for 2022/23- Sound Administrative and Financial Services to Achieve and Maintain Sustainability and Viability

3.21 Municipal Manager and Managers Directly Accountable to the Municipal Manager

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance-based agreements with the all s56-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements of the senior managers for the 2022/23 financial year were signed as prescribed. The appraisal of the actual performance in terms of the signed agreements takes place twice per annum as regulated. The final evaluation of the 2021/22 financial year took place on 21 October 2022 and the midyear evaluation of the 2022/23 financial year on 9 March 2023.

Chapter 4: Organisational Development Performance**PERFORMANCE REPORT PART II****4.1 National Key Performance Indicators – Municipal Transformation and Organisational Development**

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

KPA& Indicators	2021/22	2022/23
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	0	0
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	0.00	0.01

Table 75: National KPIs– Municipal Transformation and Organisational Development

4.2 Introduction to the Municipal Workforce

The Municipality currently employs 66 permanent officials, who individually and collectively contribute to the achievement of Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

4.3 Employment Equity

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

Employment Equity vs Population

Description	African	Coloured	Indian	White	Total
Number for positions filled	3	61	0	2	66
% For Positions filled	4.5	92.5	0	3.0	100.0

Table 76: Employment Equity vs Population

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Occupational Levels - Race

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

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	1	0	1	0	0	0	0	2
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid- management	0	1	0	1	0	1	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	2	0	0	0	1	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	2	20	0	0	1	35	0	0	58
Total permanent	2	24	0	2	1	37	0	0	66
Non- permanent employees	1	2	0	0	0	1	0	0	4
Grand total	3	26	0	2	1	38	0	0	70

Table 77: Occupational Levels - Race

Departments - Race

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

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	0	0	0	0	0	1	0	0	1
Corporate Services	0	0	0	1	1	5	0	0	7
Financial Services	0	5	0	0	0	5	0	0	10
Operational Services	2	19	0	1	0	26	0	0	48
Total permanent	2	24	0	2	1	37	0	0	66
Non- permanent employees	1	2	0	0	0	1	0	0	4
Grand total	3	26	0	2	0	38	0	0	70

Table 78: Departments - Race

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4.4 Vacancy Rate

The approved organogram for the municipality has 72 permanent posts and 5 intern posts. The actual positions filled are indicated in the tables below by post level and by functional level. 6 posts were vacant at the end of 2022/23, resulting in a vacancy rate of 8.33% for the permanent posts.

Below is a table that indicates the vacancies within the municipality:

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57 & 56	2	2
Senior management	0	0
Professionals and Middle management	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	4	1
Semi - skilled	0	0
Unskilled and defined decision making	60	2
Total	66	6
PER FUNCTIONAL LEVEL		
Per Department	Filled	Vacant
Office of the Municipal Manager	1	1
Corporate Services	7	1
Financial Services	10	1
Operational Services	48	3
Total	66	6

Table 79: Vacancy Rate per Post and Functional Level

4.5 Turnover rate

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that shows the turnover rate within the municipality.

The table below indicates the turn-over rate over the last two years:

Financial year	Total no appointments at the end of each Financial Year	New appointments	No Terminations during the year	Turn-over Rate
2021/22	67	8	2	2.98
2022/23	66	5	8	12.12

Table 80: Turnover Rate

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4.6 Managing the Municipal Workforce

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

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

Department	2021/22	2022/23
Office of the Municipal Manager	0	0
Corporate Services	0	0
Financial Services	0	0
Operational Services	0	0
Total	0	0

Table 81: Injuries

Sick Leave

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The table below indicates the total number sick leave days taken within the different salary bands:

Salary band	Total sick leave	Employees using sick leave	Average sick leave per employee	Total sick leave	Employees using sick leave	Average sick leave per employee
	Days	No	Days	Days	No	Days
	2021/22			2022/23		
Lower skilled (Levels 1-2)	83	2	41.5	5	1	5
Skilled (Levels 3-5)	114	15	7.6	287	20	14.35
Highly skilled production (levels 6-8)	92	7	13.1	22	6	3.66
Highly skilled supervision (levels 9-12)	9	3	3	45	5	9
Senior management (Levels 13-15)	14	1	14	2	1	2
MM and S56	25	2	12.5	22	2	11
Total	337	30	11.2	383	35	10.94

Table 82: Sick Leave

HR Policies and Plans

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The table below shows the HR policies and plans that are approved:

Name of policy	Yes/No
Affirmative Action	Yes
Code of Conduct for employees	Yes
Delegations, Authorisation & Responsibility	Yes
Disciplinary Code and Procedures	Yes
Employment Equity	Yes
Grievance Procedures	Yes
HIV/Aids	Yes
Human Resource and Development	Yes
Information Technology	Yes
Job Evaluation	Yes
Leave	Yes
Occupational Health and Safety	Yes
Official Housing	Yes
Official Journeys	Yes
Official Working Hours and Overtime	Yes
Organisational Rights	Yes
Payroll Deductions	Yes
Performance Management and Development	Yes
Remuneration Scales and Allowances	Yes
Skills Development	Yes
Smoking	Yes
Uniforms and Protective Clothing	Yes

Table 83: HR Policies and Plans

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4.7 Capacitating the Municipal Workforce

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Skills Matrix

The table below indicates the number of employees that received training in the year under review:

Occupational categories		Training provided within the reporting period						
		Learnerships		Skills programmes & other short courses		Total		
		Actual	Target	Actual	Target	Actual	Target	% Achieved
MM and S57	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Legislators, senior officials and managers	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Professionals	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Technicians and associate professionals	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Clerks	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Service and sales workers	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Sub total	Female	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0
Total		0	0	0	0	0	0	0

Table 84: Skills Development: Training Provided

MFMA Competencies

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

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To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, “(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations.”

The table below provides details of the financial competency development progress as required by the regulation:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials				
Accounting officer	Vacant	n/a	n/a	n/a
Chief Financial Officer	1	1	1	1
Senior Managers	1	1	1	1
Any other financial officials	9	4	n/a	0
Supply Chain Management Officials				
Heads of supply chain management units	0	n/a	n/a	n/a
Supply chain management senior managers	0	n/a	n/a	n/a
Total	12	7	3	4

Name	Position	Higher Education Qualification	Relevant Work-Related Experience	Financial and Supply Chain Management Competency Areas	Financial and Supply Chain Management Competency Areas	Number of Completed Unit Standards	Remaining Unit Standards
Vacant	Accounting Officer	n/a	n/a	n/a	n/a	n/a	n/a
W De Bruin	CFO Municipality	NQF Level 7 - bachelor's degree (min 360 credits)	2 years and more	Performance Agreements signed, FM & SCM levels completed	20 Unit Standards needed	27	(7)
NJ Van Zyl	Senior Manager (MSA S56)	NQF Level 6 - National Diploma (min 240 credits)	7 years and more	Performance Agreements signed, FM & SCM levels completed	15 Unit Standards needed	26	(11)

Table 85: Financial Competency Development: Progress Report

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Skills Development - Budget allocation

The table below indicates the amounts budgeted and spent on training in the past two financial years:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
	R			
2021/22	24 883 714	130 000	97 473	75
2022/23	24 147 635	138 565	69 575	50

Table 86: Budget Allocated and Spent for Skills Development

4.8 Managing the Municipal Workforce Expenditure

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

Personnel Expenditure

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

Financial year	Total Expenditure salary and allowances	Total Operating Expenditure	Percentage
	R'000		%
2021/22	21 825	73 992	29.50
2022/23	23 134	83 936	27.56

Table 87: Personnel Expenditure

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Below is a summary of Councillor and staff benefits for the year under review:

Financial year	2021/22	2022/23
Description	R	
<u>Councillors (Political Office Bearers plus Other)</u>		
Mayor	854 492	912 418
Speaker	0	738 772
Exco committee	0	758 017
Councillors	3 598 767	2 399 035
Sub Total - Councillors	3 598 767	4 808 242
% increase/ (decrease)	-	33.6%
<u>Senior Managers of the Municipality</u>		
Annual Remuneration	3 246 347	2 383 179
Acting Allowance	0	696 443
Car Allowance	531 720	455 814
Settlement Payment	0	134 000
Bonus & Long Service Bonus	347 464	131 471
Performance Bonus	446 341	367 028
Contribution to UIF, Medical & Pension	483 644	388 034
Housing Subsidy	0	0
Telephone Allowance	90 000	77 500
Leave Pay-Out	0	437 308
Other	0	0
Sub Total - Senior Managers of Municipality	5 145 516	5 070 777
% increase/ (decrease)	-	(1.45)
<u>Other Municipal Staff</u>		
Basic Salaries and Wages	14 496 076	15 502 283
Pension Contributions	1 589 616	2 113 251
Medical Aid Contributions	272 789	285 492
Motor vehicle allowance	171 682	194 442
Cell phone allowance	31 200	33 650
Housing allowance	108 778	99 968
Overtime	1 117 194	1 480 171
Other benefits or allowances	265 675	410 532
Sub Total - Other Municipal Staff	18 053 010	20 119 789
% increase/ (decrease)	-	11.44%

Table 88: Personnel Expenditure

Chapter 5: Financial Performance

Component A: Statements of Financial Performance

The Statement of financial performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

5.1 Financial Summary

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

Description	2021/22	2022/23			2022/23 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Financial Performance						
Property rates	10,234	11,472	11,472	8,547	-34.21	-34.21
Service charges	18,889	17,209	17,209	18,293	5.93	5.93
Investment revenue	3,171	2,674	2,674	6,793	60.63	60.63
Transfers recognised - operational	42,307	37,928	37,928	41,163	7.86	7.86
Other own revenue	2,808	14,743	14,743	3,371	-337.37	-337.37
Total Revenue (excluding capital transfers and contributions)	77,409	84,026	84,026	78,167	-7.50	-7.50
Employee costs	21,317	25,988	24,148	23,134	-12.34	-4.38
Remuneration of councillors	3,599	4,505	4,735	4,808	6.30	1.52
Depreciation & asset impairment	5,508	5,635	5,635	6,177	8.76	8.76
Finance charges	1,474	1,145	1,145	1,644	30.36	30.36
Materials and bulk purchases	15,673	19,590	19,540	16,789	-16.68	-16.39
Transfers and grants	0	1,017	667	0	#DIV/0!	#DIV/0!
Other expenditure	27,216	35,043	37,799	31,384	-11.66	-20.44
Total Expenditure	74,787	92,924	93,670	83,936	-10.71	-11.60
Surplus/(Deficit)	2,622	(8,899)	(9,644)	(5,770)	2414.00	-67.15
Transfers recognised - capital	55,891	31,606	31,606	8,067	-291.79	-291.79
Contributed assets	0	0	0	40	100.00	100.00
Loss on foreign exchange	0	0	0	0	0.00	0.00
Fair value adjustment	0	0	0	0	0.00	0.00
Actuarial gains / (losses)	0	0	0	0	0.00	0.00
Surplus/(Deficit)	58,513	22,707	21,962	2,337	-871.46	-839.56
Capital expenditure & funds sources						
Transfers recognised - capital (incl Housing Development Fund)	0	27,006	27,006	8,063	-234.92	-234.92
Public contributions & donations	0	0	0	40	100.00	100.00

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Description	2021/22	2022/23			2022/23 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Borrowing	0	0	0	0	0.00	0.00
Internally generated funds	0	7,340	7,340	5,453	-34.60	-34.60
Total sources of capital funds	0	34,346	34,346	13,557	-153.35	-153.35
Financial position						
Total current assets	128,741	132,296	132,296	92,107	-43.63	-43.63
Total non-current assets	242,838	464,532	464,532	250,027	-85.79	-85.79
Total current liabilities	92,469	3,349	3,349	60,063	94.42	94.42
Total non-current liabilities	14,922	8,090	8,090	15,545	47.96	47.96
Community wealth/Equity	264,188	585,389	585,389	266,526	-119.64	-119.64
Cash flows						
Cash/cash equivalents at the year begin	86,910	88,038	88,038	122,969	28.41	28.41
Net cash from (used) operating	94,114	11,949	11,949	(23,964)	149.86	149.86
Net cash from (used) investing	(58,073)	(27,136)	(27,136)	(13,486)	-101.22	-101.22
Net cash from (used) financing	18	(0)	(0)	25	100.02	100.02
Cash/cash equivalents at the year end	122,969	72,851	72,851	85,545	14.84	14.84
Cash backing/surplus reconciliation						
Cash and investments available	206,768	12,139	12,139	264,188	95.40	95.40
Application of cash and investments	57,420	17,362	17,362	2,338	-642.66	-642.66
Balance - surplus (shortfall)	264,188	29,501	29,501	266,526	88.93	88.93
Asset management						
Asset register summary (WDV)	216,608	0	0	269,414	100.00	100.00
Depreciation & asset impairment	5,485	5,635	5,635	6,177	8.76	8.76
Renewal of Existing Assets	0	0	0	0	0.00	0.00
Contracted Services	1,214	709	2,718	370	-91.88	-635.02
Free Services						
Cost of Free Basic Services provided	8,069	12,028	12,028	10,220	-17.69	-17.69
Revenue cost of free services provided	8,069	12,028	12,028	10,220	-17.69	-17.69

Table 89: Financial Performance

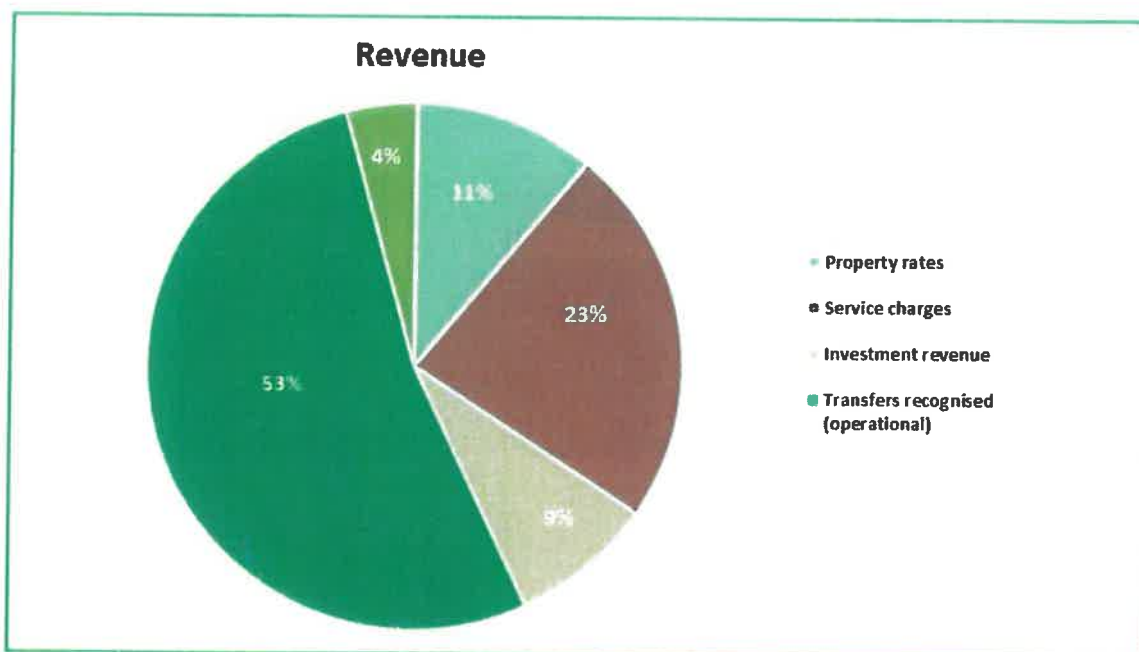
The table below shows a summary of performance against budgets

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	(R'000)				(R'000)			
2021/22	85,413	77,409	(8,004)	(9.4)	81,635	75,881	5,754	(7.05)
2022/23	84,026	78,207	(5,819)	(6.9)	93,670	83,936	9,733	(10.4)

Table 90: Performance against Budgets

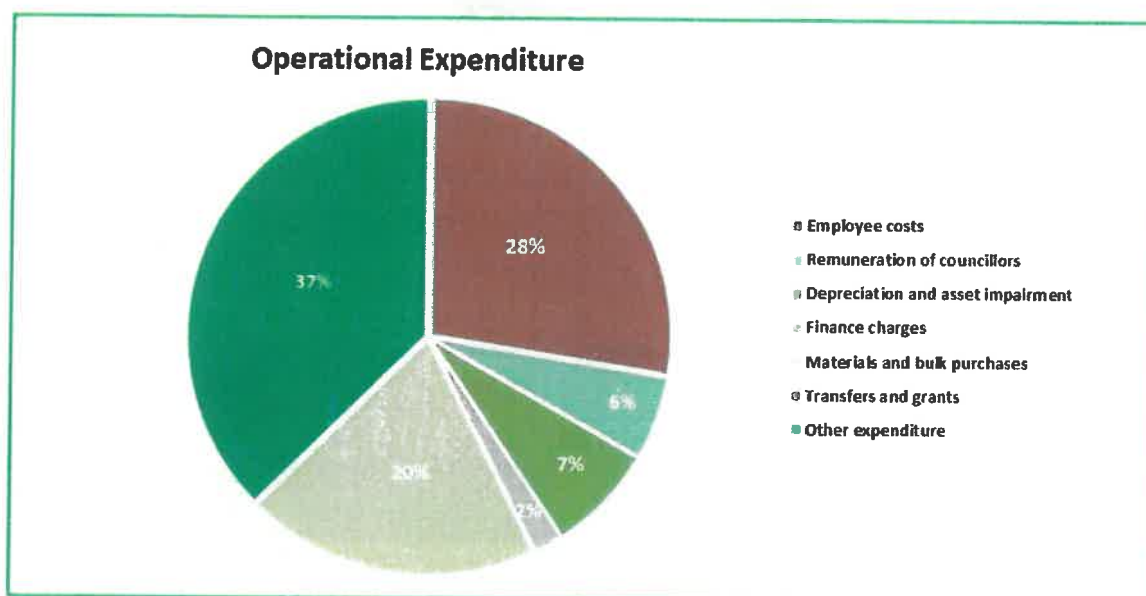
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The following graph indicates the various types of revenue received in 2022/23:



Graph 2: Revenue

The following graph indicates the various types of expenditure items in 2022/23:



Graph 3: Operating Expenditure

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5.1.1 Revenue Collection by Vote

The table below indicates the Revenue collection performance by vote

Vote Description	2021/22	2022/23		2022/23 Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000			%		
Vote 1 - Cemeteries	26	19	19	15	-28.63	-28.63
Vote 2 - Libraries	1,657	1,593	1,543	1,802	11.58	14.36
Vote 3 - Electricity	10,146	18,358	18,548	15,278	-20.15	-21.40
Vote 4 - Council and executive	4,851	17,525	17,483	9,418	-86.07	-85.63
Vote 5 - Housing officials	10	10	10	10	-6.00	-6.00
Vote 6 - Property rates	10,234	11,472	11,472	8,547	-34.21	-34.21
Vote 7 - Commonage	133	90	90	93	3.67	3.67
Vote 8 - Municipal Buildings	41	38	38	85	55.24	55.24
Vote 9 - Budget and treasury	37,024	43,776	43,678	35,564	-23.09	-22.82
Vote 10 - Airstrip	0	0	0	0	-0.01	-0.01
Vote 11 - Pound	0	0	0	0	0.00	0.00
Vote 12 - Public works	1,280	950	950	944	-0.70	-0.70
Vote 13 - Roads	4,168	3,606	3,606	936	-285.13	-285.13
Vote 14 - Traffic and licensing	11	6	6	8	34.39	34.39
Vote 15 - Nature reserve	6	5	5	26	80.80	80.80
Vote 16 - Parks	0	1	1	41	97.27	97.27
Vote 17 - Swimming pool	0	2	2	0	0.00	0.00
Vote 18 - Caravan Park	0	1	1	2	23.56	23.56
Vote 19 - Solid Waste Management	2,870	6,838	6,838	3,160	-116.41	-116.41
Vote 20 - Waste Water Management	2,120	12,081	12,081	2,300	-425.17	-425.17
Vote 21 - Water	56,828	6,602	6,602	8,045	17.94	17.94
Total Revenue by Vote (Including capital transfers and contributions)	131,405	122,972	122,972	86,274	-42.54	-42.54

Table 91: Revenue Collection by Vote

5.1.2 Revenue Collection by Source

The table below indicates the Revenue collection performance by source for the 2020/21 financial year:

Description	2021/22	2022/23		2022/23 Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000			%		
Property rates	10,234	11,472	11,472	8,547	-34.21	-34.21
Property rates - penalties & collection charges	0	0	0	0	0.00	0.00
Service Charges	18,889	17,209	17,209	18,293	5.93	5.93

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Description	2021/22	2022/23			2022/23 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
	R'000			%		
Rentals of facilities and equipment	185	147	147	210	29.85	29.85
Interest earned - external investments	3,171	2,674	2,674	6,793	60.63	60.63
Interest earned - outstanding debtors	0	1	1	0	-400.92	-400.92
Dividends received	0	0	0	0	0.00	0.00
Fines	1	2	2	3	10.22	10.22
Actuarial Gains	58	0	0	85	100.00	100.00
Licences and permits	8	11	11	5	-131.55	-131.55
VAT portion on DORA Grants	414	0	0	431	100.00	100.00
Agency services	60	23	23	40	41.39	41.39
Transfers recognised - operational	42,307	37,928	37,928	41,163	7.86	7.86
Other revenue	187	14,557	14,557	432	-3272.33	-3272.33
Unamortised Discount - Interest	0	0	0	0	0.00	0.00
Contributed PPE	0	0	0	40	100.00	100.00
Fair value adjustment	0	0	0	433	100.00	100.00
Gains on disposal of PPE	0	0	0	15	100.00	100.00
Gains on water inventory	0	0	0	1,718	100.00	100.00
Total Revenue (excluding capital transfers and contributions)	75,513	84,026	84,026	78,207	-7.44	-7.44

Table 92: Revenue Collection by Source

5.2 Financial Performance per Municipal Function

5.2.1 Water Services

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	4,029	3,262	3,262	6,532	50.06
Expenditure:					
Employees	508	307	802	0	0.00
Repairs and Maintenance	(626)	1,163	1,135	(1,693)	168.69
Other	3,487	3,101	2,371	7,714	59.80
Total Operational Expenditure	3,368	4,571	4,308	6,021	24.09
Net Operational (Service)	660	(1,308)	(1,045)	511	356.18

Table 93: Financial Performance: Water Services

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5.2.2 Sanitation Services

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	2,120	6,188	6,188	2,300	-169.02
Expenditure:					
Employees	4,083	1,773	1,773	4,077	56.52
Repairs and Maintenance	296	523	259	175	-198.79
Other	4,110	6,534	6,798	3,688	-77.15
Total Operational Expenditure	8,490	8,830	8,830	7,941	-11.20
Net Operational (Service)	(6,369)	(2,642)	(2,642)	(5,641)	53.16

Table 94: Financial Performance: Sanitation Services

5.2.3 Electricity Services

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	10,146	10,178	10,178	9,685	-5.08
Expenditure:					
Employees	467	1,125	1,125	1,016	-10.79
Repairs and Maintenance	586	582	457	369	-57.75
Other	16,661	16,007	16,132	19,072	16.07
Total Operational Expenditure	17,714	17,714	17,714	20,457	13.41
Net Operational (Service)	(7,569)	(7,537)	(7,537)	(10,772)	30.03

Table 95: Financial Performance: Electricity Services

5.2.4 Waste Management Services (Refuse collections, Waste disposal, Street cleaning, etc)

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	2,869	6,188	6,188	3,160	-95.84
Expenditure:					
Employees	1,988	1,773	1,773	1,961	9.56
Repairs and Maintenance	30	100	30	75	-33.70
Other	2,710	6,957	7,027	2,805	-148.03
Total Operational Expenditure	4,728	8,830	8,830	4,840	-82.44
Net Operational (Service)	(1,859)	(2,642)	(2,642)	(1,680)	-57.23

Table 96: Financial Performance: Waste Management Services

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5.2.5 Roads and Stormwater

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	1,291	956	956	952	-0.39
Expenditure:					
Employees	3,895	3,202	3,887	3,737	14.31
Repairs and Maintenance	640	630	355	286	-120.56
Other	3,655	5,794	5,382	3,187	-81.81
Total Operational Expenditure	8,190	9,626	9,625	7,210	-33.52
Net Operational (Service)	(6,899)	(8,671)	(8,670)	(6,258)	-38.56

Table 97: Financial Performance: Roads and Stormwater

5.2.6 Libraries

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	1,657	2,851	2,851	1,777	-60.41
Expenditure:					
Employees	1,869	2,241	2,041	2,118	-5.82
Repairs and Maintenance	18	122	71	16	-678.53
Other	226	218	469	211	-3.11
Total Operational Expenditure	2,113	2,581	2,581	2,345	-10.07
Net Operational (Service)	(455)	270	270	(567)	147.59

Table 98: Financial Performance: Libraries

5.2.7 Sport and Recreation

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	7	9	9	68	86.29
Expenditure:					
Employees	165	261	173	41	-533.57
Repairs and Maintenance	34	64	73	49	-29.41
Other	89	247	150	70	-252.63
Total Operational Expenditure	288	572	396	161	-256.05
Net Operational (Service)	(280)	(563)	(387)	(92)	-509.46

Table 99: Financial Performance: Sport and Recreation

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5.2.8 Public Safety

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	0	0	0	0	0.00
Expenditure:					
Employees	9	0	0	0	0.00
Repairs and Maintenance	2	7	21	8	18.60
Other	2	76	42	26	-189.44
Total Operational Expenditure	13	83	62	34	-139.75
Net Operational (Service)	(13)	(83)	(62)	(34)	-139.75

Table 100: Financial Performance: Public Safety

5.2.9 Health

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	0	0	0	0	0.00
Expenditure:					
Employees	0	0	0	0	0.00
Repairs and Maintenance	0	5	5	0	-100.00
Other	8	10	11	10	-5.15
Total Operational Expenditure	8	16	17	10	-55.65
Net Operational (Service)	(8)	(16)	(17)	(10)	-55.65

Table 101: Financial Performance: Health

5.2.10 Executive and Council

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	13,032	6,445	6,445	9,418	31.57
Expenditure:					
Employees	218	2,475	1,009	34	-7233.78
Repairs and Maintenance	0	0	0	0	0.00
Other	5,040	8,204	7,201	6,972	-17.68
Total Operational Expenditure	5,258	10,680	8,209	7,006	-52.44
Net Operational (Service)	7,773	(4,235)	(1,765)	2,412	275.55

Table 102: Financial Performance: Executive and Council

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5.2.11 Financial Services

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	47,366	54,086	54,086	44,299	-22.09
Expenditure:					
Employees	5,088	5,702	5,655	5,652	-0.87
Repairs and Maintenance	5,903	3,854	8,669	6,739	42.81
Other	8,907	12,731	13,045	11,044	-15.27
Total Operational Expenditure	19,897	22,286	27,368	23,436	4.91
Net Operational (Service)	27,469	31,800	26,717	20,863	-52.42

Table 103: Financial Performance: Financial Services

5.2.12 Corporate Services/Other

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	0	0	0	0	0.00
Expenditure:					
Employees	3,363	3,984	3,984	4,010	0.65
Repairs and Maintenance	0	55	5	0	-100.00
Other	220	656	313	203	-222.56
Total Operational Expenditure	3,582	4,695	4,302	4,214	-11.42
Net Operational (Service)	(3,582)	(4,695)	(4,302)	(4,214)	-11.42

Table 104: Financial Performance: Corporate Services/Other

5.2.13 Community and Social Services

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
	R'000				%
Total Operational Revenue	1,683	1,792	1,792	1,792	0.00
Expenditure:					
Employees	2,041	2,426	2,226	2,305	-5.22
Repairs and Maintenance	35	132	91	25	-423.45
Other	379	585	572	2,607	77.55
Total Operational Expenditure	2,455	3,143	2,889	4,938	36.34
Net Operational (Service)	(772)	(1,352)	(1,098)	(3,146)	57.04

Table 105: Financial Performance: Community and Social Services

5.3 Grants

5.3.1 Grant Performance

The table below indicates the Grant performance for the 2022/23 financial year. All the grants received are conditional grants.

The Municipality had a total amount of R66,055 million available that was received in the form of grants from the National and Provincial Governments during the financial year. The performance in the spending of these grants is summarised as follows:

Description	2021/22	2022/23			2022/23 Variance	
	Actual	Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
Equitable share	27,308	33,449	33,449	33,449	0.00	0.00
Finance Management Grant	2,650	2,850	2,850	2,850	0.00	0.00
Municipal Infrastructure Grant	4,793	19,506	19,506	1,077	-94.48	-94.48
Integrated National Electrification Programme	0	7,500	7,500	6,432	-14.24	-14.24
Regional Bulk Infrastructure Grant	49,548	0	0	922	0.00	0.00
Water System Infrastructure Grant	10,964	0	0	1,750	0.00	0.00
Expanded Public Works Programme	1,281	950	950	950	0.00	0.00
Provincial Library Services: Conditional Grant	1,655	1,800	1,800	1,800	0.00	0.00
Total	98,199	66,055	66,055	49,230	-25.47	-25.47
<i>Actual amount represent the total revenue recognised excluding VAT on grants and subsidies</i>						

Table 106: Grant Performance

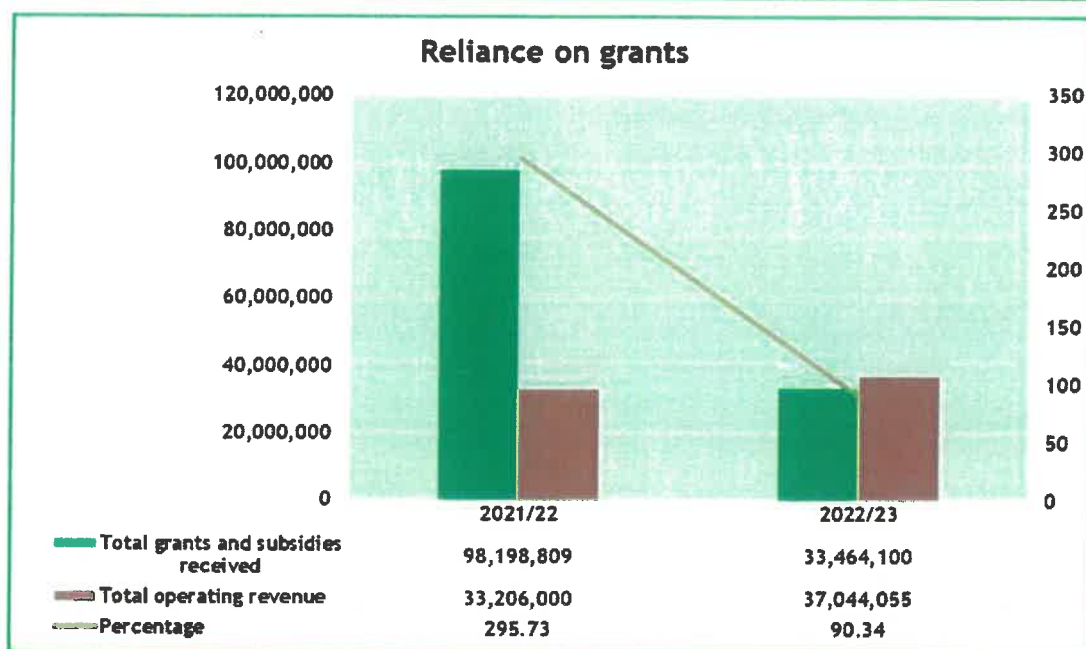
5.3.2 Level of Reliance on Grants & Subsidies

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000		%
2021/22	98,199	33,206	295.73
2022/23	33,464	37,044	90.34

Table 107: Level of Reliance on Grants

The following graph indicates the municipality's reliance on grants as percentage for the past two financial years:

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Graph 4: Reliance on Grants as %

5.4 Asset Management

5.4.1 Treatment of the Two Largest Assets

Asset 1		
Name	Replacing asbestos pipes in Carnarvon Town	
Description	Replacing asbestos water pipes in Carnarvon Town	
Asset Type	Water	
Key Staff Involved	Chief Operational Manager and Technical Officer	
Staff Responsibilities	Monthly attending of site and technical meetings and site visits in conjunction with the resident engineer	
Asset Value as at 30 June	2021/22 (R'000)	2022/23 (R'000)
	10,964	1,750
Capital Implications	Expenditure was financed by WSIG	
Future Purpose of Asset	Supply of safe water to the community of Carnarvon	
Describe Key Issues	Bad performance by contractor and poor workmanship - project long overdue	
Policies in Place to Manage Asset	There is no policy repairs on adhoc basis after expiring of retention period	

Table 108: Summary of Largest Asset

Asset 2		
Name	22 KvA Substation - Carnarvon	
Description	The erection of a 22 KvA Substation at Carnarvon	
Asset Type	Electricity	
Key Staff Involved	Chief Operational Manager and Electrician	
Staff Responsibilities	Monthly attending of site and technical meetings and site visits in conjunction with the engineers	
Asset Value as at 30 June	2021/22 (R'000)	2022/23 (R'000)

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Asset 2		
	0	6,432
Capital Implications	Expenditure was finance by Department of Energy	
Future Purpose of Asset	To provide stable electricity distribution	
Describe Key Issues	Due to the import of the switch gear the project came to a halt for a considerable time	
Policies in Place to Manage Asset	The project is still in progress	

Table 109: Summary of 2nd Largest Asset

Asset 3		
Name	Highmast Lights	
Description	The erection of 2 new high mast lights and the moving of 2 high mast lights in Vosburg	
Asset Type	Streetlighting	
Key Staff Involved	Chief Operational Manager and Technical Officer	
Staff Responsibilities	Maintenance	
Asset Value as at 30 June	2021/22 (R'000)	2022/23 (R'000)
	0	936
Capital Implications	Expenditure was finance by Municipal Infrastructure Grant	
Future Purpose of Asset	Streetlighting	
Describe Key Issues	We have to replace at additional cost the main electricity line to service the highmast light	
Policies in Place to Manage Asset	Project is not completed. Maintenance will only start after retention period	

Table 110: Summary of 3rd Largest Asset

5.4.2 Repairs and Maintenance

Description	2021/22	2022/23			
	Actual	Original Budget	Adjustment Budget	Actual	Budget variance
	R'000				%
Contracted Services	1,214	709	2,718	370	-86.39

Table 111: Repairs & Maintenance Expenditure

5.5 Financial Ratios

5.5.1 Liquidity Ratio

Description	Basis of calculation	2021/22	2022/23
Current Ratio	Current assets/current liabilities	1.39	0.42
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1.47	3.73
Liquidity Ratio	Monetary Assets/Current Liabilities	1.33	1.42

Table 112: Liquidity Ratio

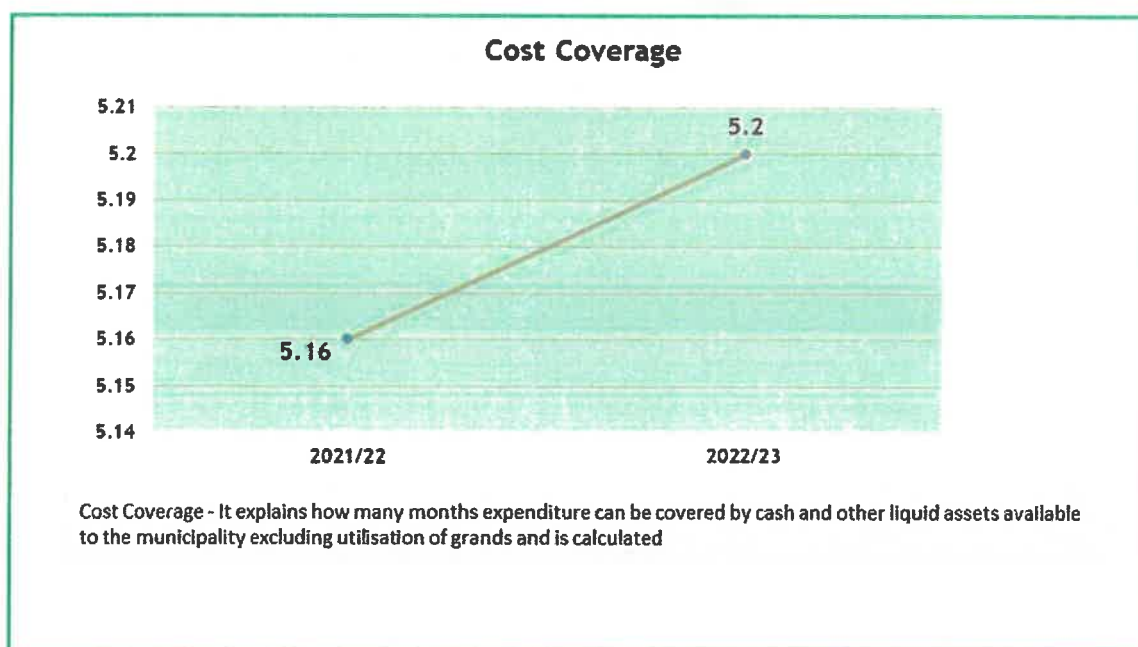
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5.5.2 Performance Management Regulation Financial Viability Indicators

Description	Basis of calculation	Unit of Measurement	2021/22	2022/23
Debt coverage	((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% debt coverage	0%	0%
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/ revenue received for services)	% of outstanding service debtors to revenue received for services	81.87%	160.87%
Cost Coverage	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	5.16	5.2

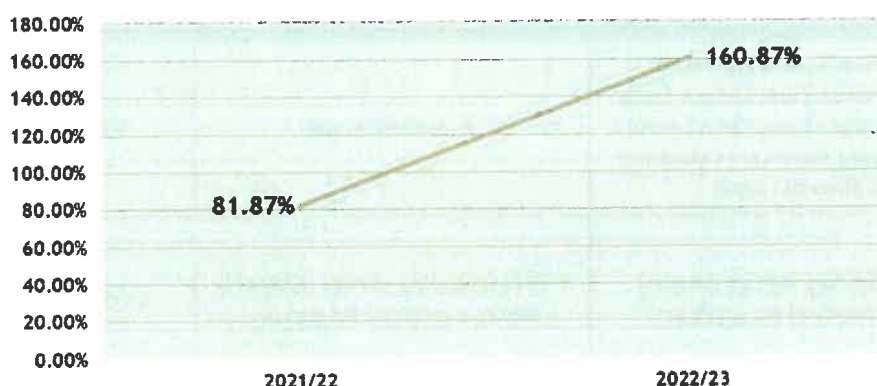
Table 113: National Financial Viability Indicators

The following graphs indicates the cost coverage and service debtors to revenue for 2022/23:



Graph 5: Cost Coverage Ratio

Service Debtors to Revenue



Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

Graph 6: Service Debtors to Revenue

5.5.3 Borrowing Management

Description	Basis of calculation	2021/22	2022/23
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	0.00%	0.00%

Table 114: Borrowing Management

5.5.4 Employee costs

Description	Basis of calculation	2021/22	2022/23
Employee costs	Employee costs/(Total Revenue - capital revenue)	33%	30%

Table 115: Employee Costs

5.5.5 Repairs & Maintenance

Description	Basis of calculation	2021/22	2022/23
Repairs & Maintenance	Expenditure on Repairs & Maintenance /(Total Revenue excluding capital revenue)	1.90%	0.49%

Table 116: Repairs and Maintenance

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Component B: Spending Against Capital Budget

5.7 Capital Expenditure

a) Capital Expenditure by new assets programme

Description	2021/22	2022/23			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2023/24	2024/25	2025/26
R'000							
Capital expenditure by Asset Class							
Infrastructure - Total	65,305	16,006	16,006	8,083	7,950	8,427	0
Infrastructure: Road transport - Total	3,185	8,506	2,006	0	0	0	0
Roads, Pavements & Bridges	3,185	8,506	2,006	0	0	0	0
Storm water	0	0	0	0	0	0	0
Infrastructure: Electricity - Total	1,608	7,500	7,500	6,569	7,950	8,427	0
Generation	0	0	0	0	0	0	0
Transmission & Reticulation	0	7,500	7,500	5,593	7,950	8,427	0
Street Lighting	1,608	0	0	977	0	0	0
Infrastructure: Water - Total	60,512	0	0	1,513	0	0	0
Dams & Reservoirs	0	0	0	0	0	0	0
Water purification	0	0	0	0	0	0	0
Reticulation	60,512	0	0	1,513	0	0	0
Infrastructure: Sanitation - Total	0	0	6,500	0	0	0	0
Reticulation	0	0	0	0	0	0	0
Sewerage purification	0	0	6,500	0	0	0	0
Infrastructure: Other - Total	0	0	0	0	0	0	0
Waste Management	0	0	0	0	0	0	0
Transportation	0	0	0	0	0	0	0
Gas	0	0	0	0	0	0	0
Other - Waste Water	0	0	0	0	0	0	0
Community - Total	22	11,050	11,050	25	11,660	12,360	-
Parks & gardens	0	0	0	0	0	0	0
Sports fields& stadia	0	11,000	11,000	0	11,660	12,360	0
Swimming pools	0	0	0	0	0	0	0
Community halls	0	50	50	0	0	0	0
Libraries	0	0	0	25	0	0	0
Recreational facilities	0	0	0	0	0	0	0
Fire, safety & emergency	0	0	0	0	0	0	0

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Description	2021/22	2022/23			Planned Capital expenditure		
	Actual	Original Budget	Adjusted Budget	Actual Expenditure	2023/24	2024/25	2025/26
R'000							
Security and policing	0	0	0	0	0	0	0
Buses	0	0	0	0	0	0	0
Clinics	0	0	0	0	0	0	0
Museums & Art Galleries	0	0	0	0	0	0	0
Cemeteries	0	0	0	0	0	0	0
Social rental housing	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Capital expenditure by Asset Class	2,542	1,010	1,010	5,450	85	90	—
<u>Heritage assets - Total</u>	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<u>Investment properties - Total</u>	0	0	0	0	0	0	0
Housing development	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<u>Other assets</u>	2,542	1,010	1,010	5,450	85	90	0
General vehicles	2,326	0	0	5,240	0	0	0
Specialised vehicles	0	650	650				
Plant & equipment	0	0	0	2	0	0	0
Computers - hardware/equipment	206	0	0	0	0	0	0
Furniture and other office equipment	10	0	0	10	0	0	0
Abattoirs	0	0	0	0	0	0	0
Markets	0	0	0	0	0	0	0
Civic Land and Buildings	0	0	0	0	0	0	0
Other Buildings		360	360	198	85	90	
Other Land	0	0	0	0	0	0	0
Surplus Assets - (Investment or Inventory)	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<u>Agricultural assets</u>	0	0	0	0	0	0	0
<u>Biological assets</u>	0	0	0	0	0	0	0
Game	0	0	0	0	0	0	0
<u>Intangibles</u>	0	0	0	0	0	0	0
Computers - software & programming	0	0	0	0	0	0	0

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Description	2021/22	2022/23			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2023/24	2024/25	2025/26
R'000							
Total Capital Expenditure on new assets	67,869	28,066	28,066	13,557	19,695	20,877	–
Specialised vehicles	0	0	0	0	0	0	0
Refuse	0	0	0	0	0	0	0
Fire	0	0	0	0	0	0	0
Conservancy	0	0	0	0	0	0	0
Ambulances	0	0	0	0	0	0	0

Table 117: Capital Expenditure – New Assets Programme

5.8 Sources of Finance

The table below indicates the capital expenditure by funding source for the 2022/23 financial year:

Details	2021/22	2022/23				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance	Actual to OB Variance
Source of finance						
Description	R'000				%	
External loans	0	0	0	0	0.00	0.00
Public contributions and donations	0	0	0	40	0.00	0.00
Grants and subsidies	55,891	31,606	31,606	8,063	0.00	-74.49
Own funding	2,181	7,340	7,340	5,453	0.00	-25.70
Total	58,073	38,946	38,946	13,557	0.00	-65.19
Percentage of finance						
External loans	0	0.00	0.00	0.00	0.00	0.00
Public contributions and donations	0	0.00	0.00	-0.30	0.00	0.00
Grants and subsidies	96.24	81.15	81.15	59.48	0.00	-26.71
Own funding	3.76	18.85	18.85	40.23	0.00	113.43
Capital expenditure						
Description	R'000				%	
Water and sanitation	60,512	13,740	13,740	1,816	0.00	-86.79
Electricity	1,608	8,180	8,370	7,377	2.32	-12.14
Housing	0	0	0	0	0.00	0.00
Roads and storm water	3,185	3,606	3,606	3,222	0.00	-10.65
Other	2,564	13,420	13,230	1,142	-1.42	-90.08
Total	67,869	38,946	38,946	13,557	0.00	-65.19
Percentage of expenditure						
Water and sanitation	89.16	35.28	35.28	13.39	0.00	-62.04

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Details	2021/22	2022/23				
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance	Actual to OB Variance
Electricity	2.37	21.00	21.49	54.42	2.32	156.76
Housing	0	0.00	0.00	0.00	0.00	0.00
Roads and storm water	4.69	9.26	9.26	23.77	0.00	156.70
Other	3.78	34.46	33.97	8.42	-1.42	-74.14

Table 118: Capital Expenditure by Funding Source

5.9 Municipal Infrastructure Grant

The full MIG budget transfer received for the 2022/23 financial year was R19,506 million.

Details	Budget	Adjustments Budget	Actual	Variance to budget
	R			%
Roads, Pavements & Bridges	2,006	2,006	0	-100.00
Sewerage purification	6,500	6,500	0	-100.00
Electricity reticulation/street lighting	0	0	936	100.00
Sport and recreation facilities	11,000	11,000	0	-100.00

Table 119: Municipal Infrastructure Grant (MIG)

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.10 Cash Flow

Description	2021/22	2022/23		
	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
Cash flow from operating activities				
Receipts				
Ratepayers	9,191	13,743	13,743	6,692
Service charges	10,385	22,865	22,865	10,652
Grants	124,809	65,455	65,455	15,100
Interest	3,141	2,153	2,153	6,702
Other	9,976	14,743	14,743	7,117
Payments				
Employee cost and suppliers	(63,388)	(72,088)	(72,088)	(70,228)
Finance charges	0	(1,191)	(1,191)	0
Transfers and grants	0	(33,731)	(33,731)	0
Net cash from/(used) operating activities	94,114	11,949	11,949	(23,964)
Cash flows from investing activities				

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Description	2021/22	2022/23		
	Actual	Original Budget	Adjusted Budget	Actual
	R'000			
Receipts				
Proceeds on disposal of PPE	0	0	0	31
Decrease (Increase) in non-current debtors	0	0	0	0
Decrease (increase) other non-current receivables	0	0	0	0
Decrease (increase) in non-current investments	0	0	0	0
Payment				
Capital assets	(58,073)	(27,136)	(27,136)	(13,517)
Net cash from/(used) investing activities	(58,073)	(27,136)	(27,136)	(13,486)
Cash flows from financing activities				
Receipts				
Short term loans	0	0	0	0
Borrowing long term/refinancing	0	0	0	6
Increase (decrease) in consumer deposits	13	(0)	(0)	20
Payments				
Repayment of borrowing	0	0	0	0
Net cash from/(used) financing activities	13	(0)	(0)	25
Net increase/ (decrease) in cash held	36,054	(15,187)	(15,187)	(37,425)
Cash/cash equivalents at the year begin:	86,910	88,038	88,038	122,969
Cash/cash equivalents at the year-end:	122,969	72,851	72,851	85,545

Table 120: Cash Flow

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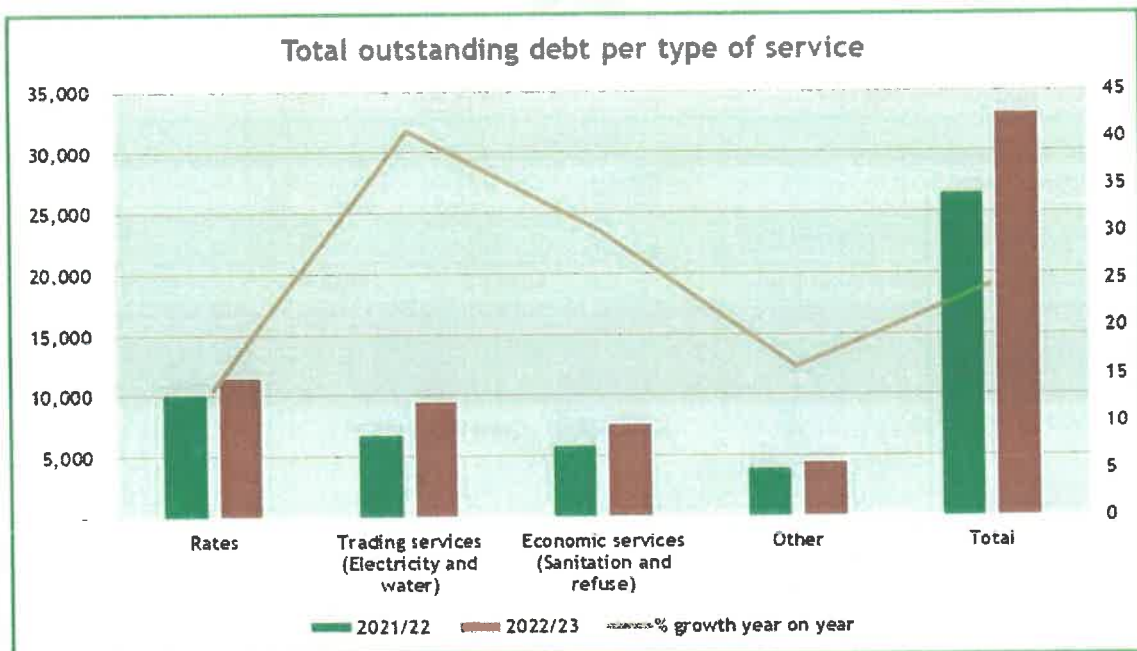
5.11 Gross Outstanding Debtors per Service

Financial year	Rates	Trading services	Economic services	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)		
	(R'000)				
2021/22	10,131	6,755	5,845	3,894	26,625
2022/23	11,500	9,512	7,612	4,511	33,135
Difference	1,369	2,757	1,767	617	6,510
% growth year on year	14	41	30	16	24

Table 121: Gross Outstanding Debtors per Service

Note: Figures exclude provision for bad debt.

The following graph indicates the total outstanding debt per type of service:



Graph 7: Debt per Type of Service

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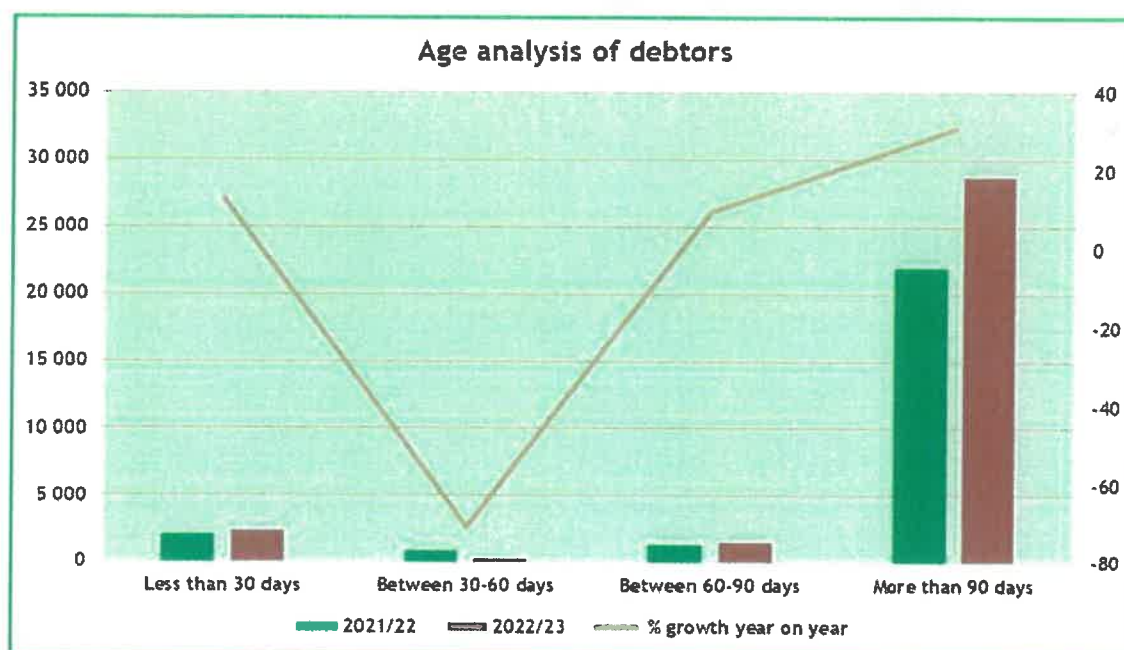
5.12 Total Debtors Age Analysis

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	(R'000)				
2021/22	2,181	989	1,430	21,993	26,593
2022/23	2,458	289	1,567	28,821	33,135
Difference	277	(700)	137	6,828	6,542
% growth year on year	13	-71	10	31	25

Table 122: Service Debtor Age Analysis

Note: Figures exclude provision for bad debt

The following graph indicates the age analysis of debtors:



Graph 8: Age Analysis of Debtors

5.13 Borrowing, Investments and Grants Made

5.13.1 Actual Borrowings

Instrument	2021/22	2022/23
	R'000	
Total	0	0

Table 123: Actual Borrowings

5.13.2 Municipal Investments

The municipality's cash position is monitored on a daily basis and any cash not required immediately to meet cash flow requirements, are invested on a monthly basis at approved institutions, strictly in accordance with Council's approved Cash and Investment Policy.

Investment type	2021/22	2022/23
	R'000	
Deposits - Bank	86,278	78,994
Other - Cashbook	636	6,550
Total	86,914	85,545

Table 124: Municipal Investments

CHAPTER 6: AUDITOR-GENERAL AUDIT FINDINGS

Component A: Auditor-General Findings 2021/22

6.1 Auditor-General Findings 2021/22
















Main issues raised under emphasis of matter	Corrective steps implemented/ to be implemented
Emphasis of Matter	
 Corresponding figures for 30 June 2021 must be restated	 None – already restated
 Electricity losses	 Busy upgrading substations
 Material losses incurred as a result of debt impairment	 Strict implementation of credit control policy
 Underspending of grants	 A big saving on the RBIG grant  WSIG project contractor final completion date submitted  INEP requested funding again after roll-over was not approved  MIG project was completed in July 2022
Other Matters	
 Material misstatements from non-exchange transactions and cash flow statements	 Misstatements was corrected
 Irregular expenditure	 Strictly adhering to supply chain procedures

Table 125: AG Findings 2021/22

Component B: Auditor-General Findings 2022/23

6.2 Auditor-General Findings 2022/23 (Will be completed at a later stage)













Main issues raised under emphasis of matter	Corrective steps implemented/ to be implemented
Emphasis of Matter	
	
	
	
	
Other Matters	
	
	

Table 126: AG Findings 2022/23

LIST OF ABBREVIATIONS

AG	Auditor-General
CAPEX	Capital Expenditure
CFO	Chief Financial Officer
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
EE	Employment Equity
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal Finance Officers
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MAYCO	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
NGO	Non-governmental organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Organisation
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework

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