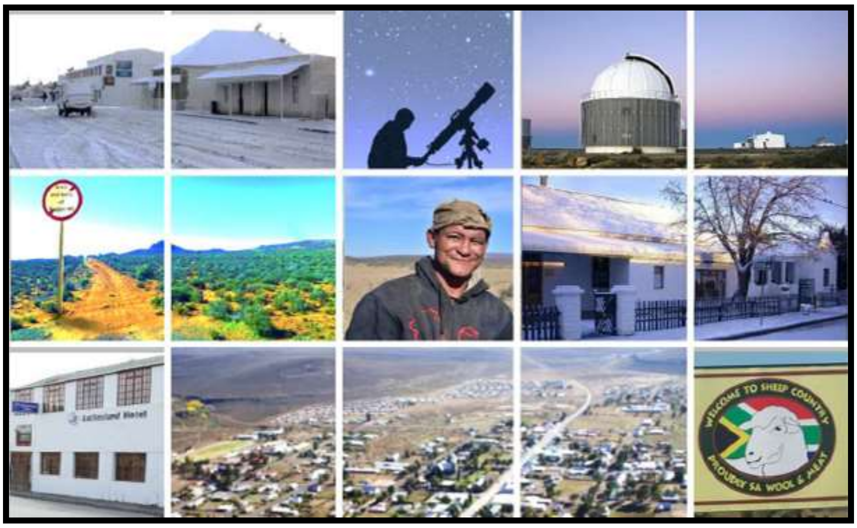
ANNUAL REPORT



ON THE PERFORMANCE OF

KAROO HOOGLAND MUNICIPALITY

FOR THE 2021/2022 FINANCIAL YEAR

IN TERMS OF
SECTION 46 OF THE LOCAL GOVERNMENT MUNICIPAL SYSTEMS ACT, 2000
AND
SECTION 121 OF THE MUNICIPAL FINANCIAL MANAGEMENT ACT, 2003

ANNUAL REPORT PROCESS AND PROGRESS:

DRAFT : SUBMITTED TO AUDITOR GENERAL :	**31 Aug 2022**
DRAFT : SUBMITTED TO COUNCIL :	**30 Aug 2022**
Final reviewed by Audit Committee :	**27 January 2023**
Final submitted to MM and Mayor :	**25 January 2023**
Final Tabled to Council :	**30 January 2023**
Received Auditor's General Report 2021/2022 :	**5 Dec 2022**

Submit to Auditor General for review before making public :	**26 January 2023 & 2 February 2023** **13 February 2023 & 3 March 2023**
Revised with recommendations and Submit to NT & Audit Committee :	**9 March 2023**
Advertised to public for input :	**9 March 2023**
Update Annual Report with all the outstanding information:	**February and March 2023**
Tabled to MPAC for Oversight :	**23 March 2023**
Final tabled to Council with Oversight Report:	**30 March 2023**

CONTENT

CHAPTER 1: MAYOR'S FOREWORD & EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

Councillor JJ van der Colff
Mayor

INTRODUCTION & VISION

Following the Election on 1 November 2021, Councillor AS Mietas was elected as Mayor of Karoo Hoogland Municipality on 22 November 2021 until 8 December 2022, when I, Councillor JJ van der Colff, was elected as the new Mayor.

It is my privilege as newly elected Mayor to introduce and present the 2021/2022 Annual Report of Karoo Hoogland Municipality to Council and residents of the Karoo Hoogland Municipal area. In terms of Section 46 of the Local Government: Municipal Systems Act No. 32 of 2000 and Sections 121 and 127(2) of the Local Government: Municipal Finance Management Act, No.56 of 2003, the Municipality must prepare an Annual Report for each financial year, which must be tabled by the Mayor within seven months after the end of each financial year.

The Annual Report reflects and look back on the planned performance of the IDP and Budget of the municipality for the 2021/2022 financial year and is a reflection of the last financial year of the previous Council's term which ended October 2021.

This Annual Report contribute to the constitutional mandate of Karoo Hoogland Municipality to deliver services to its residents and actively involve them in the affairs of the municipality.

The Vision statement of the Karoo Hoogland Municipality stated in the IDP(2022/2027) serve as the blueprint for the development of the municipal area. This report showcases the collective effort between the Municipal Administration and Council to address and eradicate service backlogs, socio economic challenges and council's contribution towards Local Economic Development.

Council must create an environment that will enhance economic development with specific focus on poverty alleviation and developing an environment inducive for the creation of direct and indirect job opportunities.

SUMMARY OF THE ABOVE VISION STATEMENT AND PRINCIPLE:

- Sustainable Development
- Cultural and Environmental Resources
- A sense of place and ownership

- Unlocking the uniqueness of the region
- Improved development opportunities accessible to all
- Building on local Knowledge and improved institutional capacity

THE MISSION

To provide local leadership on environmental sustainability and climate change response. As an authority that delivers municipal services to Karoo Hoogland municipal jurisdiction, we attempt, by means of a motivated staff, to develop Karoo Hoogland municipal jurisdiction increasingly as a pleasant, safe and affordable living and workplace for its residents - and a hospitable and relaxed visiting place for its visitors.

KEY POLICY DEVELOPMENTS

The focus of Karoo Hoogland Municipality is to be an economical growth node in the Northern Cape, earmarked by active community participation. In this journey the municipality is of the intention on aligning its goals and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP priorities that closely link to Karoo Hoogland Municipality.

The NDP focus on:

- Opportunities,
- Conditions,
- Rising living standards,
- Poverty reduction,
- Growth,
- Employment,
- Capabilities.

In line with the above Karoo Hoogland's Developmental objectives are as follows:

RENEW Communities

REINVENT Economy

REVIVE Environment

REINTEGRATE Region

RELEASE Human Potential

RESPECTABLE Governance

RECURRING Democracy

Even though a lot of challenges were experienced, the municipality still succeeded in providing services of quality to the citizens, continue with maintenance of infrastructure in respect of ageing infrastructure and good spending on the capital budget. The municipality successfully implemented the following projects for the period under review as part of the commitment to deliver decent and quality services to the community.

- Upgrading of the Williston Internal Water Network
- **Sutherland Emergency Bulk Water Project : Mechanical, Electrical and Civil**

KEY SERVICE DELIVERY IMPROVEMENTS

The Annual Report is in terms of accountability a valuable instrument of government to assess the effectiveness of the Municipality and the impact it has on the community/residents. It not only provides an overview of the state of financial affairs of the Municipality and the administrative and governance maturity levels of the institution, but it also provides a synopsis of the successes achieved and the challenges experienced.

PUBLIC PARTICIPATION

The municipality believe that an informed community is the best and we try to keep the community updated with all the necessary information timeously in all the possible mediums/formats which we can afford. Cost Containment sometimes halters publishing information in Newspapers, but alternative and more affordable platforms were used. Public Participation is key to all our processes and needed for transparency.

FUTURE ACTIONS

The approved Capital projects for the years to come are as follows for which grant funding have already been secured:

- Upgrading of Streets in Williston: Phase 3
- Sewage Reticulation Network and eradication of 127 UDS in Williston
- Upgrading of the Williston Sport facilities at the Das Louw Stadion

AGREEMENTS / PARTNERSHIPS

After interventions with Department of Public Works the following projects commenced during the 2021/2022 year whereby karoo hoogland municipality benefits:

- Tarring of about 5km of the gravel road between Fraserburg and Williston
- Tarring of about 15km of the gravel road between Sutherland and Middelpos/Williston

Negotiations with the Renewable Energy sector(Windfarms surrounding sutherland) include discussions on Social Labour Plans and employing community members of our area and thus creating an inducive environment for job creation.

With reference to the 150 serviced erven in Williston and the Bulk Internal Services being installed during the 2020/2021 year and 50 beneficiaries to be announced during the 2022/2023 year, top structures will have to be erected in the next financial year.

CONCLUSION

It has not been an easy task, particularly as the frustration of communities regarding matters over which municipalities have no control over, such as inadequate National Government funding for human settlement projects, are directed at municipalities as the sphere of government closest and most accessible to the communities.

Along this way I would like to thank the community at large, our administration for the positive contribution and positive attitude. Taking into account that an election took place in this financial year on 1 November 2021, we found ourselves in challenging times having 11 newly elected Councillors with a whole new Collective Executive System to adjust to.

As I look ahead, we must move forward as a team with common goals, setting out clear strategies to achieve it to be accountable to the community we serve.

Councillor JJ van der Colff
New Mayor : *Elected on 8 December 2022*
25 January 2023

COMPONENT B : EXECUTIVE SUMMARY

1.1 MUNICIPAL MANAGER'S OVERVIEW

This report records the progress made by the Municipality in fulfilling its objectives as reflected in the IDP, the Budget and the Service Delivery and Budget Implementation Plan. It also reflects on challenges and priorities for the 2021/2022 financial year.

Chapter 12 of MFMA Section 121 (1) stipulates that every municipality must for each financial year prepare an annual report in accordance with this Chapter.

Karoo Hoogland Municipality has compiled the annual report to comply with legislation to give members of community and all stakeholders the performance of the municipality as to how the IDP and budget was implemented.

The Karoo Hoogland Municipality was established in 2000. Karoo Hoogland is a category B municipality as determined in terms of Municipal Structures Act (1998). Karoo Hoogland is a municipality with a Collective Executive System as contemplated in Section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000).

In terms of its category B status the Karoo Hoogland Municipality has been empowered to perform the following functions as bestowed upon it by the Constitution in terms of section 156(1) and the division of powers and functions.

Municipal Functions/District		
Municipal Functions	**Function Applicable To Municipality**	**District**
Water Provision	✓	
Waste Water (Sanitation)	✓	
Electricity Provision	✓	
Waste Management	✓	
Housing	✓	
Free Basic Services	✓	
Road Transport	✓	
Waste Water Storm Water Drainage	✓	
Community Social Services	✓	
Museums	✓	
Cemeteries	✓	
Environmental Protection	✓	
Health	✓	
Health Inspections and Abattoir		✓
Security and Safety		✓
Sport and Recreation	✓	
Disaster Management		✓
Air pollution		✓
Building regulations		✓
Firefighting services		✓

Conditional grants, being Municipal Infrastructure Grant (MIG), Financial Management Grant (FMG) and Water Services Infrastructure Grant (WSIG) achieved 100% spending. Municipality received an award for MIG spending.

For the year under review, municipality obtained unqualified audit opinion. Good governance and compliance remain essential components to what we daily. Our control measures are sound and performance management systems are in place to track performance and demand service excellence. Effective oversight, regular financial reporting and transparency helps us to maintain public trust from the residents that we serve.

Thank you to all employees for your hard work over the past year. It is an honour to serve with you in this municipality.

Mr A Gibbons
Acting Municipal Manager
25 January 2023

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

This report addresses the performance of Karoo Hoogland Municipality (KHM) in the Northern Cape in respect of its core legislative obligations. Local Government must create a participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the Council of the Municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality. The 2021/22 Annual Report reflects on the performance of KHM for the period 1 July 2021 to 30 June 2022. The Annual Report is prepared in accordance with 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 INTRODUCTION TO BACKGROUND DATA

The Municipal Systems Act, Act 32 of 2000 states that:

- A Municipality is a state of organ within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Local Government Municipal Demarcation Act, 1998
- It consist of –
  - the political structures and
  - administration of the municipality and
  - the community of the municipality

As stated by the act above, the Municipality represent the interests of the community and must take decisions that are reasonable and in the interest of the community.

MUNICIPAL CAPACITY, POWERS AND FUNCTIONS OF KAROO HOOGLAND MUNICIPALITY

The Karoo Hoogland Municipality was established in 2000. Karoo Hoogland is a **category B municipality** as determined in terms of Municipal Structures Act (1998). **In terms of Section 9 of the Local Government: Municipal Structures Act (No. 117 of 1998) KHM was a Category B municipality with a plenary executive system combined with a ward participatory system until 31 October 2021.**

WITH THE AMENDMENT TO THE STRUCTURES ACT IN 2021 THE FOLLOWING CHANGES WERE AFFECTED FROM 1 NOVEMBER 2021

- Karoo Hoogland changed from plenary executive system to a Section 9(b) collective executive system combined with a ward participatory system
- Changed from 7 Councillors to 11 Councillors
- Changed from 4 Wards to 6 Wards
- Karoo Hoogland Municipality now have a Mayor and a Speaker as Full Time Councillors
- Council have an Executive Committee with three EXCO members from the Patriotic Alliance, ANC and Democratic Alliance

The new local government structures are mandated to improve the quality of life of their citizens and residents. In terms of its category B status the Karoo Hoogland Municipality has been empowered to perform the **following functions** as bestowed upon them by the Constitution in terms of section 156(1) and the division of powers and functions.

The powers and functions performed by local authorities in South Africa are defined primarily in Section 156 and 229 of the Constitution (Act 108 of 1996). The Local Government Municipal Structures Act (117 of 1998), read together with the Local Government Municipal Structures Amendment Act (33 of 2000), divides the powers and functions, as set out in the Constitution between district and local municipalities (Section 84). The Act, together with the Amendment Act, Section 85(1), allows the Member of Executive Council (MEC) for COGHSTA to further adjust the division of certain of these functions between district and local municipalities. Section 84(3)(a) allows only the Minister for Provincial and Local Government to authorize a local municipality to perform these functions.

Karoo Hoogland Municipality consists of Sutherland, Williston and Fraserburg and surrounding rural areas.

The municipality comprises an area of 29 423 km^2 and falls within the area of jurisdiction of Namakwa District Municipality.

Houses	* 2209	(Households serviced)
Households billed:	* 2209	
Population	* 13069	(Community Survey Census 2016)
Registered erven	* 4290 (Per Valuation Roll)	
Informal structures	* +/- 35	
Total Households	* 3099 (Including Rural areas)	
Indigents as at 30/06/2020	* 912	
Indigents as at 30/06/2021	* 874	
Indigents as at 30/06/2022	*** 897**	

HOUSEHOLDS WITH ACCESS TO WATER AND BASIC SERVICES: 2209

Households with access to sanitation:	2209
Households with access to electricity:	2209
Households with access to refuse removal:	2209

WARDS AND COUNCILLORS -
FROM 1 JULY 2021 – 31 OCTOBER 2021

The 4 wards:

Ward 1	Williston
Ward 2	Fraserburg
Ward 3	Rural Surrounding Areas
Ward 4	Sutherland

The Municipal Council of Karoo consists of 7 members. Four (4) represents wards and three (3) are proportional representatives of political parties.

The seven councillors represent the following political parties:
Elected on 10 August 2016 – until 31 October 2021

• Councillor (Ms) VC Wentzel	ANC	(Mayor/Speaker)
• Councillor (Ms) AM Januarie	COPE	
• Councillor JE Davids	ANC	
• Councillor G Klazen	ANC	Chief Whip
• Councillor JJ Van Der Colff	DA	
• Councillor JJ Jacobs	DA	

- Councillor J Jooste ANC

WARDS AND COUNCILLORS -
FROM 1 NOVEMBER 2021 – 30 JUNE 2022

Election Date : 1 November 2021

Constituency Council Meeting : 22 November 2021

The 6 wards:

Ward 1	A part of Williston
Ward 2	Fraserburg
Ward 3	Rural Surrounding Areas of the towns
Ward 4	Sutherland
Ward 5	A part of Williston
Ward 6	Rural Surrounding Areas and a part of Sutherland

The Municipal Council of Karoo Hoogland now consists of 11 members. Six (6) represents wards and five (5) are proportional representatives of political parties.

IN TERMS OF SECTION 9(b) OF THE LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT (NO. 117 OF 1998) KHM IS A CATEGORY B MUNICIPALITY WITH A COLLECTIVE EXECUTIVE SYSTEM COMBINED WITH A WARD PARTICIPATORY SYSTEM.

The eleven councillors represent the following political parties:
Declared Elected on 9 November 2021

	political party	**Ward/PR**
Councillor (ms) MJ Chadow	Patriotic Alliance	PR
Councillor JE Davids	ANC	PR
Councillor R VDM Geel	FF PLUS	PR
Councillor AS Mietas	Patriotic Alliance	PR
Councillor (ms) SA Muller	ANC	Ward 4
Councillor (ms) EC Oliphant	ANC	Ward 6
Councillor VT Opperman	ANC	Ward 2
Councillor AE Steenkamp	DA	Ward 1
Councillor (ms) CG Steenkamp	DA	Ward 5
Councillor JJ Van der Colff	DA	Ward 3
Councillor (ms) VC Wentzel	ANC	PR

Elected as Mayor	Councillor AS Mietas	
Elected as Speaker	Councillor MJ Chadow	
EXCO Members:	Councillor AS Mietas	(PA)
	Councillor VT Opperman	(ANC)
	Councilor JJ van der Colff	(DA)
Elected as Whip	Councillor JE Davids	

1.2.2 DEMOGRAPHIC INFORMATION

Karoo Hoogland Municipality has a total population of approximately **13069** according to STATS SA Customer Survey done in 2016. Karoo Hoogland is situated in the most Southern part of the Northern Cape and falls within the area of jurisdiction of Namaqua District Municipality with its head office located in Springbok. The three main towns in Karoo Hoogland are Williston, Fraserburg and Sutherland which are respectively 499 km, 592 km and 539 km from Springbok. Karoo Hoogland Municipality is devided into 6 Wards and there is an estimate of 2209 households in the three towns serviced by the Municipality.

Hantam Municipality (to the west) and Kareeberg Municipality (to the east – not on map). The map show all six municipalities in the Namakwa District Municipal area.

MDB code: NC066

Description: The Karoo Hoogland Local Municipality is a Category B municipality situated in the Namakwa District of the Northern Cape Province. It is the second-largest of the six municipalities in the district, making up a quarter of its geographical area.

The Karoo Hoogland is predominantly rural in nature with a high unemployment rate resulting in high poverty levels and is linked with many other places through shared environmental, social and economic systems and structures.

The Karoo Hoogland Municipality is also integral to the provinces of Western Cape Province and has significant development potential in sectors such as agriculture (both horticulture and livestock), tourism and mining (Renewable Energy).

Although the municipality's towns are separated by more than 100km by road, they share many administrative tasks. Hoogland is an Afrikaans word meaning 'highland' and Karoo is a Khoi word meaning 'hard' or 'dry'. The name reflects the area, which has dry, arid and desert-like conditions.

Area: 29 423 km^2

Cities/Towns: Fraserburg, Sutherland, Williston, Surrounding rural farms/areas

Main Economic Sectors: Community, social and personal services (42.5%), transport, storage and communication (15%), wholesale and retail trade, catering and accommodation (13.7%), agriculture, forestry and fishing (13%), finance, insurance, real estate and business services (8.8%), manufacturing (5.9%)

Williston is approximately 520 km from Cape Town, 500km from Springbok, Upington and Kimberley. Low accessibility is a restriction to economic development in the area. A 1 250 meter gravel grated landing strip, which is situated close to Williston, is currently being used by a few tourists who wish to visit this beautiful part of the Northern Cape and by the Red Cross for emergency.

The Karoo Hoogland LM (KHLM) encompasses an extensive area, and consists of a flat, undulating landscape, with mesa's dotted across the landscape. Rainfall occurs mostly in summer, with between 100-300mm expected per year. One of the SKEP priority areas, the Bokkeveld-Hantam-Roggeveld corridor, follows a south east trajectory through the municipality, encompassing Sutherland within its scope. This area – rigorously identified as key biodiversity rich locations within an already significant biodiversity hotspot - contains not only critical water management sites, but also a remarkable number of unique invertebrate and plant life. The Karoo Hoogland Municipality is home to a wide variety of endemic bulbs, invertebrates and Fauna. Primitive scarab beetles, monkey beetles – which are found almost exclusively in Southern Africa, within which distinct species are concentrated within different areas throughout the Succulent Karoo – as well as various bees and wasps, exist in this habitat that are found now here else on earth.

In the second half of the previous century, the form-giving ideology of apartheid spatial planning (re)shaped the urban configuration into racially segregated residential neighbourhoods and a single central business area. The highest population densities are in (lower-income) neighbourhoods with sub-standard quality of services and urban environment. Limited construction of residential and non-residential buildings (in number and size). Home availability and affordability problems owing to a supply-side that has not been keeping up with demand, and worryingly, may lead to overcrowding. In this regard, backyard-living must be acknowledged as a legitimate form of housing, provided it does not compromise safety and health standards. Also, not to be ignored, is the extra income that homeowners earn in this manner. Degradation of environmental, heritage and agricultural assets. Lack of addressing the climate vulnerability of urban areas through adopting and implementing specific adaptation measures.

WILLISTON (Ward 1 and Ward 5)

On 10 July 1768 Johan Abraham Nel of Stellenbosch rested near a fountain close to the Sak River during the birth of his son, planting an almond tree in honour of the event. This tree was eventually to become enormous, and was an oasis in the dry treeless area of the Karee Mountains. In 1845 Johann Heinrich Lutz of Switzerland established a mission station named Amandelboom (Almond tree) at this spot. In 1883 the name was changed to Williston, in honour of the British Cape Colonel Secretary, Colonel H Willis.

Williston covers an area of 13 264 km2 and became an official district in 1926. The area concentrates on sheep farming. Since 1913 farmers were forced by law to fence their boundaries and later in 1929 fences were replaced by jackal-proof fencing.

There is a fantastic but eerie reason to visit Williston: a Tombstone Route, showcasing an exceptional form of art – stonecutting. Nowhere will one find more beautiful and fascinating tombstones than here. Tombstone-making became a form of folk-art as they were skillfully chiselled out of local sandstone.

Dr Bruce Rubidge of the Witwatersrand University discovered a fossil, Anomechephalus Africanus, on the farm Kruitfontein in the Williston district in 1995. It was a cross between a mammal and a reptile, which lived 260 million years ago on the banks of an inland sea.

This area is famous for its corbel houses, and this building method is regarded as the first architectural style in the north-west Karoo. It is unique in that it is built entirely of stone, with flat stones (which formed a scaffolding) protruding from a domed roof.

Williston is situated on the beds of the Zak River, a seasonal river where unique riverbed irrigation is practised, similar to that at the Nile River in Egypt. This region is also home to a very scarce and endangered animal, the Riverine Rabbit.

FRASERBURG

The first Europeans settled in the area circa 1760. Previously the area was inhabited by the San or Bushmen. Various cultural artefacts of them still remain in the area.
The town was founded in 1851. The town was named after the minister, reverend Fraser, and a certain church elder, Meyburg. The town was established on the farm Rietfontein. The original manor house of this farm is still in use.

In those days, the only means of transportation and thus communication were horses and horse drawn carriages. Post was brought irregularly by stage coach from Beaufort West. Most farmers visited the town as few as four times a year and then only for the Nachtmaal (Communion). Distances were gauged by the distance a horse could ride in one hour (about 6 miles or 10 kilometres).

Early in the twentieth century Fraserburg also got a telegraph connection. One can still see the remains of this line between Fraserburg and Carnarvon.

A Post Office opened in 1858, the first postmaster being a certain Robert C Hemming. That led in an era of development in the town. A Magistrates Office opened in 1859 with Mr FE Balsotn the first magistrate – he stayed on for the next 20 years. In 1860 a Police Station opened with Francois Bourke as first Chief Constable. Dr C Edmonds became the first medical doctor in 1860. A prison opened in 1861 and closed down more than a century later in 1968.

A public library started in 1866 in the "Peperbus". The first bank that opened was a branch of Standard Bank in 1876. Volkskas opened only in 1956.

Fraserburg was proclaimed as a municipality on June 6, 1862. The first electric power was supplied on September 16, 1958 and the town switched to ESCOM power in 1983.

Fraserburg is a comfortable 5 hour drive from Cape Town. It is one of the most authentic and well preserved Karoo towns left in South Africa. It is a quiet and peaceful place where one can truly get away from it all without compromising on comfort, style and fun.

For the more adventurous there are numerous hiking trails which are quite breathtaking. There are also a number of 4×4 trails which do not disappoint. Besides the majestic scenery and self-catering accommodation, one will pass Corbel houses which are unique and are not found anywhere else in the southern hemisphere.

Another aspect which makes the area such an attractive destination, are the perfectly clear night skies. For the amateur or more serious sky gazer, this is reputed to be one of the best areas for this fascinating pass time.

For the hunter, there are a number of game farms which provide excellent and comfortable facilities only a short distance from the town. Game is predominantly Springbok, but Gemsbok, Eland and Wildebeest also abound.

Our town and its surroundings are still unspoilt and are guaranteed to stay that way. We understand that a person who makes the journey is special, and should be treated as such. It is a place worth visiting and we are quite sure, once you have been you will return again and again. And you'll always be welcome. We look forward to having you.

SUTHERLAND

Sutherland originated on the farm De List and was named after Rev. Henry Sutherland, who annually came to the Roggeveld from Worcester for church services. In 1855 it was decided to establish a congregation here. On 8 November 1858, 30 of 50 plots were sold.

Sutherland is situated at a height of 1450m above sea level on the southwest escarpment of the inland plato. At this height the area is exposed to all the cold air coming from the southwest. Due to the low moisture levels and thin air, heat radiation at night is high. The heavy cold air flows down to the lower valley where Sutherland is situated.

Sutherland is seen to be the coldest place in South Africa. The lowest temperature in 33 years of minus 16.4 ^{o}C was experienced on 12 July 2003.

Astronomy has the unique capability to spark the imagination of young and old, and provides the Municipality of Karoo Hoogland with exciting opportunities in the development of a unique tourism industry associated with astronomy in and for South Africa. See SALT and SAAO.

The growing of tulips in South Africa was pioneered by Rev M B Brink. In 1925 he arrived in Sutherland during a snowstorm. After studying for several years in Holland, he immediately realised the climate in Sutherland was approximately the same as in Holland, therefore ideal for tulip growing. He requested a friend of his to send him seventy five tulip bulbs. He stayed in Sutherland and for a period of twenty five years he distributed one hundred thousand yellow tulip bulbs throughout South Africa.

POPULATION FIGURES ON 6 WARDS AS FROM 1 NOVEMBER 2021

	TOTAL ESTIMATED POPULATION 2016	PERCENTAGE OF TOTAL POPULATION PER WARD IN 2016 PER CURRENT MUNICIPAL IDP	CORRECT AMOUNT OF HOUSES PER WARD AS PER FINANCIAL SYSTEM OF KHM	AVERAGE PEOPLE PER HOUSE-HOLD = POPULATION / HH	AVERAGE AMOUNT OF REGISTERED INDIGENT HOUSE-HOLDS on average for 2020/2021	HOUSING BACKLOG AS AT 2022 (HOUSE-HOLDS)	BACKYARD DWELLERS AS PER IDP 2009 - 2011	Informal Structures as at 2020/2021
TOTAL POPULATION (COMMUNITY SURVEY 2016)	**13069**	100%	**3099 (2021/2022)**		**897** (2021/2022)	790	215	
POPULATION : SUTHERLAND : WARD 4	2613	20 %	**630**	4.1	258	250	39	
POPULATION : FRASERBURG : WARD 2	3006	23 %	**852**	3.6	380	120	116	
POPULATION WILLISTON : WARD 5	Need attention after the Census							
POPULATION : WILLISTON : WARD 1	3660	28 %	**727**	5.0	259	300	60	35
POPULATION : RURAL AREAS : WARD 3 (WILLISTON AND FRASERBURG)	3790	29 %	**900**	4.2		120		
POPULATION : RURAL AREAS : WARD 6 (SUTHERLAND AND WILLISTON)	Need attention after the Census							

POPULATION DISTRIBUTION IN KAROO HOOGLAND MUNICIPAL AREA

Fraserburg : 23% of total population
Non Urban areas (Rural) : 29% of total population
Sutherland: 20% of total population
Williston : 28% of total population

In this section an overview is provided of the important socio-economic indicators and trends of the Karoo Hoogland Municipality highlighting issues of concern in terms of challenges that the municipality currently experiences. As a basis of reference, the municipality has considered the demographic information that was provided by Stats SA census 2011, Provincial treasury comparative analysis Namakwa District and Global insight. The age distribution of a population is important because the largest age group inevitably indicates its own demands on the market. A large number of residents are still dependant on government grants.

The Karoo Hoogland population can be regarded as having a high **dependency ratio**. With **10%** of the population over the age of 65 and **27.7%** are under 15 years. *The latter youth group will be demanding education, housing and jobs in the near future.* The Karoo Hoogland gender distribution is 49.7% males and 50, 3% females.

Facts and important information to take into consideration when looking at the ratios and figures for Karoo Hoogland to be able to compare against the country and then the world as well.

Table 1: Population by sex, 1996-2016

1996			2001			2011			2016*		
Male	Female	**Total**	Male	Female	**Total**	Male	Female	**Total**	Male	Female	**Total**
6 020	6 367	**12 387**	5 006	5 506	**10 512**	6 253	6 335	**12 588**	6 559	6 510	**13 069**

* Note: Caution should be used by the reader when interpreting the values for municipalities in Namakwa due to the large out of scope Dwelling Units sampled for the survey.

Table 1 shows that the population of Karoo Hoogland has increased from 12 387 persons in 1996 to **13 069** persons in 2016. The number of males increased by 539 persons from 6 020 persons in 1996 to 6 559 persons in 2016, whilst the number of females increased marginally by 143 persons over the same period. Gender proportions show there are more males than females in the municipality.

Figure 2: Percentage distribution of the population in Karoo Hoogland by sex, 2016

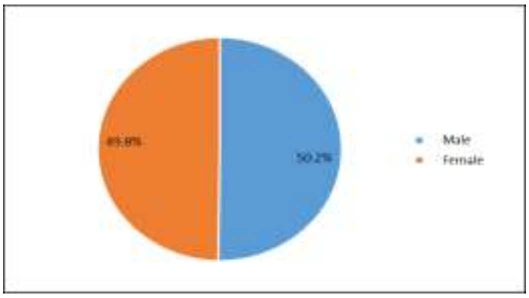


Figure 2 depicts a greater proportion of males than females in Karoo Hoogland municipality, at 50.2% and 49.8% respectively.

Table 2: Population by group type, 1996-2016

	1996	2001	2011	2016
Coloured	9 865	8 348	9 934	10 319
White	2 290	1 866	1 832	2 616
Black African	98	285	694	88
Indian or Asian	1	13	83	46
Other	-	-	45	-
Unspecified	133	-	-	-
Total	**12 387**	**10 512**	**12 588**	**13 069**

Table 2 summarises the number of people by population group from 1996 to 2016. There was an increase in the Colored, Indian/Asian and White population groups from 1996 to 2016, whilst the Black African population group shows a decline over the same period. There is a greater proportional increase in the Coloured, followed by the White population over the past 20 years.

Figure 3: Percentage distribution of the population by group type, 2016

Figure 3 outlines the percentage distribution of the population of Karoo Hoogland in 2016, where the Colored population group accounts for 79.0% of the population of the municipality, followed by the White, Black African and Indian/Asian population groups.

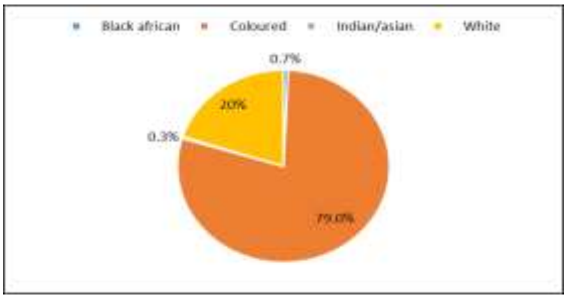
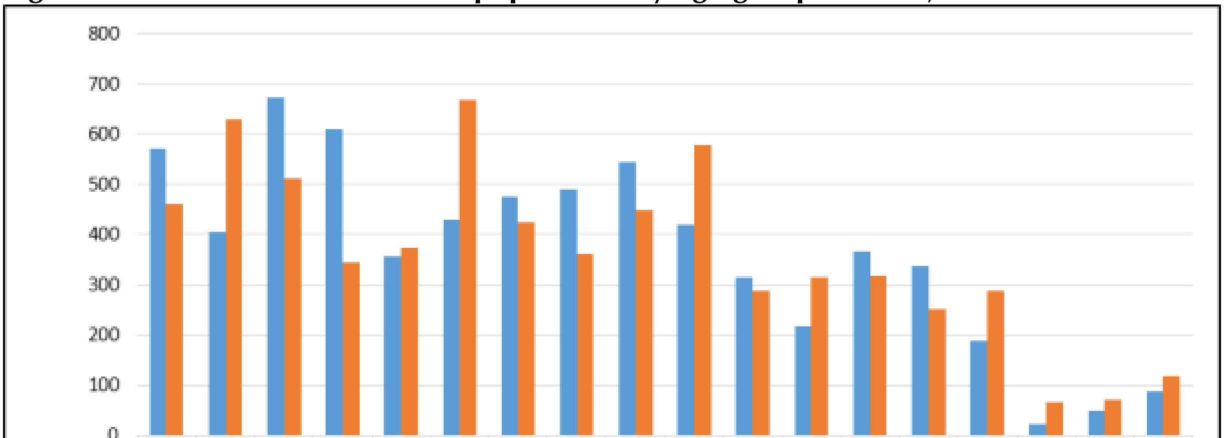


Figure 4: Distribution of the total population by age group and sex, 2016



	00-04	05-09	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+
Male	571	406	674	609	356	429	475	491	544	419	315	218	366	337	188	22	50	88
Female	460	630	513	345	372	667	424	361	448	577	288	315	316	251	289	67	70	118

Figure 4 indicates that the greater proportion of the population in Karoo Hoogland is young, consisting mainly of children and youth. There is however a greater proportion of males compared to females for ages from 30 to 44 years, and the female population shows a slightly greater proportion in numbers compared to males for ages 70 and above. This signifies a greater lifespan for females than males.

Table 3: Highest level of education for persons aged 20 years and above, 1996-2016

	No schooling	Some Primary	Complete Primary	Some Secondary	Grade 12/Std 10	Higher	Total
Number							
1996	3 632	2 989	792	2 070	746	604	**10 833**
2001	2 273	2 868	684	2 116	956	532	**9 429**
2011	1 617	3 579	827	2 643	1 337	659	**10 663**
2016	1 161	1 227	734	2 264	2 298	1 008	**8 692**
Percent (%)							
1996	33.5	27.6	7.3	19.1	6.9	5.6	**100.0**
2001	24.1	30.4	7.2	22.4	10.1	5.6	**100.0**
2011	15.2	33.6	7.8	24.8	12.5	6.2	**100.0**
2016	13.4	14.1	8.4	26.1	26.4	11.6	**100.0**

*Excludes “do not know” and “unspecified”

Table 3 shows an improvement in the level of education in Karoo Hoogland over the period 1996 to 2016, where there was a decline in the number and percentage of persons aged 20 years and above with no schooling (from 33.5% to 13.4%). There is an improvement in the number and percentage of persons with a higher education, from 5.6% in 1996 to 11.6% in 2016. There is also a significant increase observed in the proportion of persons who have Grade 12/Standard 10.

Table 4: Highest level of education by population group for persons aged 20 years and above, 2016

	No schooling	Some Primary	Complete Primary	Some Secondary	Grade 12/Std 10	Higher	Total
Number							
Black African	24	40	23	-	-	-	**88**
Coloured	2 029	3 104	840	2 814	1 225	121	**10 132**
Indian/Asian	-	26	19	-	-	-	**45**
White	105	263	81	126	1 155	887	**2 616**
Percent (%)							
Black African	27.7	45.7	26.6	-	-	-	**100.0**
Coloured	20.0	30.6	8.3	27.8	12.1	1.2	**100.0**
Indian/Asian	-	57.5	42.5	-	-	-	**100.0**
White	4.0	10.0	3.1	4.8	44.1	33.9	**100.0**

*Excludes “do not know” and “unspecified”

Table 4 shows that 27.7% of the Black Africans in Karoo Hoogland municipality have no schooling when compared to other population groups, followed by the Colored population group (20%). It shows that the White population group is better educated compared to other population groups.

The average population growth rates between 2001 and 2010 are as follows:

- **Northern Cape Province (0.3%)**
- **Namakwa District Municipality (-0.1%)**
- Karoo Hoogland Local Municipality (-1.7%) And from 2010 – 2016 (1,8% growth)

ITEM	NUMBER BY 2016 and 2021
POPULATION	12 588 (2011 Census) 13069 (community survey in 2016) Await Census 2022 outcome
Young (0-14 age)	27,7%
Working age (15 – 64)	62,3%
Elderly (65+)	10%
Dependancy Ration	60,5%
POPULATION GROWTH	1,8% (according to Statssa website from 2001 - 2011)
Unemployment rate	14,6%
Youth unemployment rate	20%
No Schooling aged 20+	18,4%
Higher education aged 20+	8,7%
Matric aged 20+	16,9%
HOUSEHOLDS (TOWNS & RURAL)	3094 3099 (2021/2022)
Number of agriculture households	900 (862 statssa)
AVERAGE HOUSEHOLD SIZE	3.6 – 5 people
HOUSES IN TOWNS	2204 2209 (2021/2022)
HOUSEHOLDS LEVIED FOR SANITATION	2204 2209 (2021/2022)
Nr of Indigents registered as at 30 June 2022	897
Female headed households	30,6% (2011 Statssa)
Formal Dwellings	96,6%
Housing Owned	47,3%
Flush toilet connected to sewerage	707 households of 2209 = 31%
Sanitation - TOILET FACILITIES (2021/2022)	Total sanitation accounts levied : 2209 Flush Toilets connected : 707 Flush toilet with septic : 798 UDS Toilet : 704 serviced by Municipal EPWP Part time employees
REFUSE DISPOSAL – weekly refuse removal	Refuse Removed by local authority/Private : 2209 (2021/2022)
WATER (2021/2022)	Piped water inside dwelling : 1611 Piped water inside yard : 598 Access to water : All households- 2209 Municipal boreholes : 21 (water sources for towns)
Electricity - not ESKOM - directly by KHM	
ALL HOUSEHOLDS HAVE ACCESS TO WATER, SANITATION AND ELECTRICITY	100%

2021/2022 population figures are the same as for 2020/2021 and will be updated after the next Census are done.

Population Details									
				2020/2021			2021/2022		
Age				Male	Female	Total	Male	Female	Total
Age: 0 - 14				1705	1710	**3415**	1705	1710	**3415**
Age: 15 - 24				1100	1080	**2180**	1100	1080	**2180**
Age: 25 - 40				1388	1368	**2756**	1388	1368	**2756**
Age: 41 - 64				1894	1904	**3798**	1894	1904	**3798**
Age: 65+				832	779	**1611**	832	779	**1611**
Total						**13760**			**13760**
Source: QUANTEC and estimated amounts									
2016 = Total population 13069			**13069**			**13760**			**13760**
			2016			**2021**			**2022**

The above figures are estimated and not to be used as true reflection. It will only be confirmed with the Census in 2022

COMMENT ON BACKGROUND DATA:

Demographic information constitutes the bedrock of all socio-economic planning. The collection, analysis and dissemination of accurate demographic information enable policy makers to plan for the future development of a country. Issues such as the future size of the labour market, unemployment, job creation, poverty and environmental degradation are intrinsically linked to demographic processes. It is therefore important to base future development policies and programmes on the most accurate demographic information available.

2011 Census Data and Customer Survey 2016 Data : Population data and also STATSSA data has been used. All the information from STATSSA cannot be used as the amount of households for 2011 as per their website are incorrect and outdated, therefore the amount of Households have been extracted from the municipality's financial system. The current population figures from STATSSA are being used. However the average amount of people per household from STATSSA cannot be used and was recalculated as per the current population and households being used. The Total Indigent population are being calculated as follows: All the registered indigent households plus the housing backlog – then that figure are being multiplied with the average amount of people per household to get the total indigent population. As per the IDP document of 2009 – 2011 there were a few backyard dwellers and those people are also being added to the figure calculated above.

1.2.3 VISION & MISSION

VISION

Karoo Hoogland will be an economical growth node in the Northern Cape, earmarked by active community participation. Council must create an environment that will enhance economic development with specific focus on poverty alleviation and the creation of direct and indirect job opportunities.

SUMMARY OF THE ABOVE VISION STATEMENT AND PRINCIPLE:

- Sustainable Development
- Cultural and Environmental Resources
- A sense of place and ownership
- Unlocking the uniqueness of the region
- Improved development opportunities accessible to all
- Building on local Knowledge and improved institutional capacity

MISSION

Provide local leadership on environmental sustainability and climate change response. As an authority that delivers municipal services to Karoo Hoogland municipal jurisdiction, we attempt, by means of a motivated staff, to develop Karoo Hoogland municipal jurisdiction increasingly as a pleasant, safe and affordable living and workplace for its residents - and a hospitable and relaxed visiting place for its visitors.

NEW SPATIAL DEVELOPMENT VISION

1.2.4 MUNICIPAL CHALLENGES

With our vision and the above as guidelines, the input and needs of the inhabitants as a base and the background information, which the Council already has, the following prioritized areas of potential have been identified for developments in the Municipal area:

- Karoo Hoogland Municipality must make a positive contribution to the sustainable growth and development within its boundaries with special reference to economic and social youth development.
- To further enhance the current infrastructure with special reference to basic services and roads.
- The promotion of a safe and tourism friendly environment should be furthered in order to promote tourism and investor interest in the region. (Tourism, i.e. eco-tourism, agri-tourism and astro-tourism)
- The promotion of human resources within the organisation through apprenticeships and skills development.
- To better the involvement of social organisations and churches.

The following general challenges are experienced by the Municipality:

Challenges	Actions to address
Absence of master plans and crucial strategies	Source funding and budget for drafting of master plans for water, electricity, roads, etc. as well as crucial strategies
Municipality mainly dependent on grant funding to implement capital projects	Alternative ways of generating revenue to implement capital projects from own funding
High unemployment rate and poverty levels throughout municipal area (pension/welfare are the only reliable source of income)	Promoting a conducive environment for economic growth and economic opportunities that can create sustainable job opportunities Promote and support local SMME's to become sustainable
The number of indigent households - on average, more than 30% of all households in the municipal area	Creation of inducive environment for job opportunities
IDP projects identified by communities which are the responsibility of sector departments (e.g. Primary Health, Housing, Youth Development, Social Challenges, Safety & Security, etc.)	Ongoing stakeholder engagements to facilitate identified IDP projects with the relevant departments Engagement with CWP Administrators to request assistance with identified projects
Poor conditions of gravel access and inter-connecting roads to and between Sutherland, Williston and Fraserburg	Grading/tarring of road by the Department of Public Works and regular grading of gravel roads
New Township establishments and poor living conditions - Sutherland and Williston and Fraserburg	Department of Rural Development to prioritise township establishment for Sutherland
Payments of service accounts of sector departments	Ongoing engagements with relevant departments and implementation of Debt Collection Policy
Support and assistance to local SMME's	Secure building/office space to establish business hub in Williston/Sutherland to support SMME's in Karoo Hoogland to grow the economy Inclusion of clause in tenders to give preference to local SMME's

	(already done)
Community Buildings not maintained	Budget for the maintenance and prevention of future vandalism plan to be in place
Outdated infrastructure	Replacement of outdated infrastructure over multi years
Outdated IT Infrastructure	Budget for upgrade of IT Infrastructure of the entire Municipality – per Tender
Old water and electricity meters	Upgrade water and electricity meters (SMART meters)
Waste management challenge (weighbridges, wheelie bins, recycling projects, etc.)	Source funding from the Department of Economic Development and Environment and Nature Conservation for the implementation of recycling project and provision of weighbridges Inclusion of procurement of wheelie bins in multiyear budget
Wi-fi and cellular phone reception	Liaise with investors and businesses in KHM to help address challenge
Dilapidated buildings	Legal opinion and action should be implemented
Vandalism	Actions to address should still be discussed - community policing forums establishment and stakeholder meetings with SAPD to get solutions
Landfill Site Fencing	Seek funding from Depts
Cemeteries vandalised	Actions to address should still be discussed - community policing forums establishment and stakeholder meetings with SAPD to get solutions
Vandalism of buildings not frequently used	Actions to address should still be discussed - community policing forums establishment and stakeholder meetings with SAPD to get solutions
Availability of land for housing	Identify land for different land use in all towns in KHM
Informal Housing and shacks as well as backyard dwellers	Actions to address should still be discussed – Residents should be encouraged to apply on the NHR for houses and Residents should be educated on the procedures
Serviced Erven/sites not utilised (150 Erven Williston)	Registration of applicants on the NHR so that allocation of erven can be done and houses can be build so that backlog can be reduced
Registration of applicants for housing on the National Housing Register	Capturing of applicants on National Housing Register
Increasing housing backlog	Provision of houses and serviced sites by COGHSTA to applicants on National Housing Register
Lack of environmental management	District official to perform function
Lack of Building Control Skilled Capacity	District official to perform function
Lack of Town Planning Skilled Capacity	Request assistance from Professional Town Planner to address needs and future planning
Lack of Performance Management knowledge and skilled capactiy	Training and Municipal Support Services needed
Storm water channels	

1.3 SERVICE DELIVERY OVERVIEW

1.3.1 INTRODUCTION

The Municipality deliver the following basic services to its community which include the towns of Williston, Sutherland, Fraserburg and surrounding farms:

- Water
- Sanitation
- Electricity
- Refuse Removal

Basic Services to Residential Properties as at 30 June 2022

	Amount of Houses counted per hand	Total Residential Erven Valuation Roll	Total Residential Erven EMS Valuation Roll	Residential Properties Billed for Sanitation	Residential Properties Billed for Refuse Removal	All Properties billed for Basic Water	Prepaid and Comm Electricity Billed	Total Indigents -30 June 2022	Population Estimate per Community Survey 2016
Totals for KHM	2209	1976	2104	2241	2347	2750	1210	897	13069
Percentage of all erven serviced as per EMS Valuation Roll				107%	112%	Not accurate as business and residential are included	Not accurate as only prepaid are included		
Percentage of all erven serviced as per Hand counted				101%	106%				
Informal Structures	+/- 45								
Registered Erven (per Valuation Roll)	4290								
Total Households including Rural areas (estimated)	3109								
Williston	727								3660
Sutherland	630								2613
Fraserburg	852								3006
Rural Areas	900								3790

Table : Basic Service Delivery Performance

ELECTRICITY
The Municipality supplies electricity to Fraserburg and a part of Williston. A part of Williston (called Amandelboom) as well as Sutherland and the rural areas are serviced by ESKOM directly.

WATER
All households in the Karoo Hoogland Municipal area have access to water. However the municipality has been experiencing extreme water crises in Williston and Sutherland.

SANITATION
- All households in the Karoo Hoogland Municipal area have access to basic sanitation.
- Some of the erven in all three towns are connected to a waterborne sewerage system.
- Some erven are still equipped with sewerage drains and the sewerage is removed with sewerage removal vehicles.
- The balance of the erven have dry sanitation toilets (UDS). These UDS toilets are also serviced/cleaned by the municipality, however these UDS' are a very unhygienic option for basic sanitation as it is being used incorrectly and should be eradicated.

REFUSE REMOVAL
- The Municipality delivers solid waste services to the residents of Karoo Hoogland Municipality.
- All residents receive the service once a week and a refuse bag system is being implemented for the removal of all solid waste.
- All households are responsible for their own refuse bags after the first free refuse bag.

The Municipality delivers solid waste services to the residents of Karoo Hoogland Municipality. All residents receive the service twice a week, once for the removal of household refuse and then again for the garden refuse. The black bag system is being implemented for the removal of all household waste. All households receives a maximum of two packs of black bags per year.

The Municipality has 3 landfill sites of which Fraserburg have a Waste Permit and Sutherland and Williston have Waste licenses. Although these sites are fully functional, illegal dumping of waste in the municipal area remains a major challenge. To curb illegal dumping, it is recommended that Council consider a recycling program. The fencing is being vandalised or stolen which results in papers and bags being blown all around the area. This results to additional costs to clean and manage the landfill sites. It is recommended that Karoo Hoogland Municipality together with the Department of Environmental Affairs and the District Municipality should source funding to review the Integrated Waste Management Plan.

ROADS
- The Municipality is only responsible for the maintenance of certain secondary roads in the three towns.
- The main roads in the three towns as well as the roads in the rural area are provincial proclaimed roads.
- The tar roads are not in a good condition and will have to be resealed in the future.
- One of the major challenges experienced by the Municipality is the ongoing maintenance of potholes due to insufficient funds.
- In the previous financial year many gravel roads have been paved.

LANDFILL SITE

There are landfill sites in each of the three towns and it need to be upgraded in the future to comply with regulations and to the specific conditions of the licences. The landfill site in Fraserburg is licensed with a permit. The licensing of the Williston and Sutherland landfill sites were done and received in 2016/2017 year. The conditions in the licenses will need to be adhered to in 2022/2023. Currently the department is helping with this as well as the waste management plan to update the last version, this will take place in 2022/2023.

Although these sites are fully functional, illegal dumping of waste in the municipal area remains a major challenge.

INDIGENT HOUSEHOLDS:

The Municipality deliver services to indigent households.
Indigents as at 30 June 2021: **874**
Indigents as at 30 June 2022: **897**

1.3.2 BASIC SERVICE DELIVERY HIGHLIGHTS

PROJECTS PROGRESS 2021/2022

Williston Water Network Upgrade : JvZ Construction (Contractor)

Hard rock excavations

Trench excavations

Sutherland Emergency Bulk Water Project : De Jagers Loodgieters (Contractor)

Site Photos:

Photo 2 – Borehole 11 pipe trench to connect onto mainline

Photo 3 – Artificial Recharge structures open up at Borehole No 4

Williston Landfill Site : Graded and cleaned in February 2022

Fraserburg : Municipal workers grading the gravel streets and fixing potholes

Fraserburg : Upgrading and maintaining the municipal buildings (Townhall)

1.3.3 BASIC SERVICE DELIVERY CHALLENGES FACED BY THE MUNICIPALITY

- With reference to the provision of basic services (water, electricity and sanitation) the municipality does face challenges regarding bulk water in Sutherland and Williston because of the drought.

- Fraserburg internal electrical network has exceeded its lifespan and its due for an upgrade. The eradication of UDS toilets is needed urgently these units now have to be cleaned by the Municipality by hand and the infrastructure was not design for this and are depleting, making it a health and safety risk.

- The major challenge is to address the **housing backlogs** as well as the backyard dwellers in all three towns as well as the road infrastructure. Also some informal structures were erected and need urgent attention.
- With the after effects of the 9 year drought situation it is inevitable to try and source new water resources and find new viable boreholes with possible funding when the drought are declared a disaster.
- Monitor and capture correct readings at water pump stations, reservoirs and system out put pipes to calculate the correct percentage for water losses.

SERVICE	CHALLENGE
HOUSING	
Housing	Backlog
Serviced Erven	No serviced erven
Transfer of Title deeds	Title Deeds not transfered
Squatters	Squatters
ELECTRICITY	
Fraserburg Internal Electrical network	
Electricians	
HUMAN RESOURCE	
Implementation of Regulation 890 and guidelines 891	The Municipality has started with the different components for the implementation of this Regulation. However due to the fast impact and financial constraints the Municipality is struggling and will require additional funding in order to fully comply with the Regulation
Work study	Funding is required to fill these vacant positions
Law Enforcement Officers	
FLEET & VEHICLES	
Infrastructure Vehicles reparations	
New Grater Machine	
Sewage Trucks	
Vehicles to use at Landfill Sites Bulldozer	
INFRASTRUCTURE	
Municipal Graveyards & cemeteries	Vandalism and theft, space
Municipal Property	urgent maintenance needed
Municipal Halls and Sport facilities	Vandalism and theft
Road signs	Vandalism and theft
Municipal Museums	Vandalism and theft
Municipal Commonage	Infrastructure need reparations
WATER	
Service Delivery	Scarce water resources – due to drought

SANITATION	
Informal settlements in the municipal area	Squatters and Informal housing - It is a constant battle for the Municipality to connect every household in the municipality on sewer network or drainage system due to budget constraints
UDS eradication	
EQUIPMENT	
Infrastructure Equipment	
Inventory not allowed	
ROADS	
Storm water channels	A lot of our roads are gravel roads in the municipal area, erosin leads to a lot of unwanted material including dirt to assemble, and stuck in the middle of stormwater pipes where the eye can't always see, which leads to blocking of the stormwater channels.
Connection Roads between towns not fully tarred	

1.4 FINANCIAL HEALTH OVERVIEW

1.4.1 INTRODUCTION

The Auditor General's Report on the 2019/2020 Financial Year was received on 23 April 2021 – due to Covid. The Auditor General's Report on the 2020/2021 Financial Year was received on 1 December 2021.

The last financial years, were years of growth and good recovery in the financial accountability of the municipality and for 2021/2022 an unqualified audit opinion **(RECEIVED ON 5 DEC 2022)** with some findings was achieved.

Some aspects are matters of concerns regarding the financial viability of the municipality, of which liquidity is the most important. The debtors are growing at an alarming rate and the indigent households in the municipality are also growing. The liquidity puts the service delivery at risk and result in low maintenance levels. The municipality is reliant on grants to finance expenditure due to the limited revenue raising capacity. The equitable share stayed consistent over the past 3 years. This creates pressure on the municipality due to inflation increases annually and the increase in the indigent population.

1.4.2 FINANCIAL VIABILITY HIGHLIGHTS

FINANCIAL VIABILITY HIGHLIGHTS	
HIGHLIGHTS	**DESCRIPTION**
Annual financial statements (AFS)	Completed the AFS with assistance of Mubesko on CaseWare Software for 2020 and 2021 and 2022 and inhouse review by our Audit committee. Submitted the statements to the Auditor-General (AG) by the legislative deadline
Completed Ring Fenced Agreement Payment for outstanding monies to Auditor General by 30 June 2022	Paid off about R2,5 million during June 2022
Budget related policies	All budget related policies were approved by Council at legislative deadline
Standard operating procedures (SOP's)	Standard operating procedures were implemented for revenue, expenditure and Supply Chain Management – however it need to be finalised still
Grants Performance	100% expenditure of grants and thus no roll over required

1.4.3 FINANCIAL VIABILITY CHALLENGES

FINANCIAL VIABILITY CHALLENGES	
SECTION	**CHALLENGES**
Non-payment	
Poor payment	Non-payment of service accounts from debtors due to COVID-19 Non-payment of service accounts by economic active consumers lead to cash flow challenges Correct register of indigent households to ensure correct equitable share allocation
Aging Infrastructure	Budget allocations for the MTREF 2022 and 2023 need to adjusted to replace and repair deteriorating assets
mSCOA	Implementation of mSCOA as a whole
Consultants	In-house GAP Analysis should be done and the lack of skills transfers should be assessed

1.4.4 FINANCIAL OVERVIEW

The table below shows the financial overview of the Municipality for 2020/2021 and also 2021/2022:

Financial Overview – 2020/2021			
Details	***Original budget***	***Adjustment Budget***	***Actual***
Income			
Grants	30,001,000.00	32,761,000.00	41,745,834.03
Taxes, Levies and tariffs	29,062,000.00	28,867,000.00	27,379,908.83
Other	4,233,000.00	3,953,000.00	10,530,217.78
Sub Total	63,296,000.00	65,581,000.00	79,655,960.64
***Less* Expenditure**	73,709,911.00	74,809,919.00	75,992,103.00
Net Total*	10,413,911.00	9,228,919.00	3,663,857.64
* Note: surplus/- deficit			

Operating Ratios		Actuals
Detail	%	
Employee Cost	36%	27,559,875.00
Remuneration of Councillors	3%	2,650,644.48
Depreciation	16%	12,031,935.00
Repairs & Maintenance	2%	1,390,882.00
Finance Charges	4%	2,965,771.00
Impairment	9%	7,150,432.15
Bulk Purchase	13%	10,163,283.37
General Expenses	17%	12,079,280.00
TOTAL expenditure		**75,992,103.00**

FINANCIAL OVERVIEW - 2021/2022 (YEAR UNDER REVIEW)			
Details	**Original Budget**	**Adjustment Budget**	**Actual**
INCOME			
Grants	47,753,304	47,753,304	54,073,474
Taxes, Levies and tariffs	30,632,386	31,022,437	28,219,602
Other	4,715,003	4,625,003	5,167,602
Sub Total	83,100,693	83,400,744	87,460,678
Less Expenditure	72,816,192	72,798,283	82,003,591
Net Total*	10,284,501	10,602,461	5,457,087
*Note: surlus/-deficit			

OPERATING RATIOS		ACTUALS
DETAIL	**%**	
Employee Cost	33%	26,862,931
Remuneration of Councillors	5%	3,812,861
Depreciation	13%	10,700,187
Repaires & Maintance	1%	934,980
Finance Charges	5%	3,730,835
Impairment	8%	6,280,978
Bulk Purchase	13%	10,904,885
General Expenses	22%	18,775,934
TOTAL expenditure		82,003,591

1.4.5 TOTAL CAPITAL EXPENDITURE

The table below shows the total capital expenditure for the last two financial years:

Details	**2020/2021**	**2021/2022**
	R	
Original Budget	R 8 065 000	R 18 276 000
Adjustment Budget	R 8 065 000	R 18 276 000
Actual	R 8 980 000	R 24 313 706
Variance from Adjustment Budget (overspend)	- R 915 000	-R 6 037 706 (Extra allocation during March 2022)

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

1.5.1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT HIGHLIGHTS

The following highlights were achieved by the Municipality regarding municipal transformation and organisational development:

Highlights	Description
Organogram	Approved during the year
Strategic Sessions and Workshop for new Councillors	Held in March 2022 with good development
Financial Interns	Appointed
HR and Admin WIL Interns	Appointed

1.5.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

The following general challenges are experienced by the Municipality regarding municipal transformation and organisational development:

Section	Challenges
RECORD MANAGEMENT & IT	
IT System	Budget Constraints
Limited Space for record management (Physical space)	Budget Constraints
Automated Record Management System	Need to be investigated
File Plan not approved by Prov Archivist	Await feedback from Prov Archivist and SALGA
Procedures to ensure recording of documents not always followed	No evidence of some documents send out
HUMAN RESOURCE MANAGEMENT	
Workstudy	Need to be done
Compliant Automated performance management system	Need to go out on tender for a compliant PM system
Performance Management Development System and Cascading to all levels	The process should be started to ensure implementation by 1 July 2023
Vacant Positions	Due to budget constraints certain positions cannot be filled
Job Description	Review must be done
Performance evaluation measures and controls of all personnel	Need attention
COUNCIL SECRETARIAT SERVICES	
System of Delegations	Need to be personised and approved so that that the splitting of different roles and responsibilities can be done
Resolution Register for all meetings	
KEY ROLE VACANCIES	
CFO	Vacant since 1 July 2021 and Acting CFO, already advertised
Municipal Manager	Vacant since 1 July 2022 and Acting MM, already advertised
Vacancy rate	Very high vacancy rate – workstudy needed to see if all posts are needed

1.5.3 MFMA Competencies

In terms of Section 83(1) of the MFMA, the accounting officer, senior managers, 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 MFMA. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007. In order 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 to 30 September 2015 in terms of 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 attainment levels amongst financial and supply chain management officials as required by the regulation:

FINANCIAL COMPETENCY DEVELOPMENT: PROGRESS REPORT* 2021/2022

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))		Competency assessments completed (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials	11				
Accounting officer	1		1	1	1
Chief financial officer	1				
Senior managers	1				
Any other financial officials	0				
Supply Chain Management Officials	2				
Heads of supply chain management units	1				
Supply chain management senior managers	0				
TOTAL	17		1	1	1

* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007) T4.5.2

1.6 AUDITOR GENERAL REPORT

The Auditor-General of South Africa has a constitutional mandate and, as the Supreme Audit Institution (SAI) of South Africa, exists to strengthen our country's democracy by enabling oversight, accountability and governance in the public sector through auditing, thereby building public confidence. In short, the Auditor-General checks the spending of public money by looking at whether it has been used ideally and for the purposes intended. This is done by annually checking all government spending.

The Auditor-General's annual audit examines 3 areas:

- Fair presentation and absence of significant misstatements in financial statements
- Reliable and credible performance information for predetermined objectives
- Compliance with all laws and regulations governing financial matters

There can be 5 different outcomes to an audit, once the municipality has submitted their financial statements to the Auditor-General, which can be simply defined as follows:

- **A clean audit**: The financial statements are free from material misstatements and there are no material findings on reporting on predetermined objectives or non-compliance with legislation
- **Unqualified audit with findings**: The financial statements contain material misstatements. Unless a clean audit outcome is expressed, findings will be raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects
- **Qualified audit opinion**: The financial statements contain material misstatements in specific amounts, or there is insufficient evidence to conclude that specific amounts included in the financial statements are not materially misstated
- **Adverse audit opinion:** The financial statements contain material misstatements that are not confined to specific amounts, or the misstatements represent a substantial portion of the financial statements
- **Disclaimer of audit opinion**: Insufficient evidence was provided in the form of documentation on which to base an audit opinion. The lack of sufficient evidence is not confined to specific amounts, or represents a substantial portion of the information contained in the financial statements

1.6.1 AUDITED OUTCOMES : 2018/2019 & 2019/2020 & 2020/2021

Karoo Hoogland Municipality received an **unqualified audit opinion** for the first time for the year **2017/2018**. Karoo Hoogland Municipality received a disclaimer audit opinion for the 2013/2014 financial year. The Municipality was qualified on PPE for 2014/2015 and qualified for Commitments, Cash flow, Fruitless and Wasteful expenditure and Taxes for 2013/2014 that was not resolved in 2014/2015. In 2013/2014 the Municipality did receive a disclaimer with a total of 18 qualifications. Therefore it clearly indicates the substantial improvement from the previous year's AFS and Audit Report. For the 2015/2016 the only qualifications received was for PPE and Investment Property. For the 2016/2017 the municipality was qualified on PPE and Commitments.

For 2018/2019 the municipality regressed to a qualified audit opinion due to the following:
The Municipality has converted to the new mSCOA financial system from Sebata FMS to Sebata EMS. The methodology on the property rates from FMS differs substantially from EMS as on EMS the system do not provide for the capital portion on **Property Rates**. On FMS the municipality billed property rates once a year namely August of each year on the capital of property rates. The system then writes

automatically each month's property rates to the current portion and simultaneously decrease the capital amount of each month's portion. However EMS do not provide for this. On EMS property rates are levied on a monthly basis having the effect that property rates for the last six months were billed twice as the Municipality only went live on EMS during December 2018. Sebata officials is currently working on this to get the issue resolved in this financial year. Corrections will then be passed in this financial year to correct the qualification.

2016/2017 - Qualified Opinion
2017/2018 - Unqualified Opinion
2018/2019 - Qualified Opinion
2019/2020 – Unqualified Opinion

During August 2020 an MFMA Circular were received with extended outer deadlines. (Covid19)

However according to the Schedule of key deadlines certain steps were still done and only some information could not be submitted on time due to the Audit Process still not finalised as at 29 March 2021. The level of restrictions during Covid 19 Pandemic also played a huge role in the submission of some documents.

It is worth mentioning that with this extended timeline and the outcome of the Audit which was only received on 23 April 2021 - only 2 months were left to adjust and make corrections to reflect on 2020/2021.

2020/2021 – Unqualified Opinion

The table below illustrates the audit outcomes for the past financial years for the Municipality:

Year	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Status	Qualified Opinion	Unqualified Opinion with findings	Qualified Opinion	Unqualified Opinion with findings	Unqualified Opinion with findings	Unqualified Opinion with findings

CHAPTER 2 : GOVERNANCE COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

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

2.1 GOOD GOVERNANCE

Chapter 3, Section 18, of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) provides that:

- Municipalities must have a municipal council.
- A municipal Council must meet at least quarterly.
- A municipal council consists of a number of councillors determined by the MEC of Local government and traditional affairs in the province concerned by notice in the government gazette.
- A municipality has the power to designate councillors determined by the MEC for Local government and traditional affairs as full time. An MEC's determination must be in accordance with policy frame work as determined by the Minister after consulting the MECs for Local government and traditional affairs.

Chapter 3, Section 19(2), of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) states that a municipality must annually review:
(a) the needs of the community;
(b) its priorities to meet those needs;
(c) its processes for involving the community;
(d) its organisational and delivery mechanisms for meeting the needs of the community; and
(e) its overall performance in achieving the objectives referred to in subsection (1).

Chapter 7, Section 152(1) of the Constitution of the Republic of South Africa, 1996, states the following objects of local government:

- To provide **democratic and accountable** government for local communities.
- To ensure the provision of **sustainable services** to communities.
- To promote **social and economic** development.
- To promote a **safe and healthy** environment.
- To encourage **the involvement of communities and community organisations** in matters of local government.

Section 19(3) of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) determines that a council must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

The Municipal Demarcation Board annually undertakes capacity assessments of all local authorities in South Africa and makes recommendations to the Provincial MEC of Local Government with regard to the capacity of each municipality to perform its functions in terms of the Municipal Structures Act. The powers and functions of KHM were not adjusted for the year under review. The municipality still performs 21 functions which is more than the average of 20 in our province.

a) HIGHLIGHTS : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following highlights have been achieved by the Municipality with regards to good governance and public participation:

HIGHLIGHTS	DESCRIPTION
Council meetings rotation	The Council meetings were held on a rotational basis in all three towns
Ward Committee meetings	After Establishment in February and April 2022, Ward Committee meetings were held on a monthly basis in at least 4 of the 6 wards
Election	Elections took place on 1 November 2021 across the country
Facebook page	Improved notification and informed community members Sharing of information Cost containment measures
WhatsApp group communication	Effective way of communication information to the public

b) CHALLENGES : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following general challenges are experienced by the Municipality with regards to municipal good governance and public participation:

DESCRIPTION OF CHALLENGE	ACTION TO ADDRESS
Poor conditions of roads affect the regular Public Participation meetings	Upgrading of roads / funding
Limited involvement of local sector departments and Stakeholders in terms of IDP and other processes	Continuous liaison is needed for effective services delivery and reaching the responsible departments. SAPD must assist with enforcing and patrolling of by-laws
Poor cellular phone connectivity No cellular phone connectivity along certain routes that link towns	Improvement of Cellular phone and radio signals through SKA project Interventions of investors to assist with funding to improve connectivity
No wi-fi hotspots	
limited nr of capable SMME's	
Virtual Meetings requiring strong and better internet connectivity	
Ward Report back meetings	Training on the procedures of reporting back and a speakersforum needs to be done

2.2 POLITICAL GOVERNANCE STRUCTURE

Chapter 7, Section 151 of the Constitution of the Republic of South Africa, 1996, defines the status of municipalities as follows:

> *(1) The local sphere of government consists of municipalities, which must be established for the territory of the republic.*
> *(2) The executive and legislative authority of a municipality is vested in this municipal council.*
> *(3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provided for in the constitution.*
> *(4) The national and provincial government may not compromise, impede a municipality's ability or right to exercise its powers or perform its functions.*

Section 151(3) of the Constitution (above) states that the Council of a municipality has the right to govern, on its own initiative, the local government affairs of the local community. Council as political governance performs both legislative and executive functions. Council focuses on decision-making to formulate policy and to play an oversight and participatory role.

The legislative function of the Council is vested within the full Council with the Speaker as its chairperson. Council also established **Section 80 Committees** within specific functional areas of the municipality. The Audit Committee is an independent advisory body that advises the municipal Council, political office-bearers, Accounting Officer and management staff of the Municipality on financial control, risk management, accounting policies, performance management and effective governance.

The Municipal Public Account Committee (MPAC) fulfils the duty of an oversight committee, and comprises of nonexecutive councillors, with the specific purpose of providing Council with comments and recommendations on the annual report. The Oversight Committee's report is published separately in accordance with MFMA guidelines. The MPAC investigates fruitless, wasteful and unauthorised expenditure and makes recommendations to Council.

Apart from their functions as policy makers, councillors are actively involved in community work and the various social programmes in the municipal area.

2.2.1 COUNCIL

Karoo Hoogland's Municipal Council constitute of 11 councillors (ward and proportional representatives (PR)). The ANC has five councillors, the DA three councillors, the VF Plus has one Councillor and the PA has two Councillors. Therefore, according to Section 9(b) of the Amended Structures Act, since 1 November 2021, Karoo Hoogland Municipality has a Collective Executive Councillor system. (Collective Exective System with a ward participatory system)

6 Ward Councillors and 5 Proportional Councillors. The Mayor and Speaker are currently full time Councillors of the Municipality.

Back row – From left to Right : JJ van der Colff (DA), R VDM Geel (VF+), VT Opperman (ANC), **AS Mietas (PA) (Mayor),** MJ Chadow (PA) (Speaker), VC Wentzel(ANC), EC Oliphant(ANC), SA Muller(ANC), CG Steenkamp(DA)
In Front - From left to Right : JE Davids(ANC)(Whip), AE Steenkamp (DA)
Photo taken on 22 November 2021

Below is a table that categorises the councillors within their specific political parties and wards after the municipal elections held in 01 November 2021 and for the year under review:

WARD	COUNCILLOR	CAPACITY	POLITICAL PARTY	WARD / PR	GENDER
Ward 1	Cllr. AE Steenkamp	Ordinary Councillor	DA	Ward	Male
Ward 2	Cllr. VT Opperman	Member of the Executive Committee	ANC	Ward	Male
Ward 3	Cllr. JJ van der Colff	Member of the Executive Committee and Elected Mayor from 8 December 2022	DA	Ward	Male
Ward 4	Cllr. SA Muller	Ordinary Councillor	ANC	Ward	Female
Ward 5	Cllr. CG Steenkamp	Ordinary Councillor	DA	Ward	Female
Ward 6	Cllr. EC Oliphant	Representative at District Municipality	ANC	Ward	Female
Proportional	Cllr. R VDM Geel	Ordinary Councillor Elected Speaker from 8 December 2022	FF+	PR	Male
Proportional	Cllr. JE Davids	Whip	ANC	PR	Male
Proportional	Cllr. MJ Chadow	Elected Speaker at 22 November 2021 until removed per Motion on 8 December 2022 Ordinary Councillor	PA	PR	Female
Proportional	Cllr. AS Mietas	Elected Mayor at 22 November 2021 until removed per Motion on 8 December 2022 – Now Member of the Executive Committee	PA	PR	Male
Proportional	Cllr. VC Wentzel	MPAC Chairperson	ANC	PR	Female

Below is a table that categorises the councillors within their specific political parties and wards **before** the municipal elections held in 01 November 2021 and for the year under review, period (01 July 2021 – 30 October 2021):

WARD	COUNCILLOR	POLITICAL PARTY	WARD / PR	GENDER
Ward 1	Cllr. G Klazen	ANC	Ward Councillor	Male
Ward 2	Cllr. J Jooste	ANC	Ward Councillor	Male
Ward 3	Cllr. JJ van der Colff	DA	Ward Councillor	Male
Ward 4	Cllr. JE Davids	ANC	Ward Councillor	Male
Proportional	Cllr. JJ Jacobs	DA	PR Councillor	Male
Proportional	Cllr. AM Januarie	COPE	PR Councillor	Female
Proportional	Cllr. VC Wentzel	ANC	PR Councillor	Female

Below is a table which indicates Council meeting attendance for the 2021/22 financial year:

Type of Meeting	Dates of Meetings	Percentage Council meeting attendance	Percentage apologies for non-attendance
General Council Meetings 2020/2021	28.08.2020 29.09.2020 19.11.2020 29.01.2021 26.02.2021 31.03.2021 31.05.2021	**80%**	**20%**
Special Council Meetings 2020/2021	20.05.2021 29.06.2021	**80%**	**20%**
General Inaugural Meeting 2021/2022	22.11.2021	**100%**	
General Council Meetings 2021/2022	31.08.2021 27.10.2021 14.12.2022 28.01.2022 30.03.2022 30.05.2022	**90%**	**10%**
Special Council Meetings 2021/2022	22.11.2021 20.12.2022 04.02.2022 14.02.2022 28.02.2022 14.06.2022 28.06.2022 29.06.2022	**90%**	**10%**
Executive Committee Meetings (EXCO)	17.12.2021 24.01.2022 18.02.2022 25.03.2022 24.05.2022	**100%**	

2.2.2 COUNCIL COMMITTEES

		Number of meetings	Average attendance of Councillors	Average attendance of Management	Average attendance of community when allowed
LLF Meetings 2020/2021	01.09.2020 08.12.2020 16.03.2021 19.05.2021	**4**	**90%**	**90%**	-
Sub-Committee's of LLF 2020/2021 Health & Safety Committee (4 per year) Employment Equity Committee (4 per year) EE and training committee amalgamated	13.10.2020 08.12.2020 09.03.2021 15.04.2021 13.10.2020 08.12.2020 09.03.2021 15.04.2021	**4** **4**	**100%**	**100%**	-
MPAC 2020/2021	09.09.2020(no quorum) 17.12.2020 (CFO on leave) 21.05.2021	**1 of 3**	**80%**	**100%**	-
MPAC 2021/2022	23.03.2022	**1**	**100%**	**100%**	-
Committee meetings 2020/2021 **Finance and Administration Committee** **Infrastructure Committee** **IDP & Budget Steering Committee)**	12.10.2020 12.10.2020 12.03.2021 virtual	**3**	**90%**	**90%**	-
Committee meetings 2021/2022 **IDP & Budget Steering Committee**	18.05.2022	**1**	**100%**	**100%**	-
Audit Committee Meetings 2020/2021	27.10.2020 27.10.2020 20.05.2021	**3**	**-**	**100%**	-
Audit Committee Meetings 2021/2022	26.08.2021 21.10.2021 09.12.2021 22.06.2022	**4**	**100%**	**100%**	-
MSCOA meetings – unofficial virtual and in person 2021/2022	Monthly	**4**		**80%**	

The following committees were established after the election of 1 November 2021:

COMMITTEES	COUNCILLORS	MEETING DATES
Finance & Admin	Cllr. AS Mietas Cllr. JJ v/d Colff Cllr. JE Davids	10.03.2022 18.05.2022
Infrastructure	Cllr. VT Opperman Cllr. R VDM Geel Cllr. VC Wentzel	17.03.2022 16.05.2022
Social - & Economic Development	Cllr. AS Mietas Cllr. SA Muller Cllr CG Steenkamp	19.04.2022 10.05.2022
Local Labour Forum	Cllr. JE Davids Cllr. R VDM Geel Cllr. EC Oliphant	
MPAC	Cllr. VC Wentzel Cllr. SA Muller Cllr. AE Steenkamp	22.03.2022 17.05.2022

The following committees were established **before** the election of 1 November 2021:

COMMITTEES	COUNCILLORS	MEETING DATES
Finance & Admin	Cllr. VC Wentzel Cllr. JE Davids Cllr. JJ Jacobs Cllr. J Jooste	None
Infrastructure	Cllr. G Klazen Cllr. J Jooste Cllr. JJ Jacobs Cllr. VC Wentzel	None
Local Labour Forum	Cllr. JE Davids Cllr. G Klazen Cllr. J Jooste Cllr. JJ v/d Colff	None
MPAC	Cllr. JE Davids Cllr JJ Jacobs Cllr. G Klazen Cllr. J Jooste	None

2.2.3 POLITICAL DECISION TAKING

Apart from their functions as policy makers, Councillors are actively involved in community work and the various social programmes in the municipal area.

Section 53 of the Municipal Systems Act (MSA)(Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political once bearer of the municipality and of the municipal manager must be defined. The section below is based on the Section 53 role clarification that must be approved by Council.

MUNICIPAL COUNCIL

- Governs by making and administrating laws, raising taxes and taking decisions that affect people's rights
- Tax authority that may raise property taxes and service levies
- Primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political once bearers, individual councillors or officials
- Delegate responsibilities and duties for the purposes of fast and effective decision making
- Strive towards the constitutional objects of local government
- Consult the community with respect to local government matters
- Only decision maker on non-delegated matters such as the approval of the Integrated Development Plan (IDP) and budget

MAYOR AND EXECUTIVE COMMITTEE

- Political leader of the Municipality and is in this capacity supported by the Executive committee
- Social and ceremonial head of the Municipality
- Identify the needs of the Municipality and must evaluate progress against key performance indicators in support by the Executive committee
- The defender of the public's right to be heard
- Responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters
- Performs the duties and exercise the responsibilities that were delegated to him by the Council

COUNCIL RESOLUTIONS

The Administration under the leadership of the Municipal Manager, are requested to advise Council accordingly and executive decisions as taken.

The table below provide an analysis of the council resolutions taken and implemented during the year:

Number of Council resolutions taken during the year	Number of council resolutions implemented during the year	Number of resolutions not implemented during the year
174	157	17
90% of resolutions implemented which was taken during 2021/2022		

2.3 ADMINISTRATIVE GOVERNANCE

In terms of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) Section 60 the Municipal Manager of a municipality is the **Accounting Officer** of that municipality for the purposes of the Act and must provide guidance on compliance with the Act to political structures, political officer bearers, and officials of the municipality and any entity under the sole or shared control of the municipality.

In accordance with the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) Section 61 (1) a Municipal Manager must:

> *"(a) act with fidelity, honesty, integrity and in the best interest of the municipality in managing its financial affairs;*
> *(b) disclose to the municipal council and mayor all material facts which are available to the accounting officer or reasonably discoverable, and which in any way might influence the decisions or actions of the council or mayor;*
> *(c) seek, within the sphere of influence of the accounting officer, to prevent any prejudice to the financial interest of the municipality."*

By law, a Municipal Manager is the **head of the administration as well as the accounting officer** of Karoo Hoogland Municipality and provides the link between the political and administrative arms of the Municipality.

Section 66 of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) states the following:

"66(1) a municipal manager within a policy framework, determine by the municipal council and subject to any applicable legislation, must

> *(a) develop a staff establishment for the municipality and submit the staff establishment to the municipal council for approval."*

The organisational compilation of the office of the Municipal Manager is as follows:

- Office of the Mayor
- Office of the Municipal Manager

MUNICIPAL MANAGERS OF KAROO HOOGLAND OVER THE PAST TEN YEARS
Mr L Nothnagel (Acting: 2009 – 2011)
Mr MK Botha (Acting during 2011)
Mr E Saayman (1 January 2012 – February 2013)
Mr JT Loubser (Seconded from NDM: April 2013 – August 2013)
Mr FJ Rootman (September 2013 – October 2013)
Mr G W von Mollendorf (4 November 2013 – 30 June 2017)
Mr BJ Swartland (Acting: Seconded by MEC) (25 July 2017 – 7 December 2017)
Mr SJ Myburgh (Acting: 1 July 2017 – 24 July 2017 & 8 Dec 2017 – 31 Jan 2018)
Mr JJ Fortuin (Feb 2018 – 24 June 2022)
Mr DM Malan (29 June 2022 – 31 July 2022)
Mr A Gibbons (Acting : 1 August 2022 – 14 November 2022)
Mr JJ Jonkers (Acting : 14 November 2022 – 23 January 2023)

Municipal Manager: Mr JJ Fortuin - 1 February 2018 - 24 June 2022

A municipal manager is, amongst others, responsible:

- for the formation and development of an economical, effective, efficient and accountable administration;

• to ensure that the municipal "machine" operates efficiently, that the organisational structure is able to perform the various tasks and exercise the necessary controls;
• to fulfil a leadership role in the administration; this is of utmost importance to influence the actions of staff and to inspire and persuade them to work together to realise the Municipality's goals;
for the implementation of the Municipality's IDP, and the monitoring of progress with implementation of the plan; and
• for the financial responsibilities as accounting officer as determined by the MFMA.

The Municipal Manager is the chief adviser of the Municipality and must advise the political structures and political office-bearers of the Municipality. The Municipal Manager must see to the execution of the decisions of the political structures and political office-bearers of the Municipality. The Municipal Manager must facilitate participation by the local community in the affairs of the Municipality and must also develop and maintain a system whereby community satisfaction with municipal services is assessed.

Unfortunately no Community Surveys were done during the year under review. A complaint register exists which are used by residents to report all their complaints and so that progress thereof can be tracked.

The Municipal Manager entered into performance agreements with both the directors for the 2020/2021 financial year during July 2020 and for the 2021/2022 financial year during July/August 2021.

The Municipal Manager also started with cascading of performance and entered into a mutual agreement with all the responsible personnel for reporting to the Directors and reporting to himself. They are not measured/assessed separately, but only through the performance evaluation of the Directors and MM.

The Municipal Manager is assisted by his senior management team, whose structure is outlined in the table below:

Macro-structure: Directorates

- Directorate Corporate Services (No Director) *(Outcome of the Work Study Investigation(2013-2015) whether such a small municipality can afford this position)*
- Directorate Financial Services
- Directorate Infrastructure Services

CHIEF FINANCIAL OFFICER

Mr SJ Myburgh
(Appointed as Acting CFO January 2015 – June 2016)
(Appointed as CFO on five year contract from July 2016 – June 2021)
(Acting CFO since July 2021 – June 2022)
(Acting CFO from 1 July 2022 – 30 September 2022)

Mr SJ van Schalkwyk
Acting CFO from 11 October 2022 – 11 November 2022)

Mr AR Leteane
Acting CFO from 14 November 2022 -

HEAD OF INFRASTRUCTURE SERVICES

Mr FJ Lotter
(Acting as Head since September 2011)
(Appointed as Director: Infrastructure from June 2016)

The Municipal Manager is assisted by his executive management team.

Name of Official	Department	Performance Agreement Signed (Yes/No)
JJ Fortuin	Municipal Manager	YES
SJ Myburgh	Director : Finance	YES
FJ Lotter	Director : Infrastructure	YES

FINANCIAL DISCLOSURE OF SENIOR MANAGERS
The table below indicates the financial disclosure made by the Senior Managers for the year under review:

Name of Official	Department / Designation	Date Signed
JJ Fortuin	Municipal Manager	27 July 2021
SJ Myburgh	Director : Finance	2 September 2021
FJ Lotter	Director : Infrastructure	27 July 2021

COMPONENT B : INTERGOVERNMENTAL RELATIONS

It is the intention of Karoo Hoogland Municipality's Administration and Council to ensure that the community derives maximum benefit from its participation in intergovernmental forums and meetings.

2.4 INTERGOVERNMENTAL RELATIONS

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

The following Technical IGR meetings were attended by the Municipal Manager:
• Namakwa District IGR Forum

NATIONAL INTERGOVERNMENTAL STRUCTURES
The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) states that the role of the National Intergovernmental Forums is:

- To raise matters of national interest within that functional area with provincial governments and, if appropriate, organized local government and to hear their views on those matters
- To consult provincial governments and, if appropriate, organized local government on-
  - The development of national policy and legislation relating to matters affecting that functional area.
  - The implementation of national policy and legislation with respect to that functional area.
  - The co-ordination and alignment within that functional area of strategic and performance plans and priorities, objectives and strategies across national, provincial and local governments.
  - The co-ordination and alignment of the strategic and performance plans and priorities, objectives and strategies of the provincial government and local government in the province

PROVINCIAL INTERGOVERNMENTAL STRUCTURE
As stated by Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), the role of the Provincial Intergovernmental forums are:

- The implementation in the province of national policy and legislation affecting local government interests.
- Matters arising in the Presidents co-coordinating council and other national intergovernmental forums affecting local government interests in the province.
- National policy and legislation relating to matters affecting local government interests in the province.
- The co-ordination of provincial and municipal development planning to facilitate coherent planning in the province as a whole.

DISTRICT INTERGOVERNMENTAL STRUCTURES
According to the Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005), the role of the District Intergovernmental forums is:

- to serve as a consultative forum for the district municipality and the local municipalities in the district to discuss and consult each other on matters of mutual interest including-

✓ Draft national and provincial policy and legislation relating to matters affecting local government interests in the district.

2.4.1 INTERGOVERNMENTAL STRUCTURES

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

CURRENT STRUCTURES IN PLACE

Meetings and interactions on the following levels are regularly attended to enhance the Municipality regarding National and Provincial Government Policies and practices.

- Work closely with District Municipality, Provincial Government and SALGA to finalize the Provincial Urban Development Framework.
- Rollout of National Local Government anti-corruption strategy to all Municipalities and coordinate the implementation of the strategy at a local level.
- Support regarding implementation of the Municipal Property Rates Act.
- Support Municipality to comply with MFMA priority areas for implementation.
- The Provincial IDP engagement process and ensure alignment with LED strategies of Municipalities and PGDS.
- Alignment of all sector plans with the PGDS and IDP's and the NSDP so as to meet service delivery targets.
- District to align sector plans i.e Housing and MIG and Municipalities IDP.

Name of Structure	Members	Outcomes of engagements and topics discussed
IGR District Forum	District Municipality; GOGHSTA Regional Office; Mayors and Municipal Managers other sector departments	District based
SALGA Northern Cape Governance Structure	Councillors and SALGA	Provincial based initiative
Quarterly & Mid-year Budget Engagements	Northern Cape Provincial Treasury; Finance & IDP/PMS officials	Provincial based initiative
District IDP Repforum	District Municipality; COGHSTA Regional Office; IDP/LED Officials other sector departments	District based
Local Government Municipal Improvement Model (LGMIM) Assessments	COGHTA and Namakwa District municipalities	National and regional based initiative
SALGA Karoo Small Town Regeneration Working Group	South African Local Government Association (SALGA), Mayors, Municipal Managers, Town Planning- and IDP/LED officials	National based initiative

2.4.2 JOINT PROJECTS AND FUNCTIONS WITH SECTOR DEPARTMENTS

All the functions of government are divided between the different spheres namely national, provincial and local. The Municipality therefore share their area and community with other spheres of government and their various sector departments and has to work closely with national and provincial departments to ensure the effective implementation of various projects and functions.

MEETINGS WITH STAKEHOLDERS IN 2021/2022

COMMUNITY DEVELOPMENT WORKERS

- CDW's deployed.
- There are 3 CDW's in KHM. One in Fraserburg, one in Sutherland and one in Williston.
- There is a fairly good relationship with them and they are mainly being utilized to promote communication between Council and the public.

COMPONENT C :PUBLIC ACCOUNTABILITY AND PARTICIPATION

MSA Section 15(b): requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16(i): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Section 18(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 PUBLIC MEETINGS

Procedures for community participation processes as set out in legislation adhered to by timeously giving out meeting notices. The Council had meetings on the various towns with community meetings the previous night with before the Council meetings.

PUBLIC PARTICIPATION
COUNCIL MEETINGS, OPERATIONAL MEETINGS AND LEGISLATED PUBLIC ENGAGEMENTS

There are various instructions in local government legislation for the internal functioning of municipal councils, in order to guide decision-making concerning the exercise of all the powers and the performance of all the functions of the municipality.

As the highest decision-making body within the municipality, a municipal council is required to:

(i) In terms of Section 18(1) of the Municipal Structures Act, must meet at least quarterly;
(ii) As directed by the Municipal Finance Management Act, Section 16(2), consider the draft annual Budget at least 90 days before the start of the financial year (by end March); and
(iii) Section 24(1), at least 30 days before the start of the financial year (by end June) consider the approval of the annual Budget.

Furthermore as part of consultation, there are various instructions in local government legislation for municipalities to actively seek the community's participation, input and/or comments on matters such as the Municipal Systems Act, Section 16(1) Public Participation Processes, which includes:

(a) Preparation, implementation and review of the Integrated Development Plan (IDP);
(b) Preparation of a budget;
(c) Implementation and review of the performance management system; and
(d) Monitoring and review of municipality's performance (based on the Service Delivery and Budget Implementation Plan (SDBIP)).

The municipality's public participation process was conducted through it's ward committees to ensure compliance with the regulations. Each ward committee member represents a constituency.

The municipality has made special efforts to enhance communication with the general public through various organized structures. The relationship with organized NGO's such as local ratepayer's associations has improved drastically during the past four financial years and regular meetings are being held to discuss matters of mutual interest.

Council has endeavored to meet its legal obligations with regarding public participation with special reference to the following meetings which were held:

- IDP meetings & Budget meetings
- Ward Committees were established and held regular meetings; however, not all ward committees met every month.

Accountability was enhanced by circulating more newsletters as well as public notices to keep the community informed.

- Timeous distribution of Council agendas resulting in more than 70% attendance of scheduled meetings.
- It is a priority to implement an Electronic Document Management System to track and monitor Council resolutions for effective communication.(currently done manually in MS Excel)
- The Old Municipal website focused on tourism and in June 2015 in the 2014/15 financial year a new website was developed where all required documents are being uploaded like the Budget, IDP, AFS, SDBIP, Policies etc.
- The New Municipal website (www.karoohoogland.gov.za) are being maintained by KHM personnel with assistance from Web Ateljee (Service Provider) and 100% of the required documents were placed on the website during the year under review as per report from Provincial Treasury.

Accountability and community participation were enhanced by engagements through the following:-

✓ Messages on municipal accounts/bills
✓ Local Newspaper: Die Noordwester & Die Burger
✓ Pamphlets handed out at houses
✓ Posters put up at strategic places in towns
✓ Whats-app Group notices per Town
✓ Community Development Workers (COGTA)
✓ E-mails to Ward Committee Chairpersons
✓ Municipal Website
✓ Emailing of Newsletters

SCREENSHOTS OF QUARTERLY NEWSLETTERS:

Since March 2020 when the global pandemic of Covid19 and the restrictions with regard to lockdown came into effect the Karoo Hoogland Municipality started their Facebook page to engage with the community and also to distribute information on more platforms. It has been very successful and got an amount of almost 600 members in four months. The current amount of members which are all community members of karoo Hoogland municipality is 655.

ENGAGEMENTS WITH PUBLIC

Nature and Purpose of meeting	Date of events	Nr of Participating Municipal Councillors	Nr of participating Municipal administrators	Nr of Community members
Annual IDP and Budget Meetings	14, 15 & 17.02.2022 April 2022 14.06.2022	11	3	Between 15 - 55
IGR (MunMec)	Quarterly	1	1	-
IDP & Budget Steering Committee	Virtual	1	6	-
Council Meets the People	03 February 2022	11	3	Between 5 - 35

2.5.1 WARD COMMITTEES

The purpose of a ward committee is:

- to get better participation from the community to inform Council decisions;
- to make sure that there is more effective communication between the Council and the community; and
- to assist the ward councillor with consultation and report-backs to the community.

Ward committees are nominated and elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor, who makes specific submissions directly to Council. These committees play a very important role in the development and annual revision of the IDP of the area.

Ward committees support the ward councillor who receives reports on development, participates in development planning processes and facilitates 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 table below provides information of the ward committee meetings held during the 2021/22 financial year:

Nature and purpose of meeting **Ward Committee meetings – 2020/2021**	**Date of events**	**Number of Participating Municipal Councillors**	**Attendance of committee**	**Number of Community members attending**
Ward 1 : Williston	14.07.2020 22.04.2021	**1**	**90%**	**10**
Ward 2 : Fraserburg	10.09.2020 06.10.2020 09.03.2021 13.04.2021 11.05.2021 08.06.2021	**1**	**90%**	**10**
Ward 3 : Rural Areas	-	**-**		
Ward 4 : Sutherland	15.10.2020 20.11.2020 10.12.2020 11.03.2021	**1**	**90%**	**10**
Ward Committee meetings – 2021/2022		**Councillors**	**Attendance of committee**	
Ward 1 : Williston	10.02.2022 02.03.2022 06.04.2022 09.05.2022 02.06.2022	**1**	**90%**	**10**
Ward 2 : Fraserburg	03.04.2022 09.06.2022	**1**	**90%**	**10**
Ward 3 : Rural Areas	09.05.2022	**1**	**45%**	**6**
Ward 4 : Sutherland	03.05.2022 09.06.2022	**1**	**90%**	**10**
Ward 5 : Williston	03.03.2022 05.04.2022 07.06.2022	**1**	**90%**	**10**
Ward 6 : Fraserburg	03.05.2022 09.06.2022	**1**	**90%**	**10**

2.5.2 FUNCTIONALITY OF WARD COMMITTEES

The table below provides information on the composition and functionality of ward committees as follows:

- Ward committee meetings held during the year include scheduled meetings between Ward Councillors and committee members, including IDP/Ward Committee engagements as part of the IDP process for the 2021/22 planning year. Currently the number of ward committee meetings are one per month as per council resolution and the approved Ward Committee Policy.
- Minutes of Ward Committee meetings are submitted to the Speaker, after each meeting. These minutes are distributed internally to Senior Management to address service delivery issues highlighted in the minutes. The minutes and reports are submitted to COGHSTA on a regular basis.
- Ward Committee reporting was included as a standing item on the Council meeting Agenda to allow for feedback and communication of service delivery issues.
- Functionality of ward committees is determined by the active engagements of ward committees with communities on public platforms and direct interactive sessions to improve or create better communities.

2.5.3 IDP PARTICIPATION AND ALIGNMENT

The MSA requires that local government structures prepare IDP's. The IDP serves as a tool for the facilitation and management of development within the municipal area. The function for the preparation of the IDP is under the Office of the Municipal Manager and the authority for the preparation of the IDP is delegated to an official. In terms of the alignment of the IDP, there is still challenges that will be addressed in the new financial year.

IDP Participation and Alignment Criteria*	**Yes/No**
Does the municipality have impact, outcome, input, output indicators?	**YES**
Does the IDP have priorities, objectives, KPIs, development strategies?	**YES**
Does the IDP have multi-year targets?	**YES**
Are the above aligned and can they calculate into a score?	**YES**
Does the budget align directly to the KPIs in the strategic plan?	**YES**
Do the IDP KPIs align to the Section 57 Managers	**YES**
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	**YES**
Were the indicators communicated to the public?	**YES**
Were the four quarterly aligned reports submitted within stipulated time frames?	**YES**
** Section 26 Municipal Systems Act 2000*	

COMPONENT D:CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Municipalities must exercise their executive and legislative authority within a system of co-operative government as outlined in Section 41 of the Constitution.

The corporate governance component is clearly identified and prescribed in the Municipal Systems Act as well as the Municipal Financial Management Act.

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

The following sub-components are highlighted:

2.6 RISK MANAGEMENT

In terms of Section 62(1)(c)(i) and Section 95(c)(i) of the MFMA, No. 56 of 2003, it requires the accounting officer to ensure that the municipality and municipal entities, if any, have and maintain effective, efficient and transparent systems of risk management. The main reason for risk management is that the service delivery environment and the public sector's interface with stakeholders have become far more demanding and volatile than before.

Risk management is a systematic and formalised process instituted by the Municipality to identify, assess, manage, monitor and report risks ensuring the achievement of objectives.

The objective of the Risk Management Policy is to assist management and Council to make informed decisions which will:

- Improve the Municipality's performance on decision making and planning
- Provide a sound basis for integrated risk management and internal control as components of good corporate governance
- Assist management in ensuring more effective reporting and compliance with applicable laws, regulations and other corporate governance requirements
- Foster a culture of good governance, ethical conduct, discourage inefficiencies and counter fraud and corruption Historical ways of doing things are no longer effective as evidenced by several service delivery and general failures.

Benefits from risk management are:

- more efficient, reliable and cost effective delivery of services;
- minimised waste and fraud; and
- more reliable decision making

An Internal Audit Unit as well as an External Audit Committee were not functional at the municipality before 2014.

However, discussions with the District Municipality lead to a shared-services Internal Audit Unit as well as an audit committee being established during 2015/2016. The Shared Internal Audit Unit visited the municipality in September 2015 for the first time and commenced with work. They audited the leave management and the asset management processes. The municipality received two reports from them and it was tabled at the first Audit Committee meeting in January 2016. After this meeting the Internal Audit Team attended a meeting at KHM in April 2016 and none thereafter.

Communication problems lead to misunderstandings between the District Municipality and KHM which lead to Internal Audit not performing and the municipality not being informed of the reasons. The reasons were only made known to the municipality in August 2016 of which the District Municipality claimed that they did not receive the necessary funding from other departments to continue providing the Shared Services and that KHM must commit to paying for the assistance before any services will continue.

During 2016/2017 no suitable alternative and solution could be reached for internal audit. The endeavours will continue in the 2017/2018 year to request assistance in this regard from the District and also to appoint personnel internally to assist the District with Internal Audit.

The Audit Committee did function, however no relevant and proper reporting could be done as no Internal Audit Unit was established. The Auditor General attended the Audit Committee meeting at 29 August 2016 and again on 28 August 2017 and are aware of the situation and the problems it leads to.

During the 2017/2018 an Internal Audit Unit as well as an External Audit Committee was functional at the municipality. Discussions with the District Municipality lead to a shared-services Internal Audit Unit as well as a shared service audit committee being established. The Shared Internal Audit commenced on 01 February 2018 with work, as Ms. D. Smit was appointed as the Internal Auditor within the municipality. Ms. D. Smit, along with the assistance and guidance from Ms. V. Larie and overall supervision from Ms. V. Fitzpatrick from Namakwa District Municipality audited the Recruitment, Selection and Appointment, MFMA Compliance, Performance Management (Quarter1 – Quarter4) and Supply Chain Management processes. The municipality received overall six reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting's dated 22 March 2018, 28 May 2018 and 26 June 2018. Follow-up audits were also conducted during the 2017/18 financial period on the reports issued by Internal Audit for 2017/18, as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

During the 2018/2019 The Municipality does have a Risk Management Policy in place as required and the Risk Evaluation in terms of the 2018/19 financial period were done by 2 of the District Municipality's Internal Audit Interns, Ms. V. Larie and Ms. S. Mxokozeli, and by the municipality's Internal Auditor Ms. D. Smit during July 2018, and the Risk evaluation were accepted for the 2018/19 financial year.

an Internal Audit Unit as well as an External Audit Committee was functional at the municipality. Discussions with the District Municipality continued with the shared-services Internal Audit Unit, up to October 2018 only as Ms. D. Smit was permanently appointed as the Internal Auditor as of from 01 November 2018. The shared service Audit Committee is still ongoing. Ms. D. Smit, along with the assistance and guidance from Ms. V. Larie and overall supervision from Ms. V. Fitzpatrick from Namakwa District Municipality audited Record Management and Performance Management Quarter 1.

Ms. D. Smit audited Performance Management (Quarter2 – Quarter3), UIF & Deviations, Subsistence & Travel Allowance and Appointments & Re-Appointments. The municipality received overall 7 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting's dated 02 November 2018, 25 June 2019 and 26 June 2019. Follow-up audits were also conducted during the 2018/19 financial period on the reports issued by Internal Audit for 2017/18 and 2018/19, as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

For the 2019/20 financial year Ms. D. Smit audited Performance Management (Quarter4 of 2018/19 and Quarter1 - Quarter3 of 2019/20), Asset Management and UIF & Deviations. The municipality received overall 6 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting's dated 27 October 2020, due Covid19 and other challenges that were experienced within the 2019/20 financial period. The first Audit Committee meeting did take place on 30 August 2019 for the submission of the Draft AFS for 2018/19 and positive inputs were received.

The Draft AFS for 2019/2020 was tabled at the Audit Committee meeting held on 27 October 2020 as well and positive inputs were also received from the members. Follow-up audits were also conducted during the 2019/20 financial period on the reports issued by Internal Audit for 2017/18, 2018/19 and 2019/20, as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

For the 2020/21 financial year Ms. D. Smit audited Performance Management (Quarter1 - Quarter3 of 2020/21) and UIF&W and Deviations (July 2020 - April 2021, each month). The municipality received overall 13 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting dated 20 May 2021. Due to Covid19 and other challenges that were experienced within the 2020/21 financial period, the other reports were only reported to the Committee on 26 August 2021. For the 2020/21 period the first two Audit Committee meetings took place on 27 October 2020 and the third on 20 May 2021. The fourth Audit Committee meeting was scheduled to take place on 24 June 2021, but due to the increasing Covid19 cases in Williston the meeting was postponed.

The Draft AFS for 2020/2021 was tabled at the Audit Committee meeting held on 26 August 2021 as well and positive inputs were also received from the members.

Follow-up audits were also conducted during the 2020/21 financial period on the reports issued by Internal Audit for 2017/18, 2018/19, 2019/20 and 2020/21 as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

For the 2021/22 financial year Ms. D. Smit audited Performance Management (Quarter4 of 2020/21); UIF&W and Deviations (May 2021 and June 2021); Revenue Property Rates; Performance Management (Quarter1 – Quarter3 of 2021/22); and UIF&W and Deviations (Quarter1 – Quarter3 of 2021/22). The municipality received overall 10 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting dated 26 August 2021, 09 December 2021 and 22 June 2022. The Draft AFS for 2020/2021 was tabled at the Audit Committee meeting held on 26 August 2021 as well and positive inputs were also received from the members.

The Draft AFS for 2022/2023 was tabled at the Audit Committee meeting held on 23 August 2022 as well and positive inputs were also received from the members.

Follow-up audits were also conducted during the 2021/22 financial period on the reports issued by Internal Audit for 2017/18, 2018/19, 2019/20, 2020/21 and 2021/22 as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

2.6.1 TOP FIVE RISKS

The top five risks of the Municipality for the 2021/22 financial year are the following:

- Abnormal number of deviations
- False subsistence and travel allowance claims submitted
- Official's earning more than task grading limit
- Community dissatisfaction due to continuous the of UDS Toilets
- Logical trespassing

2.6.2 ACTION PLAN TO ADDRESS THE TOP FIVE RISKS

The table below provide the actions implemented/that will be implemented to address the top five risks: (Risk Action implementation)

No.	Risk No.	Risk description	Existing controls	Action Implementation
1	R14	Abnormal number of deviations	SCM Policy & Regulations Segregation of duties Checklists for payments' CSD Requisition forms Quarterly Reporting to council Procurement Plan	Full implementation of the SCM Policies and Processes
2	R45	False subsistence and travel allowance claims submitted	Subsistence and Travel Allowance Policy Subsistence and Travel Allowance Claim form Approval of superior Financial System Segregation of duties	Review the S&T policy Only pay out claims will be processed after the sufficient supporting documents is submitted
3	R48	Official's earning more than task grading limit	No existing controls	Memo to council to take a council intervention
4	R107	Community dissatisfaction due to continuous the of UDS Toilets	UDS system in place. EPWP workers cleans the UDS System/drains 2 times a month Application for funding (Business plan approved)	Apply for more funding to eradicate the UDS Systems
5	R138	Logical trespassing	Approved ICT Policies	Update Policies and procedure manuals Ensure implementation

2.6.3 APPROVED RISK POLICIES AND STRATEGIES

Name of Strategy / Policy	Developed Yes / No	Date accepted / reviewed
Risk Management Policy	Yes	31 May 2021
Risk Management Strategy	Yes	31 May 2021

2.7 ANTI-CORRUPTION AND ANTI-FRAUD

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption and the MFMA, Section 112(1)(m)(i) identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimise the likelihood of corruption and fraud.

2.7.1 DEVELOPED STRATEGIES

The municipality has a Fraud and Anti-Corruption Policy in place which was tabled and adopted by Council in 2018 and will be revised every three years. A Strategy should also be developed going forward.

2.7.2 DISCIPLINARY BOARD ESTABLISHMENT

A Disciplinary Board was also established and Mr J Brandt from Springbok are the representative for Karoo Hoogland Municipality. The processes of this board were explained to management and Council on several occasions by Mr Ezra Tantsi. Mr Tantsi from NCPT conducted several workshops at KHM on Financial Misconduct *(Chapter 15 of the Municipal Finance Management Act 56 of 2003 provides the legal framework for financial misconduct and financial offences and the purpose of this act is to set out processes and procedures to effectively deal with all allegations of financial misconduct. Subsequent to that, on the 30 May 2014 National Treasury issued regulation 37699 on Financial Misconduct procedures and criminal proceedings), System of Delegations,* the Financial Management Capability Maturity Mode (FMCMM) Reviews and Website Compliance issues.

The Disciplinary Board was established to deal with financial misconduct for the 2019/20 financial period. The Disciplinary Board however did not meet during the 2020/2021 year. Management did table the appointment of Disciplinary Board members to Council on **25 February 2020 and again on 26 February 2021 where the members were confirmed.**

Herewith the Extraction of the Minutes of a Council Meeting Decision on **25 February 2020.**

7.1 ESTABLISHMENT OF DISCIPLINARY BOARD AS PER THE MUNICIPAL REGULATIONS OF FINANCIAL MISCONDUCT PROCEDURES AND CRIMINAL PROCEEDINGS

RESOLVED THAT:

a) In terms of the Regulation Municipal Regulations of Financial Misconduct Procedures and Criminal Proceedings establishes a disciplinary board.
b) That the disciplinary board consist of:
    i. Mr Frank van den Heever
    ii. Mr FJ Rootman
    iii. Mr D Malan
    iv. A representative of provincial treasury: Mr J Engelbrecht
    v. Ms C Viljoen (Secretariat)
    Proposed by: Councillor: J. Jooste
    Seconded by: Councillor JE. Davids

The Terms of Reference for this Board as well as the Roles and the Responsibilities were also handed over to the Municipality. This Board however have not met once for the 2020/21 financial period or the 2021/2022 period.

Council must appoint new members for 2022/2023 to serve on the Disciplinary Board to discuss all matters described in the mentioned Regulations.

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;
- risk management;
- performance management; and
- effective governance.

2.8.1 FUNCTIONS OF THE AUDIT COMMITTEE

The Audit Committee has the following main functions as prescribed in Section 166(2)(a-e) of the MFMA, 2003 and the Local Government Municipal and Performance Management Regulation:

- To advise 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 council on any issues raised by the Auditor-General in the audit report.
- To review the quarterly reports submitted to it by 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
- 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

Currently the municipality makes use of the shared service from the District municipality. Regular meetings are usually held each financial year as required, but for the 2021/22 financial period the four required Audit Committee meetings took place. For the 2021/22 period the first two Audit Committee meetings took place on 26 August 2021, the third on 09 December 2021 and the fourth on 22 June 2022.

The Draft AFS for 2019/2020 was tabled at the Audit Committee meeting on 27 October 2020 and positive inputs received from the members. The Draft AFS for 2020/2021 was tabled at the Audit Committee meeting held on 26 August 2021 and positive inputs were also received from the members. The Draft AFS for 2021/2022 was tabled at the Audit Committee meeting held on 23 August 2022 as well and positive inputs were also received from the members.

The municipality will however might still be looking to appoint their own Audit Committee in 2022 or 2023, due to the high cost involved for the shared service.


Members:
FE van den Heever (Chairperson) – On the right
FJ Rootman – On the left
G. Seas (Mr. Seas resigned as an Audit Committee member on 17 May 2022, whereby Mrs. E. van Wyk was appointed as of from 01 July 2022)
The table below indicates the members that serve on the Audit Committee and the dates of meetings held:

Name & Surname	Role	Appointment date	Termination Date	Meeting dates
Mr. Frank van Den Heever	Chairperson	19 August 2019	18 August 2022	Two Meetings on 26 August 2021 (Including review of AFS and Draft AR) 09 December 2021 22 June 2022
Mr. Fredrick Rootman	Audit Committee Member	01 May 2021	30 April 2024	
Mr. Gerald Seas	Audit Committee Member	01 July 2021	Resigned on 17 May 2022	Two Meetings on 26 August 2021 (Including review of AFS and Draft AR)

2.9 PERFORMANCE AUDIT COMMITTEE

The Regulations require that a PAC is comprised of a minimum of three members. Section 14(2)(b) of the Regulations further stipulates that the PAC must include at least one person who has expertise in performance management. It is also a requirement of the Regulations in Section 14(2)(d) that the Council of a municipality designate a member of the PAC who is neither a councillor nor an employee of the municipality as the chairperson of the committee.

Section 14(3)(a) of the Regulations requires that the PAC of a municipality must meet at least twice during each financial year. However, additional special meetings of the PAC may be called for by any member of the committee, where sufficient justification exists in terms of Section 14(3)(b) of the Regulations.

FUNCTIONS OF THE PERFORMANCE AUDIT COMMITTEE
In terms of Section 14(4)(a) of the Regulations the PAC has the responsibility to:

- review the quarterly reports produced and submitted by the internal audit process;
- review the municipality's performance management system and make recommendations in this regard to the council of the municipality; and
- at least twice during each financial year submit a performance audit report to the council of the municipality.

MEMBERS OF THE PERFORMANCE AUDIT COMMITTEE
The functions of the PAC are fulfilled by the Audit Committee.

2.10 INTERNAL AUDITING

Section 165(2)(a)(b) and (c) of the MFMA requires that:

The internal audit unit of a municipality must:
(a) Prepare a risk-based audit plan and an internal audit program for each financial year
(b) Advise the accounting officer and report to the AC on the implementation of the internal audit plan and matters relating to:
(i) Internal audit;
(ii) internal controls;
(iii) accounting procedures and practices;
(iv) risk and risk management;
(v) performance management;
(vi) loss control; and
(vii) compliance with this act, the annual DoRA and any other applicable legislation
(c) Perform such other duties as may be assigned to it by the accounting officer

2.10.1 RISK REGISTER AND THREE-YEAR STRATEGIC PLAN

A risk assessment for the 2021/22 financial period the Risk Evaluations / Assessments were done by Mr. K. Mokgope from Provincial Treasury and by the municipality's Internal Auditor Ms. D. Smit during May 2021, and the Risk evaluation was accepted for the 2021/22 financial year. The 2021/22 Risk Register was updated appropriately and finalized by 31 May 2021.

The Risk-Based Audit Plan (RBAP) for 2021/22 was approved by the Audit Committee on 22 June 2022.

The Municipality have appointed an internal auditor to perform the internal audit function although we are still using the shared service from the district to train our official and to assist and monitor her activities during 2017/18. Internal audit reports are regularly submitted to the MM and the Audit Committee. Ms. V. Fitzpatrick is the head of the Internal Audit Unit, as she is the Head of the Internal Audit unit of the Namakwa District Municipality, as we are in shared services with the District Municipality.

It was decided at the Council meeting held on 30 January 2018 that Ms. D. Smit should be appointed as the Internal Auditor of Karoo Hoogland Municipality, on a probation period of 6 months from 01 February 2018 to 31 July 2018. Ms. D. Smit will be directly accountable to the Municipal Manager. The contract was entered into by the Municipal Manager Mr. JJ. Fortuin and Ms. D. Smit on 01 February 2018. Ms. D. Smit was permanently appointed on 01 November 2018 and the permanent contract was entered into by the Municipal Manager Mr. JJ. Fortuin and Ms. D. Smit on 01 November 2018.

The internal audit unit is independent and Internal audits are performed in terms of the approved Internal Audit Methodology of Namakwa District Municipality absorbed by Karoo Hoogland Municipality.

During 2018/2019 an Internal Audit Unit was functional at the municipality. Discussions with the District Municipality continued with the shared-services Internal Audit Unit, up to October 2018 only, as Ms. D. Smit was permanently appointed as the Internal Auditor as of from 01 November 2018.

The following audits were conducted by Internal Audit during the 2018/19 financial year:

- Record Management;
- Performance Management (Quarter1 – Quarter3);
- UIF & Deviations;
- Subsistence & Travel Allowance; and
- Appointments & Re-Appointments

The municipality received overall 7 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting's dated 02 November 2018, 25 June 2019 and 26 June 2019. Follow-up audits were also conducted during the 2018/19 financial period on the reports issued by Internal Audit for 2017/18 and 2018/19, as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

During 2019/2020 an Internal Audit Unit was functional at the municipality.

The following audits were conducted by Internal Audit during the 2019/20 financial year:

- Asset Management;
- Performance Management (Quarter4 of 2018/19);
- Performance Management (Quarter1 – Quarter4 of 2019/20); and
- UIF & Deviations.

The municipality received overall 7 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting's dated 27 October 2020, due Covid19 and other challenges that were experienced within the 2019/20 financial period. The first Audit Committee did take place on 30 August 2019 for the submission of the AFS to the Committee. Follow-up audits were also conducted during the 2019/20 financial period on the reports issued by Internal Audit for 2017/18, 2018/19 and 2019/20, as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

During 2020/2021 an Internal Audit Unit was functional at the municipality.

The following audits were conducted by Internal Audit during the 2020/21 financial year:

- **Performance Management (Quarter1 – Quarter3 of 2020/21); and**
- **UIF&W and Deviations (July 2020 - April 2021, each month).**

The municipality received overall 13 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting dated 20 May 2021. Due to Covid19 and other challenges that were experienced within the 2020/21 financial period, the other reports were only reported to the Committee on 26 August 2021. The Draft AFS for 2020/2021 was tabled at the Audit Committee meeting held on 26 August 2021 as well and positive inputs were also received from the members.
Follow-up audits were also conducted during the 2020/21 financial period on the reports issued by Internal Audit for 2017/18, 2018/19, 2019/20 and 2020/21 as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

During 2021/2022 an Internal Audit Unit was functional at the municipality.

The following audits were conducted by Internal Audit during the 2021/22 financial year:

- **Performance Management (Quarter 4 of 2020/21);**
- **UIF&W and Deviations (May 2021 and June 2021);**
- **Revenue Property Rates;**
- **Performance Management (Quarter1 – Quarter3 of 2021/22); and**
- **UIF&W and Deviations (Quarter1 – Quarter3 of 2021/22).**

The municipality received overall 10 reports from the Internal Audit unit and it was tabled at the following Audit Committee meeting dated 26 August 2021, 09 December 2021 and 22 June 2022. The Draft AFS for 2020/2021 was tabled at the Audit Committee meeting held on 26 August 2021 as well and positive inputs were also received from the members.
The Draft AFS for 2022/2023 was tabled at the Audit Committee meeting held on 23 August 2022 as well and positive inputs were also received from the members.

Follow-up audits were also conducted during the 2021/22 financial period on the reports issued by Internal Audit for 2017/18, 2018/19, 2019/20, 2020/21 and 2021/22 as well as the 2015/16 Leave Management report which was issued by District Municipality during their shared services in the 2015/16 financial period.

2.10.2 RBAP

The following auditable areas of the plan was audited during the financial year:
- Performance Management (Quarter4 of 2020/21)
- UIF&W and Deviations (May 2021 and June 2021)
- Revenue Property Rates
- Performance Management (Quarter1 – Quarter3 of 2021/22)
- UIF&W and Deviations (Quarter1 – Quarter3 of 2021/22)
- Audit action plan

2.11 SUPPLY CHAIN MANAGEMENT

Supply Chain Management (SCM) is necessary to ensure a sustainable and accountable supply chain that promotes black economic empowerment and local economic development. The drafting and implementation of both an SCM policy and procedures have ensured that the processes are fair, equitable, transparent, competitive, environmentally friendly and cost effective, in accordance with the rules and regulations from the different spheres of government.

Section 110-119 of the SCM Regulations 2005 and relevant MFMA circulars, stipulate the required processes and guidance to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimise opportunities for fraud and corruption. The Municipality's SCM Policy was reviewed and approved by Council on 30 May 2021 for the 2021/2022 year. Reports on the implementation of the SCM Policy are submitted monthly and quarterly to the Accounting Officer. These reports are tabled in Council meetings which are open to the public.

The municipality is currently operating a centralized SCM unit meaning that all procurement processes are dealt by the supply chain unit, which will promote and enhance an open and fair tendering process to all suppliers, regardless of the particular communication media that they may have access to. This system will level the playing field for all suppliers and also ensure that the amount of irregular expenditure will be minimized.

SUPPLY CHAIN MANAGEMENT UNIT (STAFF ESTABLISHMENT)

Tenders / Orders / Quotations

1 x Manager : Supply Chain Management
1 x Senior Clerk : Supply Chain Management
1 x Supply Chain Management Clerk

REVISED PREFERENTIAL PROCUREMENT REGULATIONS REPORTING

Reports of all awards made above R100 000 have been submitted to National Treasury, Provincial Treasury and CoGHSTA in terms of SCM circular no 19 of 2008 by form of the Back 2 Basics Reporting done each month since October 2014. It is also being uploaded onto National Treasury's website. (www.treasury.gov.za)

IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

The SCM policy is implemented. The SCM policy is reviewed annually. The policy for 2017/2018 was reviewed; workshopped and adopted by council during May 2017 and during August 2017.
The quarterly reporting on the Implementation of the Supply Chain Management Policy for 2021/2022 were done and will be attached to this document as Volume XI. All SCM reporting since July 2018 have been done to Council.

The procurement processes consists of the following components:-

- Contract management – Completed by the respective department, depending on the type of service that is requested
- Advertising – Formal quotations (R30 001 to R 199 999) are advertised on the notice boards and website of the Municipality for seven days and formal tenders are advertised for a minimum of three weeks on the website and in the local newspapers as contemplated in the SCM Regulations as well as on eTender when necessary and on the CiDB when applicable.
- Specification – Bid Specification Members have been appointed.
- Evaluation – The evaluation of formal quotations and tenders are done on the respective principles of 80/20 and 90/10 (as prescribed in the Preferential Procurement Policy

Framework Act 5 of 2000 and the Preferential Procurement Regulation, 2017), depending on the type of services that was requested. The report of such evaluation is forwarded to the Adjudication Committee with a recommendation

- Adjudication – This committee accepts the proposals of above standing committees or refer the proposal and report back to the Evaluation Committee if additional information is needed regarding the proposed contractor

BID/TENDER COMMITTEES

The Municipality has established the bid committees on 12 July 2018 and the following members have been appointed to serve on them since 1 October 2020 until October 2022 :

OPENING OF TENDERS:

The following officials have been delegated, keeping in mind that at least one SCM Official should be present and a minimum of two officials from KHM should manage the procedure.

Finance	Income Clerk (J Vlok)
Finance	Clerk: Expenditure and SCM (HG Louw)
Finance	Financial Intern (LA Januarie)
Administration	Admin Clerk: Committee's & Auxiliary Services (EMS Skippers)

BID SPECIFICATIONS COMMITTEE / SECTION 27

Finance	Director: Finance (CFO) (S Myburgh)
Technical	Director: Infrastructure (F Lötter)
Administration	Manager: Admin (C Viljoen)
Finance	Accountant: Expenditure & SCM (G Vermeulen) (Chair)
Finance	Clerk: Expenditure and SCM (HG Louw) **(Secretary)**
Corporative	HR Manager (D Malan)
Corporative	Manager: Community Services (A Gibbons)
Infrastructure	Infrastructure: Foreman (A Erasmus)

BID EVALUATION COMMITTEE / SECTION 28

Section 28(2) A bid evaluation committee must as far as possible be composed of at least one supply chain management official.

Finance	Accountant BTO (Chair) (SJ van Schalkwyk)
Finance	Clerk: Expenditure & SCM (C Erasmus)
Finance	Accountant Revenue (A Louw)
Finance	Credit Control Officer (LA Januarie)

BID ADJUDICATION COMMITTEE / SECTION 29

Section 29(2) A bid adjudication committee ***must*** consist of ***at least four*** senior managers and ***must*** include the Chief Financial Officer, at least one senior SCM Practitioner who is an official of the municipality and a technical expert in the relevant field who is an official of the municipality.

Finance	Director: Finance (CFO) (SJ Myburgh) (Chair)
Finance	Accountant: Expenditure & SCM (G Vermeulen)
Technical	Director: Infrastructure (FJ Lötter)
Corporative	Manager: Community Services(A Gibbons)
Corporative	HR Manager (D Malan)
Corporative	EMS Skippers (Secretary)

Any possible conflicts of interest are declared at all bid committee meetings, by means of a signed register and a declaration form.

2020/2021

Bid Specifications Committee
03.06.2020
Requisition nr. T2051 (Approval from MM for Specifications)
04.09.2020
30.07.2021
23.03.2021

Bid Evaluation Committee
18.06.2020
23.07/2020
02.10.2020
21.09.2021
12.05.2021 – 25.05.2021 – 22.07.2021

Bid Adjudication Committee
19.06.2020
28.07.2020
07.10.2020
21.09.2021
14.05.2021 – 26.05.2021 – 06.08.2021

2021/2022

Bid Specifications Committee
04.09.2020
30.07.2021
23.03.2021
25.05.2021 – 16.07.2021 – 11.08.2021
22.11.2021
22.11.2021
05.04.2022

Bid Evaluation Committee
21.09.2021
12.05.2021 – 25.05.2021 – 22.07.2021
14.09.2021
02.02.2022
02.02.2022
30.05.2022

Bid Adjudication Committee
07.10.2020
21.09.2021
14 & 26.05.2021
21.09.2021
07.02.2022
07.02.2022
02.06.2022

The bid committees processed 3 tenders (2020/2021) for awards The bid committees processed 5 tenders (2021/2022) for awards				
NO	**Tenders Processed**	**2021/2022**	**2020/2021**	**2019/2020**
1	Tenders Awarded	5	3	4
2	Contracts Awarded	5	3	4
3	Number of appeals received	2	1	1
4	Number of successful appeals	0 (unresolved however no further action)	0 (unresolved however no further action)	0 (appeal was resolved)

2020/2021

Bid Nr	Bid Name	Date of Bid Specifications	Bid Adjudication Committee date	MM Approval date	Successful Bidder	Approved Contract Amount	Notes
KHM T001/11/2019	WILLISTON UPGRADING/PAVING OF STREETS - PHASE 2	04.11.2019	28.05.2020	01.06.2020	**Duneco**	6 233 000.00	** In March 2020 all tenders were requested to extend the validity of their tender amounts
SCM/T2051/06/2020	SUBDIVION AND REZONING OF ±50 ERVEN IN THE KAROO HOOGLAND MUNICIPAL AREA, WILLISTON	No Committee	28.07.2020	30.07.2020	**CD Venter Landmeters**	R 138 460.00 (vat incl)	
KHM T008/09/2020	Supply and Delivery of 1 x 8000 L 3 CR12 Sewage Suction Vacuum Tankers	04.09.2020	07.10.2020	07.10.2020	**Shorts Nissan**		* vehicle delivered in April 2021 - very good condition

2021/2022

Bid Nr	Bid Name	Date of Bid Specifications Committee	Date Advertised	Closing date	Bid Evaluation Committee date	Bid Adjudication Committee date	MM Approval date	Successful Bidder	Any Appeals lodged within 14 days	Approved Contract Amount (Vat Incl)
KHM T001/11/2019	WILLISTON UPGRADING/PAVING OF STREETS - PHASE 2	04.11.2019	06.11.2019	06.12.2019	28.05.2020	28.05.2020	01.06.2020	Duneco	NO	6 233 000.00
KHM T001/04/2021	WATER INTERNAL NETWORK UPGRADES - PHASE 2	23.03.2021	3/24/2021	30.04.2021	12.05.2021 HER-EVALUERING 25.05.2021	14.05.2021 HER-TOEKENING 26.05.2021	19.05.2021 Approved on 31 May 2021 by Acting MM	JVZ Construction	YES	R 11,490,650.59 extended within 20% range
KHM T001/05/2021	SHORT TERM INSURRANCE FOR 2YEARS & 9 MONTHS	25.05.2021 and 13.07.2021 and 11.08.2021	8/13/2021	02.09.2021	14.09.2021	21.09.2021	28.09.2021	AON SOUTH AFRICA	NO	R 266,145.42
KHM T001/11/2021/C	SUTHERLAND EMERGENCY BULK WATER: CIVIL	22.11.2021	11/23/2021	12/15/2021	2/2/2022	2/7/2022	2/7/2022	**De Jagers Loodgieters**	CJL Roads & Infrastructure	**R 4,635,033.49**
KHM T002/11/2021/M &E	SUTHERLAND EMERGENCY BULK WATER: MECHANICAL & ELECTRICAL	22.11.2021	11/23/2021	12/15/2021	2/2/2022	2/7/2022	2/7/2022	**TG Elektries**	NO	**R 2,125,431.32**
KHM T001/04/2022	KAROO HOOGLAND MUNICIPAL VALUATION SERVICES – APPOINTMENT OF A SERVICE PROVIDER FOR THE PREPARATION & COMPILATION OF THE GENERAL VALUATION ROLL AND SUPPLEMENTARY VALUATION ROLLS AND THE MAINTENANCE THEREOF FOR THE PERIOD 1 JULY 2023 TO 30 JUNE 2028	4/5/2022	4/26/2022	5/24/2022	5/30/2022	6/2/2022	6/3/2022	**HCB Valuations & Services**	NO	**R748,500.00**

IMPLEMENTATION OF MBD DOCUMENTS

All municipal bid documents (MBDs) are in place in compliance with MFMA Circular 25 and include specifications and evaluation criteria as recommended by the specification committee. All tenderers must complete MBD 4, MBD 6.1, MBD 6.2(local content where necessary), MBD 8 and MBD 9 and must be registered on the CSD.

CHALLENGES IN SCM

Challenges: Service providers not completing all municipal bid documents and quoting not according to the specifications.
Proposed Actions to address the challenge: Educate service providers on the importance of completion of municipal bid documents by holding workshops in 2022/2023 and in the coming years.

Challenges: Not enough suppliers registered on the CSD that deliver services and goods to our vast outlaying area.
Proposed Actions to address the challenge: Advertise via e-Tender, CIDB and our website as well as other websites for suppliers outside of KHM's area of jurisdiction. Amend the policy to elaborate on the deviations. And also on Facebook page of Karoo Hoogland.

Challenges: Not enough staff on current personnel structure to adhere to Regulations prescribing the amount of members per bid committee. Karoo Hoogland Municipality cannot afford to appoint an extra senior manager for the sole purpose of complying with the bid committee regulations.
Proposed Actions to address the challenge: Karoo Hoogland will apply to the AG to accept our necessary steps taken to adhere as far as possible to comply with correct awarding of tenders due to a shortage in personnel.

Challenges: All Staff not fully aware of correct SCM Processes and Appeal authority and appeal process
Proposed Actions to address the challenge: The Policy should be workshopped with all personnel and a clear set of Standard operating Procedures should be developed and available for all personnel and for auditors.

Challenges: Deviations in terms of sole suppliers due to geographic distances in rural municipality
Proposed Actions to address the challenge: Annually tenders can be advertised to curb irregular expenditure and deviations

TRAINING

With the implementation of the new centralised unit, workshops were organized for all SCM personnel as well as all directorates by the Provincial Departments in 2018/2019. However, continuous training will be inevitable as legislation and regulations changes almost annually. Training will also commence in the other towns of Karoo Hoogland as this has been identified as a need. Legislation changes constantly and thus policies need to be adapted and changed and all changes must be communicated and workshopped.

CSD

No vendor may be used if they are not registered on the Central Suppliers Database and their registration documents must be provided to the SCM unit. Training have been given to vendors and to personnel to assist with registration on the CSD. The municipality annually advertises to encourage the local service providers to register on the CSD.

All deviations from the SCM Regulations were recorded and tabled to Council in 2018/2019, 2019/2020 and 2020/2021, 2021/2022.

2.12 BY-LAWS & POLICIES

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

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

Policies developed/ Revised	Date adopted	Public Participation conducted prior to adoption of policy (YES/NO)	Resolution number
Property Rates Policy	31 May 2021	YES	Item 8.2
Tariff Policy	31 May 2021	YES	Item 8.2
Credit Control Policy, Customer Care and Bad Debt	31 May 2021	YES	Item 8.2
Indigent Policy	31 May 2021	YES	Item 8.2
Supply Chain Management Policy	31 May 2021	YES	Item 8.2
Virement Policy	31 May 2021	YES	Item 8.2
Fraud Prevention Policy	31 May 2021	YES	Item 8.2
Subsistence and Traveling Policy	31 May 2021	YES	Item 8.2
Principles and Policy on Cash Management and Investment and Borrowing of Funds	31 May 2021	YES	Item 8.2
Risk Management Policy & Strategy	31 May 2021	YES	Item 8.2
Budget Implementation and Management Policy	31 May 2021	YES	Item 8.2
Write Off Policy	31 May 2021	YES	Item 8.2
Gift & Reward Policy	31 May 2021	YES	Item 8.2
Unauthorized, Irregular, Fruitless & Wasteful Expenditure Policy	31 May 2021	YES	Item 8.2
Petty Cash Policy	31 May 2021	YES	Item 8.2
Performance Management Policy	31 May 2021	YES	Item 8.2
Performance Management Framework	31 May 2021	YES	Item 8.2
Information and Communication Technology Corporate Governance	31 May 2021	YES	Item 8.2
Contract Management Policy	31 May 2021	YES	Item 8.2
Consequence Management Policy	31 May 2021	YES	Item 8.2
Asset Management Policy	27 October 2021	YES	Item 8.5
Cost Containment Policy	28 January 2022	YES	Item 10.1

BACKGROUND ON BY-LAWS

Only one by-law was adopted by Council during the 2016/2017 financial year.

The Municipality have various **policies** in place**.** However, to date only few policies have been promulgated as by-laws. Various policies were revised during the 2016/2017 financial year with the view to promulgate them as by-laws. However processes take long and community input are being obtained.

The **Keeping of Dogs By-law** was promulgated on 7 November 2016 after the full community participation process were done.

The following By-Laws were promulgated and advertised during 2021/2022:

- ✓ Keeping of animals March 2022
- ✓ Law Enforcement March 2022

- LUMS May 2022

Also Planned for the years to follow and onward.

- ✓ Tariff By-Law
- ✓ Credit Control By-Law (review)
- ✓ Property Rates by-Law (review)
- ✓ Public Nuisance By-Law
- ✓ Electricity By-Law
- ✓ Cemetery By-Law
- ✓ Water By-Law
- ✓ Caravan Parks By-Law
- ✓ Heavy Vehicles By-Law
- ✓ Street Trading By-law
- ✓ Advertising Signs By-law

CHALLENGES:

Law-Enforcement is becoming a major problem and it seems that a workable relationship should be established or re-established between the SAPD and the municipality.

2.13 WEBSITES: www.karoohoogland.gov.za

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

The Municipal website was developed in June 2015 in the 2014/2015 financial year to be compliant to upload compulsory documents requested by legislation for the community to view and comment on. During the 2015/2016 financial year a lot of effort were put into getting the municipal website compliant to legislation.

COMMENT ON MUNICIPAL WEBSITE: CONTENT AND ACCESS www.karoohoogland.gov.za

The following documentation was uploaded on the Municipal Website with reference to documents pertaining to the 2016/2017, 2017/2018, 2018/2019, 2019/2020, 2020/2021 and 2021/2022 financial year:

- Budget
- Annual Financial Statements
- IDP
- SDBIP
- SDF 2019
- LUMS (May 2022)
- Policies
- Notices
- Advertisements
- Vacancies
- News
- Land Use Application Forms
- Standard Forms to the Public
- Bidding documentation together with all mandatory forms to be completed by all suppliers
- Reports on expenditure and tenders
- By-Laws – Keeping of Dogs and SPLUMA, Credit Control and Property Rates
- Building application forms
- Accommodation and Tourism
- Performance Agreements
- Long Term Contracts
- PAIA Manual
- Quarterly Newsletters
- Projects
- Dates of Council meetings as well as minutes of Council meetings
- Due to Covid all Minutes of meetings are also uploaded so that the Public can stay informed on the discussions which took place in Council.
- AG Report for 2015/2016, 2016/2017, 2017/2018, 2018/2019, 2019/2020, 2020/2021
- Awards made to suppliers/tenderers
- Valuation Roll
- All Notices for tenders and Quotations were uploaded
- SCM Reports and statutory information

KAROO HOOGLAND MUNICIPALITY: WEBSITE REPORT (SEPTEMBER 2021 & APRIL 2022)

During March 2015 the Municipality requested quotations for the design and maintenance of a new website complying with all required documents. The tender closed in April 2015 and tender committees sat during May 2015. Web Ateljee in Upington was awarded the tender for the design. In July 2015 the new website **www.karoohoogland.gov.za** went live.

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

Information uploaded on the website as required by NC Provincial Treasury's Questionnaire

QUESTION / INFORMATION	YES / NO	IF NO, REASON :
Is the Draft Annual Budget published on the website?	YES, and Final	
Are the updated budget related policies published on the website?	YES	
Is the Annual Report published on the website?	YES	
Is the SDBIP published on the website?	YES	Yes and revised versions as well
Is the revised IDP published on the website?	YES	
Is the list of disposed assets published on the website?	YES, old list	The new list will be published as soon as assets are disposed and approved by Council in the new year
Are the long-term borrowing contracts published on the website?	Yes	DBSA
Are the SCM contracts published on the website?	Yes	SEBATA // Website : Webateljee //Mubesko // Nexia SA B&T // Van de Wall as well as total contract register and tender award register
Contracts to which section 33 apply, subject to subsection (3) of that section? PPP	NONE, Not applicable	The municipality do not have PPP
Are the S52(d) reports published on the website?	YES	All Financial reports are on the website
Accommodation list	YES	
Necessary Policies	YES	
Financial Reports // Sec 71 & Sec 72	YES	On request
FINANCIAL INFORMATION (SECTIONS 53, 75, 79 AND 81(1) OF THE MFMA)		
Draft Budget 2020/2021	YES	
Approved Budget 2020/2021	YES	
Adjusted Budget 2020/2021	YES	
Financial Policies :	YES	
Reviewed IDP 2020/2021	YES	
Summary of IDP 2020/2021	YES	
Summary of IDP 2021/2022	YES	
IDP/Budget Process Plan (Schedule of Key Deadlines)	YES	
SDBIP 2020/2021	YES	
SDBIP 2021/2022	YES	
Top Layer SDBIP 2020/2021 & Revised	YES	
Top Layer SDBIP 2021/2022	YES	
Top Layer SDBIP 2022/2023	YES	
Annual Report 2019/2020	YES	
Annual Report 2020/2021	YES	
Draft Annual Report 2021/2022	YES	

Oversight Report 2019/2020	YES	
Oversight Report 2020/2021	YES	
Mid year Assessments for Budget and Performance	YES	
Quarterly Financial reports and SCM Quarterly reports	YES	
Dates of Council Meetings	YES	
Contact details of MM, CFO and other staff	YES	
Full Council details	YES	
Physical and Postal address of Municipality	YES	
Tariffs	YES	
Vision & mission	YES	
PAIA Manual	YES	
Supply Chain Management Policy	YES	
Tender Information - Opening registers and all bidders and awards	Yes	
Public invitations for tenders and formal price quotations	YES	
Notices & Newsletters & Vacancies	YES	
Performance Agreement of MM and Directors	YES	
Personnel Forms and Information	YES	
Complaints Page/Form	YES	
Valuation Roll	YES	
Annual Financial Statements	Yes	On request

2.14 COMMUNICATION (incl. Social Media)

The Municipality has an outdated Communication policy.

	Yes/No	Date Approved
Communication Policy	Yes	2007
Revised Communication Policy	No	To be done
Communication Strategy	No	To be drafted
Public Participation Policy	No	To be drafted
Functional Complaint Management System	Yes	Since 2014
Customer Satisfaction Surveys	Not for the year under review	To be scheduled in 2022/2023

Communication Unit : No dedicated unit

One person designated to perform communication related functions within the IDP/LED Unit

HIGHLIGHTS	
HIGHLIGHTS	**DESCRIPTION**
Facebook page	Improved interaction from community on posts Regular posting and sharing of information Provides platform that allows for communicating and reporting of service delivery issues
Virtual meeting platforms as a result of COVID-19 regulations and restrictions	Saving time and costs for the Municipality in terms of travel & accommodation expenses of officials to meetings in the Province and District
WhatsApp group communication	Effective way of communicating information to members of the community Utilization of WhatsApp groups to communicate to staff members since the implementation of National lockdown

CHALLENGES	
DESCRIPTION	**ACTION TO ADDRESS**
Poor or No cellular phone connectivity along routes that link towns in KHM	Improvement of cellular phone and radio signals through SKA's project
No wi-fi hotspots or broadband for community who cannot afford to install	Installation of wi-fi hotspots and broadband
Virtual meetings requiring strong internet connectivity	
No Communication strategy/plan	To be drafted
Outdated Communication Policy	To be reviewed
No Public Participation Policy	Public Participation Policy to be drafted
Customer Satisfaction Surveys	To be addressed in 2022/2023

2.15 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

The Municipality has difficulty with the maintenance of the following services due to lack of sufficient funds to attend to all the necessary maintenance:-

- Electricity
- Water supply
- Road maintenance
- Littering

The addressing of these four topics will reduce the amount of complaints by the general public. The maintenance of the tar roads is currently not done sufficiently and is still a concern of the community at this stage. Roads are being paved but the maintenance of the existing roads need urgent attention.

The littering is also quickly becoming an issue. Due to Williston's landfill Site not being fenced the litter and garbage are spreading into the nearby fields. Urgent funding for the fencing will be needed.

COMPLAINTS REGISTER

A Complaints Register have been instituted at all three towns' offices where the public can write down their complaints and which are being addressed accordingly on a weekly basis. On the website the community as well as other people can also make complaints or requests which are received as emails and are acted upon within a week of receipt. It are being followed up regularly.

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

(PERFORMANCE REPORT PART I)

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 individual 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.

Some of the legislative prescripts include: Section 152 of the Constitution of the Republic (1996), section 152 local government to be "democratic and accountable government". Section 195 (1) of the Constitution requires the following from local government, 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 terms of section 46(1)(a) of the Municipal Systems Act 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 performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the Municipality for the following financial year and measures that were or are to be taken to improve performance.

3.1 PERFORMANCE MANAGEMENT OVERVIEW, LEGISLATIVE REQUIREMENTS, THE PM SYSTEM USED AND THE PROCESS

Performance management is prescribed by Chapter 6 of the MSA, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7(1) of the aforementioned regulation 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 responsibilities of the different role players.**" This framework, inter alia, reflects the linkage between the IDP, budget, Service Delivery Budget Implementation Plan (SDBIP) and individual and service provider performance. Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organisation as well as the external service providers and the municipal entities.

In order to improve on performance planning, implementation, measurement and reporting, the institution implemented the following actions.

- Departmental operational plans were developed for monitoring and reporting operational programmes;
- An electronic performance management system is operational within the Municipality. The same system forms the basis of performance evaluations of the Directors (senior managers) and Municipal Manager.
- The Municipality endeavoured during the development of the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) as well as with the development of the Departmental SDBIP that the "SMART" principle be adhered to in the setting of indicators and objectives. Emphasis was placed on ensuring that targets were specific and time bound, thus making it measurable.
- The Integrated Development Plan (IDP) was developed for 2017- 2022 and was reviewed, during the 2020/2021 Financial YEAR. The Top Layer SDBIP in the IDP was also revised during October/November 2020.
- Care has been taken to ensure that the mSCOA regulations are adhered to at all times.

	Performance Policy & Performance Management Framework	All MSA s57/56 Performance contracts signed	Audit Committee	Performance Audit/Management Committee	Municipal Public Accounts Committee (MPAC	Quarterly Performance Reporting to Council	Mid-Year Performance Reporting to Council	Annual Reporting to Council
In place?	√	√	√	To be part of the Audit Committee's functions	√	√	√	√

TABLE Performance Management System Checklist

The Municipal Scorecard (Top Layer SDBIP) consolidate service delivery targets set by the Council/Senior Management and provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities.

3.1.1 ORGANISATIONAL PERFORMANCE

The organisational performance is monitored and evaluated via the Municipal Scorecard (Top Layer SDBIP) and through the Service Delivery and Budget Implementation Plan (SDBIP) at directorate and departmental levels. The performance process can be summarised as follows:

- The Top Layer SDBIP 2021/2022 was approved by the Mayor on 28 June 2021.
- The Municipality utilises a web-based performance management system which is updated on a quarterly basis.
- The first quarter Top Layer SDBIP report was submitted and tabled to Council on 27 October 2021
- Together with the First Quarter TL SDBIP report Council approved that 4 Targets of KPI's was revised and that the Top Layer SDBIP contained 57 KPI's at that stage.

- The Section 72 Mid-year Report in terms of the MFMA, was submitted to Council **on 28 January 2022**.
- During February 2022 assistance were sought from the Namakwa District Municipality's support unit for performance to assist with the alignment issues shown by the audit and to assit with ensuring the KPI's are SMART. After their visit and on their recommendation another Revised TL SDBIP were tabeld to Councl on 28 February 2022.
- The third quarter SDBIP report was emailed to Council on **26 April 2022** and submitted to Council on **30 May 2022**.
- The Internal Audit Unit reviews the performance measurements of the Municipality on a continuous basis as prescribed by relevant legislation, which includes submission of reports on a quarterly basis to the Municipal Manager and Audit Committee. Supporting evidence seems to be an overall issue.
- The Q4 Performance Report will be submitted to Council on 30 August 2022 as some KPI's measurements only take form after the submission and development of the AFS.
- The Annual Performance Report (APR) forms part of the Annual Report as Chapter 3 and 4.

The SDBIP is a plan that converts the IDP and Budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the Municipality are implemented. It also allocates responsibility to Departments to deliver the services in terms of the IDP and Budget.
The MFMA Circular No.13 prescribes that:

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

The Departmental SDBIP of each Directorate were approved by the Municipal Manager after the Budget was approved.

The overall assessment of actual Quarterly and annual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		
Colour	**Explanation on SyStem**	**Category Meaning**
BL	Outstanding/Far Exceeds Target (167% and Above)	KPI Extremely Well Met
T	Achieved/Exceeded Target (133% - 166.9%)	KPI Well Met
G	Achieved target (100% - 132.9%)	KPI Met
Y	Below Target (66% - 99.9%)	KPI Almost Met
R	Unsatisfactory (0% - 65.9%)	KPI Not Met
P	TARGETS NOT MEASURED	KPI Not Yet Measured (Not applicable for the Quarter/ No target for the quarter)

The Performance Management System is part of the Sebata EMS system which is an integrated system. All KPI's are linked to the IDP, Projects/Activities in the Budget and the Approved SDBIP.

** The Above Interpretation was suggested by the Service Provider (November 2020) and after evaluation of the System was done during July 2021 was found that the traffic Lights needed some adjustments to be in line with the Performance Regulations with reference to the percentages for certain traffic lights.

Progress on KPI's were captured quarterly into the system and reports were then extracted for reporting purposes to the municipal manager, audit committee and council on a quarterly, half yearly and annual basis.

3.1.2 INDIVIDUAL PERFORMANCE (DEPARTMENTAL SCORECARD)

a) Municipal Manager and managers directly accountable to the Municipal Manager

The MSA prescribes that the Municipality must enter into performance-based agreements with the S57- employees and that performance agreements be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006).

The performance agreements for the 2021/2022 financial year for the Municipal Manager, Director Infrastructure Services (Senior Manager: Technical Services) and Director Financial Services (Senior Manager Finance) was signed on 28 July 2021.

The mid-year performance assessment was not done in person but the Mid year performance assessment report were extracted and tabled to Council to see the progress on the performance at that stage for the 2021/2022 financial year and that was used as the mid-year performance assessment for the MM and the directors. Thus no oral mid-year assessment was done with the MM and the Senior Managers in terms of their Performance Agreements.

b) Mid-level Managers

The Municipality is in the process of cascading Performance to lower levels staff. It commenced with staff having certain responsibilities which link to KPI's on the Departmental SDBIP. These mid-level personnel signed a mutual agreement to perform their duties and to commit to the performance of the municipality to reach certain strategic goals and objectives as set in the IDP.

The Departmental Scorecards (detailed SDBIP) capture the performance of each Department. Unlike the Municipal Scorecard, which reflects on the strategic performance of the Municipality, the Departmental SDBIP 2021/2022 provides a comprehensive picture of the performance per Department/sub-department. It was compiled by the Senior Managers and middle managers for their Departments and consists of objectives, indicators and targets derived from their day to day operations and link to reaching the objectives set out in the approved Top Layer SDBIP and signed off by the Municipal Manager.

KPI's were developed for Council, The office of the MM and for each directorate. The KPI's:

- Address the Top Layer KPI's by means of KPI's for the relevant section responsible for the KPI.
- Include Capital Projects KPI's
- Address the key departmental activities
- Each KPI have clear monthly/quarterly targets and are assigned to the person responsible.

The Municipality utilises an electronic web based system on which the officials assisting with the additional duties of **PMS***(no PMS personnel capacity exist and is a huge risk)* **update actual performance on a monthly and quarterly basis as was reported by the KPI Owner.** The following information are being captured on the performance system:

- The actual result in terms of the target set.
- A Performance comment on the achievement or non-achievement

- The calculation of the actual performance reported (Evidence submitted)
- The reasons if the target was not achieved
- Corrective measures to improve or rectify the performance against the target set.
- If Targets was on hold due to Covid or any other reasons, the reasons are captured.

Municipal performance is measured quarterly in terms of reporting to the MM and to Council as well as in the Mid-year assessments.

Overall Corrective Measure: All Baseline Information and supporting (documents) evidence should receive attention in the 2022/2023 financial year and controls should be put in place for timeous reporting and revision of the reported information.

3.2 THE IDP AND THE BUDGET

The IDP and the budget for 2021/2022 was reviewed and approved on **30 May 2021**. Covid still played a role from time to time. The IDP and performance management processes are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fullfils the implementation, management, monitoring and evaluation of the IDP.

3.3 SERVICE PROVIDERS STRATEGIC 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 to or for the benefit of the local community

External service provider means: an external mechanism referred to in section 76(b) which provides a municipal service for a municipality

Service delivery agreement: means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality.

During the year under review the Municipality did not appoint any service providers who provided municipal services 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 by the appointed Project Manager who oversees the project or contract.**

3.4 STRATEGIC SDBIP

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

This report highlight strategic performance in terms of the Municipality's Top Layer SDBIP, high level performance in terms of the NKPA's, performance on the NKPI's prescribed in terms of Section 43 of the MSA, 2000 and an **overall summary of performance** on a functional level. Details regarding specific basic service delivery targets, achievements and challenges will be included in the Annual Report of the Municipality.

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. The SDBIP is the Municipality's strategic plan and shows the strategic alignment between the different documents. (IDP, budget and performance agreements).

In the tables which follows are the KPI's set in the approved SDBIP per functional area, including actual performance for the 2021/2022 financial year.

This section of the Performance Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's IDP. The 2020/2021 performance are also shown for comparison purposes.

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

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		
Colour	**Explanation on SyStem**	**Category Meaning**
BL	Outstanding/Far Exceeds Target (167% and Above)	KPI Extremely Well Met
T	Achieved/Exceeded Target (133% - 166.9%)	KPI Well Met
G	Achieved target (100% - 132.9%)	KPI Met
Y	Below Target (66% - 99.9%)	KPI Almost Met
R	Unsatisfactory (0% - 65.9%)	KPI Not Met
BR	TARGET ON HOLD	KPI on HOLD (Not able to reach target due to other circumstances such as Covid)
P	TARGETS NOT MEASURED	KPI Not Yet Measured (Not applicable for the Quarter/ No target for the quarter)

MUNICIPAL PERFORMANCE PER NATIONAL KEY PERFORMANCE AREA

2020/2021

Karoo Hoogland		KPA 1: Basic Service Delivery and Infrastructure Delivery	KPA 2: Local Economic Development	KPA 3: Municipal Financial Management & Viability	KPA 4: Municipal Transformation & Institutional Development	KPA 5: Good Governance and Public Participation
Target Exceeded	7 (12%)	6 (35.2%)		1 (6,3%)		
Target Met	36 (62%)	8 (47%)	3 (60%)	14 (87.5%)	8 (61.5%)	3 (42.9%)
Target Partially Met	4 (6,89%)	1 (5.9%)	1 (20%)	1 (6,3%)		1 (14%)
Target Not Met	8 (15,5%)	1 (5.9%)			4 (38.5%)	3 (42.9%)
No. of targets on hold	2 (3.4%)	1 (5.9%)	1 (20%)			
Total	**57**	**17**	**5**	**16**	**12**	**7**

2021/2022

	TOTAL	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Outstanding/Far Exceeds Target (167% and Above)	2 (3,5%)		1		1	
Achieved/Exceeded Target (133% - 166.9%)						
Achieved target (100% - 132.9%)	49 (86%)	12		16	7	14
Below Target (66% - 99.9%)	4 (7%)	1		1	1	1
Unsatisfactory (0% - 65.9%)	2 (3,5%)				1	1
TARGET ON HOLD -	0					
Total TOP LAYER	57	13	1	17	10	16

Above Tables: Municipal performance against the NKPA's – comparison with 2020/2021 vs 2021/2022

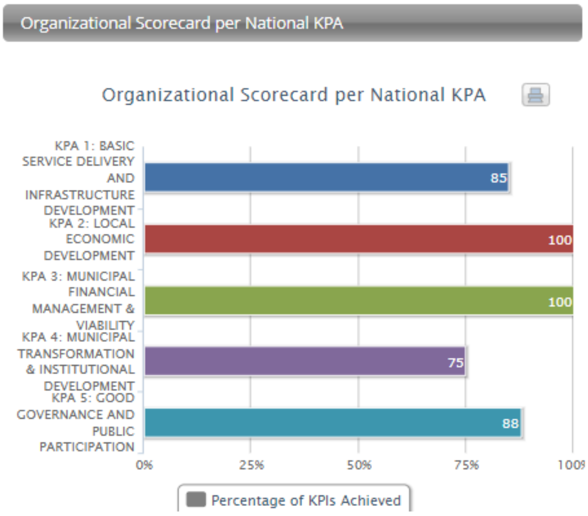
6.2. OVERALL PERFORMANCE OF THE MUNICIPALITY

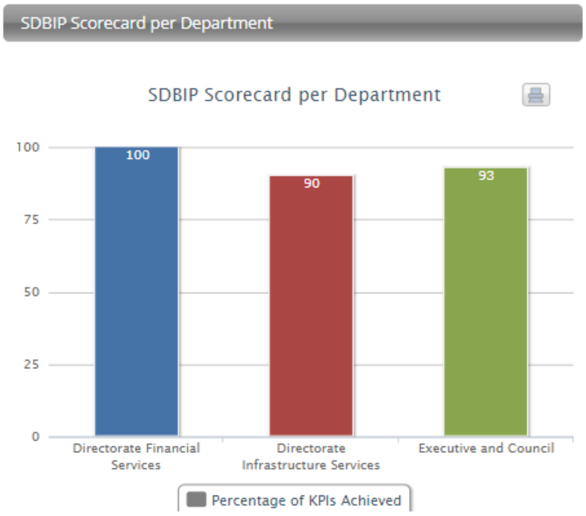
1. **Dashboard summary per National Key Performance Area (NKPA) for the period 1 July 2021 – 30 September 2021 and 1 October 2021 – 31 December 2021 and 1 January 2022 – 31 March 2022 and 1 April 2022 – 30 June 2022**
2. **The full SDBIP (Top Layer and Departmental) consists of 165 KPI's**
3. **The Top Layer SDBIP only has 57 KPI's.**
4. **See Annexure A for Q4 performance reporting**

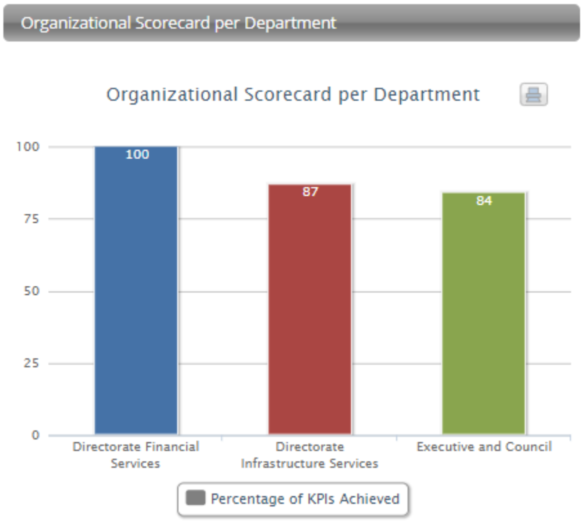
QUARTER 1

Q1 Organisational Scorecard vs Full SDBIP (Percentages Achieved)

KPA 1: 85%	**92%**
KPA 2: 100%	**100%**
KPA 3: 100%	**100%**
KPA 4: 75%	**92%**
KPA 5: 88%	**92%**







	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	TOTAL	
Outstanding/Far Exceeds Target (167% and Above)	0	0	0	0	0	0	
Achieved/Exceeded Target (133% - 166.9%)	0	0	0	0	0	0	
Achieved target (100% - 132.9%)	6	1	5	3	8	23	40%
Below Target (66% - 99.9%)	0	0	0	1	0	1	2%
Unsatisfactory (0% - 65.9%)	0	0	0	0	1	1	2%
TARGETS NOT MEASURED - No target for the quarter	7	0	12	6	7	32	56%
Total TOP LAYER	13	1	17	10	16	57	100%
Total SDBIP	28	5	50	32	50	165	

Q1 PROGRESS SUMMARY

	TOTAL TL SDBIP KPi's

Outstanding/Far Exceeds Target (167% and Above)	0	0
Achieved/Exceeded Target (133% - 166.9%)	0	0
Achieved target (100% - 132.9%)	23	40%
Below Target (66% - 99.9%)	1	2%
Unsatisfactory (0% - 65.9%)	1	2%
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid	0	0
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	32	56%
Total	57	100%

All applicable targets set on a strategic level was achieved except for the 1 KPI which could not be reached due to Covid and not having meetings. And another target which was reached however not timeously.

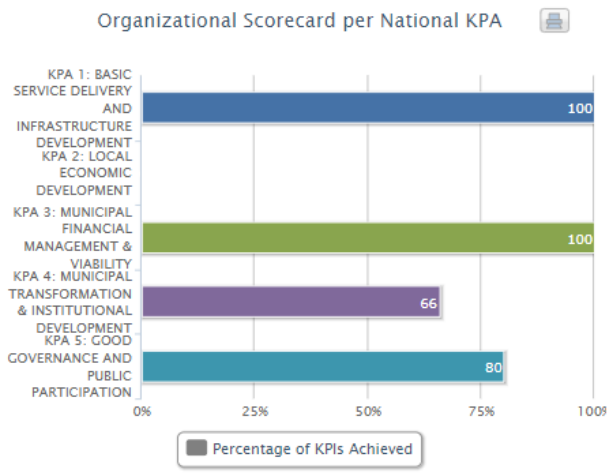
The overall performance of the organisation is 40% achieved plus the 56% not applicable = **96% Achieved** and 2% was not achieved timeously and 2% not achieved due to no Portfolio Committee meetings held. Thus only 4% was not achieved and unsatisfactory as well as below target

QUARTER 2

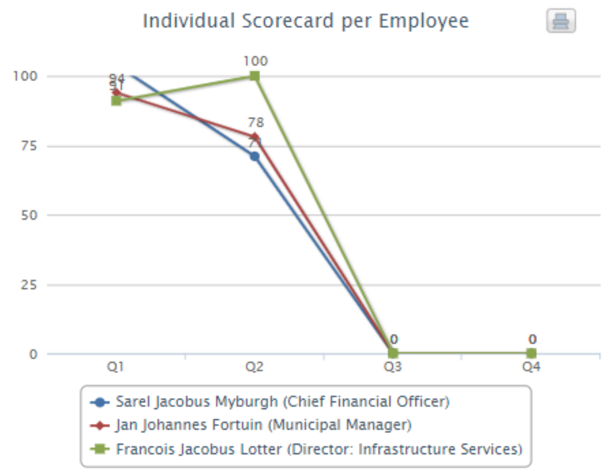
Q2 Organisational Scorecard vs Full SDBIP (Percentages Achieved)

KPA 1: 100%	**69%**
KPA 2: 0%	**100%**
KPA 3: 100%	**46%**
KPA 4: 66%	**57%**
KPA 5: 80%	**72%**

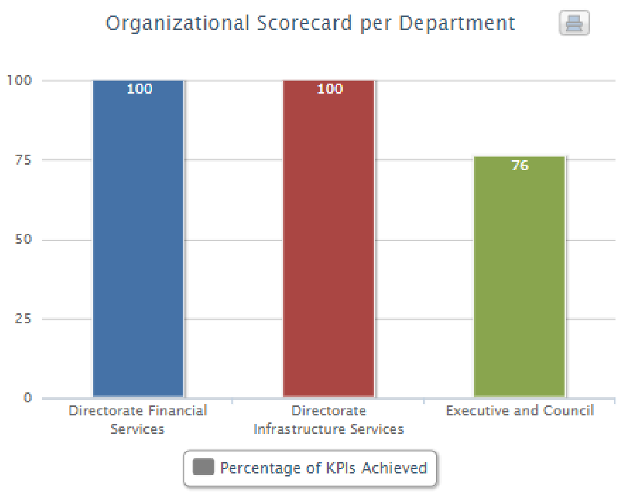
Organizational Scorecard per National KPA



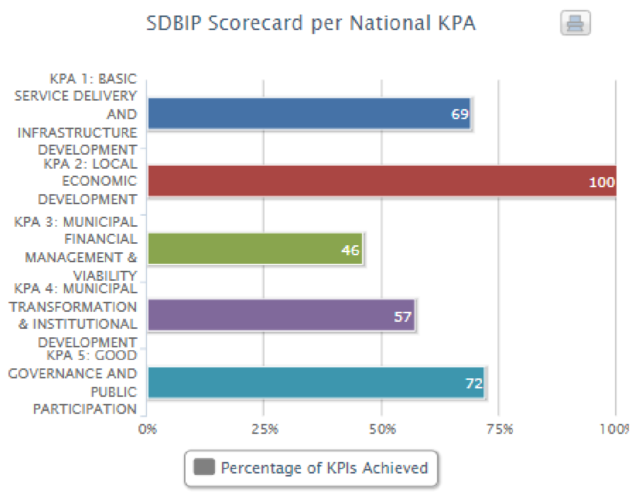
Individual Scorecard per Employee



Organizational Scorecard per Department



SDBIP Scorecard per National KPA



QUARTER 2

	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	TOTAL	
Outstanding/Far Exceeds Target (167% and Above)						0	
Achieved/Exceeded Target (133% - 166.9%)						0	
Achieved target (100% - 132.9%)	3		3	2	8	16	28%
Below Target (66% - 99.9%)				1		1	2%
Unsatisfactory (0% - 65.9%)	1				2	3	5%
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	9	1	14	7	6	37	65%
Total TOP LAYER	13	1	17	10	16	57	100%
Total SDBIP	28	5	50	32	50	165	

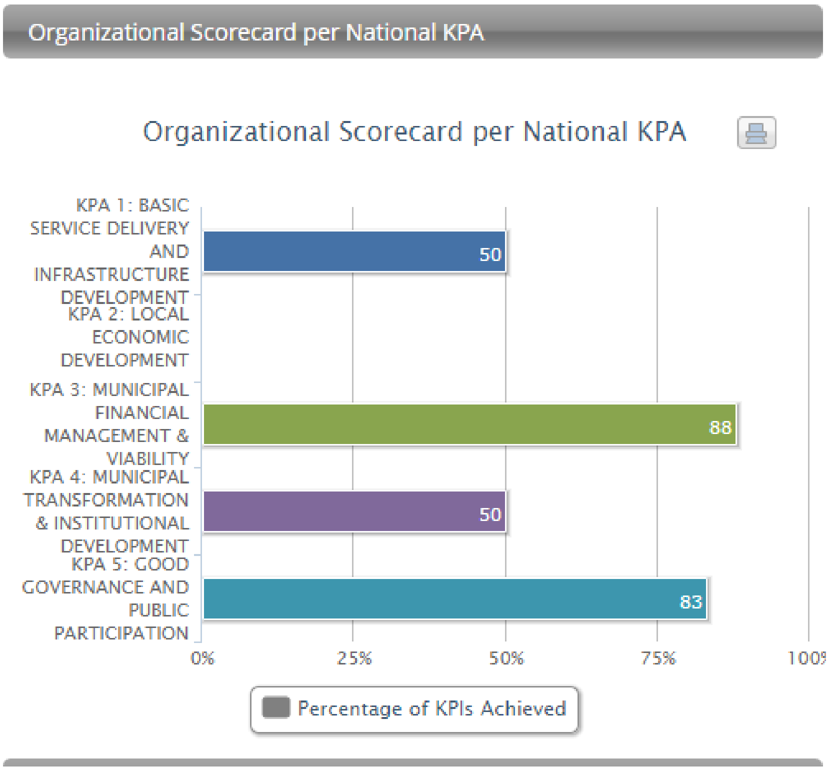
Q2 PROGRESS SUMMARY

	TOTAL TL SDBIP KPi's	
Outstanding/Far Exceeds Target (167% and Above)	0	
Achieved/Exceeded Target (133% - 166.9%)	0	
Achieved target (100% - 132.9%)	16	28%
Below Target (66% - 99.9%)	1	2%
Unsatisfactory (0% - 65.9%)	3	5%
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid	0	0%
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	37	65%
Total	57	100%

The overall performance of the organisation is 28% achieved plus the 65% not applicable = **93% Achieved**. Thus only 7% was not achieved and unsatisfactory as well as below target which will receive attention in 2021/2022 Q3 with the implementation of the corrective measures.

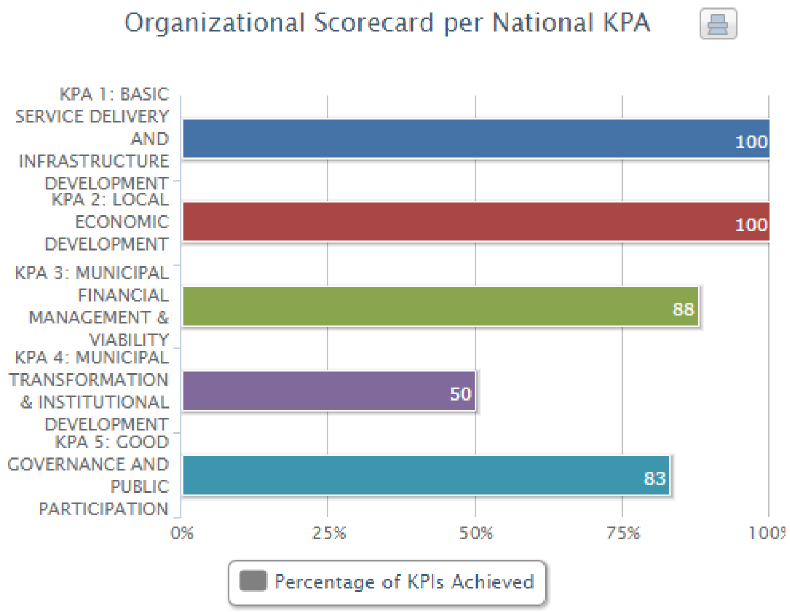
Q3 Organisational Scorecard (Percentages Achieved)

KPA 1: 50%
KPA 2: 0%
KPA 3: 88%
KPA 4: 50%
KPA 5: 83%



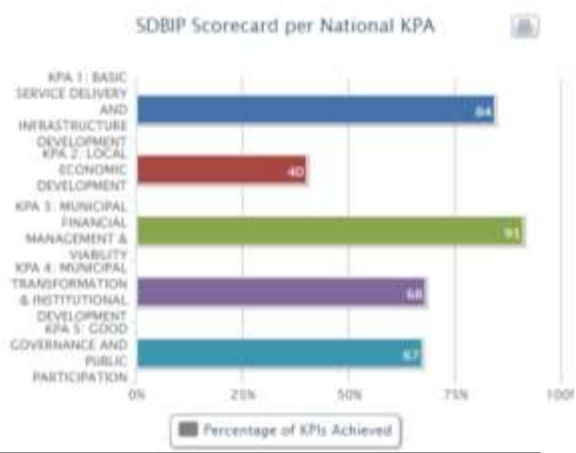
After Outstanding Supporting Evidence were received:

Organizational Scorecard per National KPA



Organizational Scorecard per Department

SDBIP Scorecard per National KPA



	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMEN T	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATIO N	TOTAL	
Outstanding/Far Exceeds Target (167% and Above)						0	
Achieved/Exceeded Target (133% - 166.9%)						0	
Achieved target (100% - 132.9%)	3		8	1	10	22	39%
Below Target (66% - 99.9%)						0	0%
Unsatisfactory (0% - 65.9%)	1	1	1	1	2	6	10%
TARGETS NOT MEASURED -	9		8	8	4	29	51%
Total TOP LAYER	13	1	17	10	16	57	100%
Total SDBIP	28	5	50	32	50	165	

Q3 SUMMARY OF ACHIEVEMENT

	TOTAL TL SDBIP KPi's	
Outstanding/Far Exceeds Target (167% and Above)	0	
Achieved/Exceeded Target (133% - 166.9%)	0	
Achieved target (100% - 132.9%)	22	39%
Below Target (66% - 99.9%)	0	0%
Unsatisfactory (0% - 65.9%)	6	10%
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid	0	0%
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	29	51%
Total	57	100%

Q3 - The overall performance of the organisation on strategic level is 39% achieved plus the 51% not applicable = **90% Achieved**. Thus only 10% was not achieved for which corrective measures will be implemented.

QUARTER 4

During Q3 it was picked up that 2 operational KPI's were captured without any targets as they relate to Electrical Distribution Network Projects and INEP projects which no funding or businessplans were submitted for. Thus it was removed from the 2021/2022 Operational SDBIP which brings the 167 KPI's to a total of 165. The TL KPI's are still 57.

KPA 1: 93%
KPA 2: 100%
KPA 3: 100%
KPA 4: 90%
KPA 5: 100%

	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMEN T	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATIO N	TOTAL	
Outstanding/Far Exceeds Target (167% and Above)		1		1		2	3%
Achieved/Exceeded Target (133% - 166.9%)						0	
Achieved target (100% - 132.9%)	13		9	4	12	38	67 %
Below Target (66% - 99.9%)			1			1	1,5%
Unsatisfactory (0% - 65.9%)				1		1	1,5%
TARGETS NOT MEASURED -			7	4	4	16	27 %
Total TOP LAYER	13	1	17	10	16	57	100%
Total SDBIP	28	5	50	32	50	165	

Table of Achievements after each Quarter

Q1 - 96% Achieved (1 Target not achieved, 1 Target not timeously achieved)
Q2 – 93% Achieved (3 Unsatisfactory, 1 Below Target)
Q3 – 90% Achieved (6 Unsatisfactory)

Q4 – 97% Achieved (1 Unsatisfactory, 1 Below target, 2 Outstanding)

ANNUAL ACTUAL OVERALL ORGANISATIONAL ACHIEVEMENT FOR 2021/2022

	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	TOTAL	
Outstanding/Far Exceeds Target (167% and Above)		1		1		2	3,5%
Achieved/Exceeded Target (133% - 166.9%)							
Achieved target (100% - 132.9%)	12		16	7	14	49	86 %
Below Target (66% - 99.9%)	1		1	1	1	4	7%
Unsatisfactory (0% - 65.9%)				1	1	2	3,5%
Total TOP LAYER	13	1	17	10	16	57	100%

	TOTAL TL SDBIP KPI’s	
Outstanding/Far Exceeds Target (167% and Above)	2	3,5%
Achieved/Exceeded Target (133% - 166.9%)	0	0
Achieved target (100% - 132.9%)	49	86%
Below Target (66% - 99.9%)	4	7%
Unsatisfactory (0% - 65.9%)	2	3,5%
Total	57	100%

Annual Achievement - The overall performance of the organisation on strategic level is = 89,5% Achieved. Thus Corrective Measures need to be implemented for the 4 KPI’s which was Below target as well as the 2 which was Unsatisfactory. Only 10,5% was not achieved for which corrective measures will be implemented. These measures must be taken into account in 2022/2023 and be addressed by Council and Management. Reporting must be done to council so that Council can be informed of the performance. The actual outcome of a report should also be discussed and not just the tabling of a report. The content of a report and the need therefore should be revisited at a strategic level.

Section 43 of the MSA, and the Municipal Planning and Performance Regulations requires that Key Performance indicators be set. These indicators are then linked to the National Key Performance Area’s. This statistical information is then used by different Sectors to determine how well government is progressing in the implementation of National Policy.

ACTUAL CONSOLIDATED STRATEGIC PERFORMANCE AND CORRECTIVE MEASURES THAT WILL BE IMPLEMENTED

KPA 1 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

							QUARTERLY TARGETS				ANNUAL ACTUAL	ANNUAL OVERALL ACHIEVEMENT	WHERE VARIANCES – CORRECTIVE MEASURES TO BE IMPLEMENTED 2022/2023
IDP Reference Number	Key Performance Indicator (KPI)	Unit of Measurement	Actual Annual Performance 2020/2021	Original Annual Target 2021/2022	Revised Annual Target 2021/2022	Portfolio of Evidence	Q1 Measurable Target	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	KPI'S COMPLIED WITH AND ACHIEVED BY END OF Q4 - OVERALL ANNUAL ACTUAL	Annual Compliance / ANNUAL ACHIEVEMENT	Corrective Measures / Variances Explained and Challenges to be addressed
TL_0001	% of budget spent annually on Electrical infrastructure maintenance in the whole municipality [(Actual expenditure/ Budgeted expenditure) x 100] by 30 June 2022	% of budget spent on electrical infrastructure maintenance [(Actual expenditure/ Budgeted expenditure) x 100]	71%	85	**85%**	Actual Maintenance vs Actual Budget report per asset Class	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	85.00000 (Percentage)	**103%**	**ACHIEVED**	
TL_0002	Limit unaccounted electricity losses to less than 15% as at 30 June 2022	Percentage lost during distribution (Units lost/Units purchased) x 100	11%	Less than 15% * Submit each quarter	**Less than 15% * Submit once annually in Q4**	Annual calculation working paper of electricity distribution losses	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	15.00000 (Percentage)	**9.49%**	**ACHIEVED**	
TL_0003	Submit quarterly water quality tests reports for E.coli to Council	Number of quarterly reports to Council	12	12	**4**	Technical reports to Council and resolution by Council	3 (No. Of Reports)	3 (No. Of Reports)	3 (No. Of Reports)	1 (No. Of Reports)	**(12) Q1 = 3 Q2 - 5 Q3 - 3 Q4 - 1 Quarterly Reporting were done**	**ACHIEVED**	After the Revised TL in February 2022 the monthly reports was changed to quarterly reports and thus the reason for the variance

TL_0004	Submit annually results of of full SANS 241 test to Council by 30 June 2022	Number of full SANS 241 tests submitted to Council	1	4	**1**	1 x full SANS341 test submitted to Council by 30 June 2022 that indicates % water quality level as per analysis certificate	1 (Number)	0 (Number)	0 (Number)	1 (Number)	**1**	**ACHIEVED**	
TL_0005	% of Budget spent annually on maintaining the entire vehicle fleet of the whole municipality [(actual expenditure/budgeted expenditure) x 100] by 30 June 2022	% of budget spent on maintenance of vehicle fleet [(actual expenditure/budgeted expenditure) x 100]	100%	80	**80**	Actual maintenance vs Annual Budget report for vehicle fleet	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	80.00000 (Percentage)	**113%**	**ACHIEVED**	
TL_0006	Percentage of formal residential properties with access to basic level of water, sanitation, electricity and solid waste removal	% of formal residential properties with access to basic level of water, sanitation, electricity and solid waste removal ([number of formal residential properties with access to basic services/total formal residential properties with access to basic services) x 100)	100%	100	**100%**	Quarterly report to Council indicating the % of formal residential properties that have access to basic services, and resolution by Council	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	Only 3 quarters evidence were submitted The percentage is still 100% although only 3 quarterly reports were received at the time of reporting	**BELOW TARGET because of lack of supporting documentation**	Corrective Measures - Supporting Evidence must be submitted for correct calculation - Correct percentage cannot be calculated without the Billing Report
TL_0007	100% spend on the WSIG grant allocation by 30 June 2022 [(Actual expenditure/total grant allocation received) x 100	% of allocation spent ([actual expenditure/total grant allocation received] x 100)	0	80	**100**	Annual spending report of WSIG	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	100.00000 (Percentage)	**100%**	**ACHIEVED**	

TL_0008	100% spend on the MIG grant allocation by 30 June 2022 [(Actual expenditure/total grant allocation received) x 100	% of allocation spent ([actual expenditure/total grant allocation received] x 100)	0	1	**100%**	Annual MIGMIS Report indicating expenditure on MIG allocation, which agrees with EMS (Sebata)	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	100.00000 (Percentage)	**100%**	**ACHIEVED**	
TL_0009	% of Budget spent annually on maintenance of municipal buildings of the whole municipality [(actual expenditure/budgeted expenditure) x 100] by 30 June 2022) x 100	% of Budget spent on maintenance of municipal buildings [(actual expenditure/budgeted expenditure) x 100]	100%	85	**85**	Actual maintenance vs Annual Budget report of municipal buildings	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	85.00000 (Percentage)	**87%**	**ACHIEVED**	
TL_0010	Submit quarterly refuse removal report to Council	Number of reports to Council	4	4	**4**	Technical report to Council and resolution by Council	1 (Number)	1 (Number)	1 (Number)	1 (Number)	**4**	**ACHIEVED**	
TL_0011	Submit quarterly status of boreholes report to Council	Number of reports to Council	0	12	**4**	Technical report to Council and resolution by Council	3 (Number)	3 (Number)	3 (Number)	1 (No. Of Reports)	**(10) Q1 = 3 Q2 - 3 Q3 - 3 Q4 - 1 Quarterly Reporting were done**	**ACHIEVED**	
TL_0012	% of budget spent annually on water infrastructure maintenance of the whole municipality [(actual expenditure/budgeted expenditure) x 100] by 30 June 2022	% of budget spent on water infrastructure maintenance [(actual expenditure/budgeted expenditure) x 100]	100%	85	**85**	Actual maintenance vs Actual Budget report per asset class	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	85.00000 (Percentage)	**196%**	**ACHIEVED**	Budgeted : R147 596 Actual : R288 749

TL_0013	Limit unaccounted water losses to less than 15% as at 30 June 2022	Percentage lost during distribution (Units lost/Units purchased) x 100	10%	15%	**Less than15% - revised to Q4 Target**	Annual calculation working paper of water distribution losses	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	15.00000 (Percentage)	**6.39%**	**ACHIEVED**	Outstanding Supporting Evidence

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENT AS AT 30 SEPTEMBER 2021	ACHIEVEMENT AS AT 31 DECEMBER 2021	ACHIEVEMENT AS AT 31 MARCH 2022	ACHIEVEMENT AS AT 30 JUNE 2022	OVERALL ANNUAL ACHIEVEMENT SUMMARY FOR 2021/2022
BL	Outstanding/Far Exceeds Target (167% and Above)					
T	Achieved/Exceeded Target (133% - 166.9%)					
G	Achieved target (100% - 132.9%)	**6**	3	3	13	**12**
Y	Below Target (66% - 99.9%)					**1**
R	Unsatisfactory (0% - 65.9%)		1	1		
P	TARGETS NOT MEASURED	**7**	9	9		
		13	**13**	**13**	**13**	

SUMMARY OF ABOVE: A total of 13 targets has been set for basic service delivery and infrastructure development for the period under review. All KPI's were measured . Two water reporting KPI's are always dependant on funding. The Full SANS is very expensive and only need to be done once a year however twice is more effective. TL_0006 KPI have been Achieved but was marked as Below target due to the fact that not enough Supporting Evidence were given to proof that the KPI was achieved. Supporting evidence and submitting reports to committees and Council need to receive attention. The water losses and electricity losses decreased and that is a good practice . TL_0013 can even be seen as outstandingly achieved in comparison with the previous financial year.

Q4 – 93% achieved of the achieveable amount.

KPA 2 : LOCAL ECONOMIC DEVELOPMENT

IDP Reference Number	Key Performance Indicator (KPI)	Unit of Measurement	Actual Annual Performance 2020/2021	Original Annual Target 2021/2022	Revised Annual Target 2021/2022	Portfolio of Evidence	QUARTERLY TARGETS: Q1 Measurable Target	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	ANNUAL ACTUAL: KPI'S COMPLIED WITH AND ACHIEVED BY END OF Q4 - OVERALL ANNUAL ACTUAL	ANNUAL OVERALL ACHIEVEMENT: Annual Compliance / ANNUAL ACHIEVEMENT	WHERE VARIANCES – CORRECTIVE MEASURES TO BE IMPLEMENTED 2022/2023: Corrective Measures / Variances Explained and Challenges to be addressed
TL_0014	Create Temporary jobs - FTE's (full time equivalent) with the EPWP grant allocation – No EPWP Grant funding was received for 20212/2022 and the municipality had to use their own funds	Number of full time equivalent (FTE's) created by 30 June 2022 / Incorrectly revised in February 2022 - the goal was not to create FTE but to create Temporary jobs - thus the targetr was for amount of jobs	47	50	**50**	Signed agreements with FTE's funded by EPWP allocation, and payroll report from EMS (Sebata)	30 (Number)	0 (Number)	20 (Number)	0 (Number)	**8**	**UNSATISFACTORY**	In Q1 : 28 Werkers vir 66 dae= 1848 days ÷ 230 = 8,03 FTE So is 8.03 FTE vir Q1 - and Q3=0 - thus the target was not met and need attention in 2022/2023 This KPI was send for review to the MM and the Director Infrastructure toaddress in 2022/2023 Q1 REPORTING IS THUS NOT CORRECT
CORRECTED REPORTING	**ACTUAL TEMPORARY JOBS CREATED PER QUARTER**										**112** **Q1 – 28** **Q2 – 31** **Q3 – 22** **Q4 - 31**	**OUTSTANDING PERFORMANCE**	Quarterly reporting need to receive attention Own funding were used R1 335 000 was budgeted to create these 112 temporary jobs to be able to qualify for an EPWP grant for 2022/2023

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENT AS AT 30 SEPTEMBER 2021	ACHIEVEMENT AS AT 31 DECEMBER 2021	ACHIEVEMENT AS AT 31 MARCH 2022	ACHIEVEMENT AS AT 30 JUNE 2022	OVERALL ANNUAL ACHIEVEMENT SUMMARY FOR 2021/2022
BL	Outstanding/Far Exceeds Target (167% and Above)					1
T	Achieved/Exceeded Target (133% - 166.9%)					
G	Achieved target (100% - 132.9%)	1				
Y	Below Target (66% - 99.9%)					
R	Unsatisfactory (0% - 65.9%)			1		
P	TARGETS NOT MEASURED		1		1	
		1	1	1	1	

SUMMARY OF ABOVE: A total of 1 target was set for Local Economic Development for the year under review. The target was however interpreted incorrectly and not according EPWP standards. The KPI name is correct but the target is for amount of temporary jobs and not FTE's. It has been corrected and revised for Q4 and thus for the Annual reporting where it will show that this KPI have been Outstanding Achieved with own funding.

KPA 3 : MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

							QUARTERLY TARGETS				ANNUAL ACTUAL	ANNUAL OVERALL ACHIEVEMENT	WHERE VARIANCES – CORRECTIVE MEASURES TO BE IMPLEMENTED 2022/2023
IDP Reference Number	Key Performance Indicator (KPI)	Unit of Measurement	Actual Annual Performance 2020/2021	Original Annual Target 2021/2022	Revised Annual Target 2021/2022	Portfolio of Evidence	Q1 Measurable Target	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	KPI'S COMPLIED WITH AND ACHIEVED BY END OF Q4 - OVERALL ANNUAL ACTUAL	Annual Compliance / ANNUAL ACHIEVEMENT	Corrective Measures / Variances Explained and Challenges to be addressed
TL_0015	The percentage of the municipal capital budget actually spent as at 30 June 2022 (Actual amount spent on capital projects/Total amount budgeted for capital projects) x 100	% of the municipal capital budget actually spent as at 30 June 2022 (Actual amount spent on capital projects/Total amount budgeted for capital projects) x 100	New KPI	100	**100%**	Report indicating annual capital expenditure	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	100.00000 (Percentage)	**100%**	**ACHIEVED**	
TL_0016	Disclose in the Annual Financial Statements all SCM deviations condoned by Council	Disclosure note in AFS	1	1	**1**	AFS submitted to the AG All Quarterly Deviation Reports tabled to Council (Council Minutes) of previous year	1 (Number)	0 (Number)	0 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0017	Financial viability measured in net debtors days at 30 June [(Total outstanding service debtors less debt impairment provision) / Total revenue received for services] x 365	Number of days	20%	24%	**30**	Annual Financial Statements	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	24.00000 (Percentage)	**58 Days**	**ACHIEVED**	

TL_0018	Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June 2022 (Cash and cash equivalents unspent conditional grants – overdraft + short term investment/ monthly fixed operational expenditure excluding (depreciation, amortization and provision of bad debts, impairment and loss on disposal of assets	Number of months it takes to cover fix operating expenditure with available cash	1.5 months	2	**2**	Annual Financial Statements	0 (Number)	0 (Number)	0 (Number)	2 (Number)	0,67 Months The reason for not making it unsatisfactory is as follows: During June 2022 R2, 5 million were paid to the AG for their outstanding fees and thus reduced the amount of cash and cash equivalants tremendously. The outcome of this calculation is thus 0,67 months but would have been almost 1.5 months if the AG fees were not paid. See AFS for evidence	**Without AG fees being paid** **+/- 1.4 months** **BELOW TARGET**	
TL_0019	Financial viability measured ito municipality's ability to meet its service debt obligations as at 30 June 2022 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + long Term Borrowing + long Term Lease) / Total Operating Revenue]	% of debt coverage [(Short Term Borrowing + Bank Overdraft + Short Term Lease + long Term Borrowing + long Term Lease) / Total Operating Revenue]	01:00.3	1	**1**	Annual Financial Statements	0 (Number)	0 (Number)	0 (Number)	1 (Number)	**1,91%**	**ACHIEVED**	
TL_0020	Submit quarterly reports on the implementation of the Municipal Standard Chart of Accounts to Council	Number of reports to Council	4	4	**4**	mSCOA implementation report to Council and resolution by Council	1 (No. Of Reports)	1 (No. Of Reports)	1 (No. Of Reports)	1 (No. Of Reports)	**4**	**ACHIEVED**	
TL_0021	Provide free basic services to all indigent households (% of indigent households, earning less than the threshold, with access to free basic services	% of indigent households, earning less than the threshold, with access to free basic services (nr of indigent households earning less than threshold that received services/total number of indigent households earning less than threshold) x 100)	100%	100%	**100%**	Indigent Register and report from EMS (Sebata) indicating which indigents received free basic services	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	**100%**	**ACHIEVED**	

TL_0022	Advertise the Annual Report within 7 days after submission to Council to obtain public comment	Annual report advertised within 7 days after council meeting	1	1	**1**	Advertisement in media of the Annual Report	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0023	Table Annual Report to council within seven months after the end of the financial year (before 31 January 2022)	No of Annual Reports to Council	1	1	**1**	Complete Annual Report to Council and resolution by Council	0 (Number)	0 (Number)	1 (Number)	0 (No. Of Reports)	**1**	**ACHIEVED**	
TL_0024	Review the Asset Management Policy	Asset Management Policy submitted to Council	1	1	**1**	Asset Management Policy submitted to Council and resolution by Council	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0025	Submit the Final Budget for consideration to Council by 31 May 2022	Final Budget submitted to Council by 31 May 2022	1	1	**1**	Final Budget to Council and resolution by Council	0 (Number)	0 (Number)	0 (Number)	1 (Number)	**1**	**ACHIEVED**	
TL_0026	Submit the adjustments budget for approval to Council by 28 February 2022	Final adjustments budget submitted to Council by 28 February 2022	1	1	**1**	Adjustment Budget to Council and resolution by Council	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0027	Submit the Annual Financial Statements by 31 August 2021 to the office of the Auditor General	Annual Financial Statements submitted to AGSA	1	1	**1**	Signed Annual Financial Statements and acknowledgement by AGSA	1 (Number)	0 (Number)	0 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0028	Submit the draft budget to Council for approval by 31 March 2022	Draft Budget submitted to Council by 31 March 2022	1	1	**1**	Draft Budget to Council and resolution by Council	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	

TL_0029	Submit the Mid-year budget performance report in terms of s72(1)(a)(i); s72(1)(b) subsection (2) and (3) of the MFMA to Council by 31 January	Mid-year Budget Report submitted to Council by 31 January 2022	1	1	**1**	Mid-year Budget Report and resolution to Council	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0030	Achieve a debtor payment percentage of 75% at 30 June 2022 ((Gross debtors opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) X 100)	Debtor payment percentage ((Gross debtors opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) X 100	76	75%	**75%**	Quarterly Report from EMS System showing debtors payment percentage	70.00000 (Percentage)	80.00000 (Percentage)	75.00000 (Percentage)	75.00000 (Percentage)	**82.23%**	**ACHIEVED**	
TL_0031	% of Operating revenue budget raised/collected [(actual revenue/budgeted revenue) x 100] by 30 June 2022	% of Operating revenue budget raised/collected [(actual revenue/budgeted revenue) x 100]	98%	95%	**95%**	Annual Budget vs Actual report for operation revenue	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	95.00000 (Percentage)	**97.96%**	**ACHIEVED**	

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENT AS AT 30 SEPTEMBER 2021	ACHIEVEMENT AS AT 31 DECEMBER 2021	ACHIEVEMENT AS AT 31 MARCH 2022	ACHIEVEMENT AS AT 30 JUNE 2022	OVERALL ANNUAL ACHIEVEMENT SUMMARY FOR 2021/2022
BL	Outstanding/Far Exceeds Target (167% and Above)					
T	Achieved/Exceeded Target (133% - 166.9%)					
G	Achieved target (100% - 132.9%)	5	3	8	9	16
Y	Below Target (66% - 99.9%)				1	1
R	Unsatisfactory (0% - 65.9%)			1		
P	TARGETS NOT MEASURED	12	14	8	7	
		17	17	17	17	

SUMMARY OF ABOVE: A total of 17 targets has been set for Municipal Financial Management & Viability for the period under review. 16 KPI's Targets have been met. Only one was below target because of the AG Fees of about R2, 5 million which was paid during June 2022. Which actually shows that the financial viability is good, however it affected this amount of months for Cash to Cover fixed operating expenditure calculationFor a few targets the AFS is the supporting documentation and thus it could only be done on the very last day before submission.

KPA 4 : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

							QUARTERLY TARGETS				ANNUAL ACTUAL	ANNUAL OVERALL ACHIEVEMENT	WHERE VARIANCES – CORRECTIVE MEASURES TO BE IMPLEMENTED 2022/2023
IDP Reference Number	Key Performance Indicator (KPI)	Unit of Measurement	Actual Annual Performance 2020/2021	Original Annual Target 2021/2022	Revised Annual Target 2021/2022	Portfolio of Evidence	Q1 Measurable Target	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	KPI'S COMPLIED WITH AND ACHIEVED BY END OF Q4 - OVERALL ANNUAL ACTUAL	Annual Compliance / ANNUAL ACHIEVEMENT	Corrective Measures / Variances Explained and Challenges to be addressed
TL_0032	Fill funded vacancies within 6 months from date of declaration of vacancy	% vacancies filled within 6 months	100	100	**100**	HR Report to Council on vacancies filled within 6 months, and resolution by Council	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	All the reports were submitted However for the first 2 quarters incorrect reporting was done. Q1 = 17 vacancies - only 3 less than 6 months - 4 filled Q2 - 19 vacancies - 0 filled Q3 - 16 vacancies - 4 filled Q4 - 19 vacancies at year end	**UNSATISFACTORY**	No vacancies can be filled until Council uplifts the moratorium on the filling of posts – - 19 vacancies of which 17 are funded at 30 June 2022 - This KPI needs urgent attention and intervention
TL_0033	Annually review of the Organogram and submit to Council for approval by 30 June 2022	Reviewed Organogram submitted to Council by 30 June 2022	1	1	**1**	Review Organogram to Council, and resolution by Council	0 (Number)	0 (Number)	0 (Number)	1 (Number)	**1**	**ACHIEVED**	
TL_0034	Percentage of the municipalities operational budget actually spent on implementing the Workplace Skills Plan by 30 June 2022 [(Actual amount spent on training/operational expenditure budget) x 100]	% of the operational expenditure budget actually spent on implementing the workplace skills plan [(Actual amount spent on training/operational expenditure budget) x 100]	0	0,10%	**0,10%**	Report indicating % of operational budget spent on training	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	0.10000 (Percentage)	**0.27%**	**OUTSTANDING/ FAR EXCEEDS TARGET**	

TL_0035	Report on the number of people from employment equity target groups employed in the three highest levels of management in compliance with Karoo Hoogland's Employment Equity plan by 30 June 2022	Number of reports to Council	2	2	**2**	Employment Equity Report on 3 highest levels, and resolution by Council	0 (Number)	1 (Number)	0 (Number)	1 (No. Of Reports)	**1**	**BELOW TARGET**	Reports were submitted : 1 Coloured Male - Top Management 2 White Male - Senior Management 3 Coloured Male, 1 White Male, 1 Coloured Female, 3 White Female = Mid Management 5 Coloured Male, 6 Coloured Female, 1 White Female - Skilled and Junior management
TL_0036	Spend 95% of the allocated training budget by 30 June 2022 [(Actual expenditure/budgeted expenditure) x 100]	% of the training budget actually spent [(Actual expenditure/budgeted expenditure) x 100]	1	95%	**95%**	Annual actual vs Annual Budget training report	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	95.00000 (Percentage)	**120%**	**ACHIEVED**	
TL_0037	Top Layer (SDBIP) 2022/2023 summitted to Mayor within 28 days after the budget has been approved	Top Layer SDBIP submitted	1	1	**1**	Top layer SDBIP and acknowledgment of receipt of the Top Layer SDBIP by the Mayor	0 (Number)	0 (Number)	0 (Number)	1 (Number)	**1**	**ACHIEVED**	
TL_0038	Prepare the Mid-year performance part of the report in terms of s72 of the MFMA to submit to MM and Mayor by 25 January	Report drafted and submitted by 25 January 2022	1	1	**1**	Proof of submission and acknowledgement	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0039	Signing of performance agreements with all identified personnel before 31 July 2021 (MM, Directors)	number of performance agreements signed by 31 July 2021	100	80	**3**	Signed Performance agreements	3 (Number)	0 (Number)	0 (Number)	0 (Number)	**3**	**ACHIEVED**	
TL_0040	Submit the Draft Annual Report to Council by 31 August 2021	Draft Annual Report submitted to Council by 31 August 2021	1	1	**1**	Draft Annual Report, and resolution by Council	1 (Number)	0 (Number)	0 (Number)	0 (Number)	**1**	**ACHIEVED**	

TL_0041	Publish Performance Contracts of Senior Managers on municipal website before 31 August 2021	Number of performance contracts uploaded on website	3	3	**3**	Upload screen printout indicating that all performance contract were uploaded on website	3 (Number)	0 (Number)	0 (Number)	0 (Number)	**3**	**ACHIEVED**	

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT			ACHIEVEMENT AS AT 30 SEPTEMBER 2021	ACHIEVEMENT AS AT 31 DECEMBER 2021	ACHIEVEMENT AS AT 31 MARCH 2022	ACHIEVEMENT AS AT 30 JUNE 2022	OVERALL ANNUAL ACHIEVEMENT SUMMARY FOR 2021/2022
BL	Outstanding/Far Exceeds Target (167% and Above)					1	**1**
T	Achieved/Exceeded Target (133% - 166.9%)						
G	Achieved target (100% - 132.9%)		**3**	2	**1**	4	**7**
Y	Below Target (66% - 99.9%)		**1**	1		0	**1**
R	Unsatisfactory (0% - 65.9%)				**1**	1	**1**
P	TARGETS NOT MEASURED		**6**	7	**8**	4	
			10	**10**	**10**	**10**	

<u>SUMMARY OF ABOVE:</u> A total of 10 targets has been set for Municipal Transformation & Institutional Development for the period under review. 1 KPI (training) have been Far exceeded however the amounts are small as the budget was small. 7 KPI's have been met overall. 1 was below target and 1 Unsatisfactory due to Council's moratorium on the filling of posts. The KPI's should be interpreted correctly and the content of a report should reflect the actual percentage and not whether a report was submitted or not.

KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

							QUARTERLY TARGETS				ANNUAL ACTUAL	ANNUAL OVERALL ACHIEVEMENT	WHERE VARIANCES – CORRECTIVE MEASURES TO BE IMPLEMENTED 2022/2023
IDP Reference Number	Key Performance Indicator (KPI)	Unit of Measurement	Actual Annual Performance 2020/2021	Original Annual Target 2021/2022	Revised Annual Target 2021/2022	Portfolio of Evidence	Q1 Measurable Target	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	KPI'S COMPLIED WITH AND ACHIEVED BY END OF Q4 - OVERALL ANNUAL ACTUAL	Annual Compliance / ANNUAL ACHIEVEMENT	Corrective Measures / Variances Explained and Challenges to be addressed
TL_0042	Prepare and submit quarterly progress reports to the Audit Committee on the implementation of the Risk Based Audit Plan (RBAP) and progress made with the proposed corrective actions in internal audit reports by the applicable sections	Number of reports to Audit Committee	4	4	**4**	Report to the Audit Committee and proof of submission	1 (Number)	1 (Number)	1 (Number)	1 (No. Of Reports)	**3**	**ACHIEVED**	All quarterly reporting has been done, the target should be set to 3 and not 4 as the one quarter's reporting are done in the next year
TL_0043	Approve Audit Action Plan by 28 February 2022 annually to address the issues raised in the Audit report for the relevant financial year	Approved Audit Action Plan	1	1	**1**	Approved Audit Action Plan	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0044	Report to the audit committee on the progress made with the implementation of the audit action plan	Progress reports on the implementation of the approved Audit Action Plan	1	2	**2**	Progress report on the implementation of the approved Audit Action Plan, and proof of submission	0 (Number)	0 (Number)	1 (Number)	1 (No. Of Reports)	**1**	**ACHIEVED**	All reporting were done, target should be set to 3 and not 4
TL_0045	Coordinate ward committee meetings and submit quarterly reports to portfolio committees and to Council	Number of reports to Council	0	4	**4**	Quarterly reports on activities of Ward Committees, and resolution of Council	1 (Number)	1 (Number)	1 (Number)	1 (No. Of Reports)	**2**	**UNSATISFACTORY**	No Portfolio Committees were held in Q1, Q2 and Q3 thus no reports could be submitted - MM to ensure Quarterly Portfolio Meetings are held for reporting to be done Take into account Elections and new ward Committees

TL_0046	Issue quarterly newsletter to the community	Number of newsletters issued to community	4	4	**4**	Upload screen printout indicating that newsletter was uploaded on website	1 (Number)	1 (Number)	1 (Number)	1 (Number)	**4**	**ACHIEVED**	
TL_0047	Investigation of all formally reported fraud, theft and/or corruption cases	Status % of each formally reported case of fraud, theft and/or corruption per register	100%	100%	**100%**	Progress Report on the status of each formally reported fraud, theft and/or corruption cases	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.0000 0 (Percenta ge)	**100%**	**ACHIEVED**	
TL_0048	Submit the Oversight Report on the Annual Report to Council by 31 March 2022	Oversight Report to Council	1	1	**1**	Oversight Report to Council, and resolution by Council	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0049	Coordinate answering of parliamentary and ministerial questions within 48 hours	Status % of parliamentary and ministerial questions per register	100	100%	**100%**	Register of parliamentary and ministerial questions indicating date of receipt and response to questions	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.0000 0 (Percenta ge)	**100%**	**ACHIEVED**	
TL_0050	Monitoring on the implementation of Council Resolutions	Number of reports to Council on the implementation of Council Resolutions	4	4	**4**	Quarterly progress report to Council on the implementation of Council Resolutions, and resolution by Council	1 (Number)	1 (Number)	1 (Number)	1 (No. Of Reports)	**4**	**ACHIEVED**	For 2022/2023 Council Resolutions were the Council Resolution Register were tabled must be uploaded as Supporting Documents - to ensure quarterly monitoring and the imlementation of resolutions
TL_0051	Report quarterly on requests received i.t.o. Promotion of Access to Information Act (PAIA)	Number of reports	4	4	**4**	PAIA register indicating date of receipt and date dealt with request, and quarterly PAIA report to the MM indicating that requests received were dealt with within 30 days	1 (Number)	1 (Number)	1 (Number)	1 (No. Of Reports)	**4**	**ACHIEVED**	
TL_0052	Spend 100% of the Library Grant by 30 June 2022	% of allocation spend [(Actual expenditure/total grant allocation received) x 100]	0	100	**100%**	Annual spending report of Library Grant	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	100.0000 0 (Percenta ge)	**100%**	**ACHIEVED**	

TL_0053	Respond to all external media enquiries within 72 hours	% of external media enquiries responded to within 72 hours	100	100%	**100%**	Register of external media enquiries indicating the date of receipt of enquiry, date of feedback on enquiry, and number of hours taken to respond to enquiry	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	**100%**	**ACHIEVED**	
TL_0054	Conduct IDP and Budget stakeholder engagements/consultations by 30 June 2022	Number of IDP and Budget stakeholder engagements/consultations	3	6	**6**	Agenda, Attendance Register, Photo's and Minutes of Engagement meetings	0 (Number)	3 (Number)	0 (Number)	3 (Number)	**5**	**BELOW TARGET**	The Actual of Q2 was changed from 3 to 2 as only 2 towns were visited and evidence provided for – Due to Elections in November 2021 and New Council
TL_0055	Submit IDP Process Plan to Council for approval by 31 August 2021	IDP Process Plan to Council	1	1	**1**	IDP Process Plan, and resolution by Council	1 (Number)	0 (Number)	0 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0056	Review the IDP and submit draft to council by 31 March 2022	Draft reviewed IDP submitted to Council by 31 March 2022	1	1	**1**	Draft reviewed IDP, and resolution by Council	0 (Number)	0 (Number)	1 (Number)	0 (Number)	**1**	**ACHIEVED**	
TL_0057	Develop the Risk Based Audit Plan for 2022/2023 and submit to the Audit Committee by 30 June 2022	Risk Based Audit Plan submitted to the Audit Committee by 30 June 2022	1	1	**1**	Risk Based Audit Plan submitted to Audit Committee, and proof of submission	0 (Number)	0 (Number)	0 (Number)	1 (Number)	**1**	**ACHIEVED**	

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENT AS AT 30 SEPTEMBER 2021	ACHIEVEMENT AS AT 31 DECEMBER 2021	ACHIEVEMENT AS AT 31 MARCH 2022	ACHIEVEMENT AS AT 30 JUNE 2022	OVERALL ANNUAL ACHIEVEMENT SUMMARY FOR 2021/2022
BL	Outstanding/Far Exceeds Target (167% and Above)					
T	Achieved/Exceeded Target (133% - 166.9%)					
G	Achieved target (100% - 132.9%)	8	8	10	12	14
Y	Below Target (66% - 99.9%)					1
R	Unsatisfactory (0% - 65.9%)	1	2	2		1
P	TARGETS NOT MEASURED	7	6	4	4	
		16	16	16	16	

SUMMARY OF ABOVE: A total of 16 targets has been set for Good Governance and Public Participation for the period under review. 14 KPI's were achieved overall and 1 Below target and 1 unsatisfactory.The corrective measures should address beter planning aroundnational events and then adjusting targets if it cannot be met or should move to other quarters. The Elections of November 2021 and new ward committees and council's should be taken into account when considering corrective measures. Although Portfolio Committees did not meet, ward committees should still meet and receive feedback and reporting should still continue.

3.5 MUNICIPAL FUNCTIONS & SHORT OVERVIEW

The Karoo Hoogland Municipality was established in 2000. Karoo Hoogland is a **category B municipality** as determined in terms of Municipal Structures Act (1998). **In terms of Section 9 of the Local Government: Municipal Structures Act (No. 117 of 1998) (as amended) KHM is a Category B municipality with a collective executive system combined with a ward participatory system.**

The establishment of the municipality fulfilled the local government transformation process as articulated by the White Paper on Local Government, 1998. The White Paper envisaged the form and nature of new local government structures in the country. The new local government structures are mandated to improve the quality of life of their citizens and residents.

3.5.1 ANALYSIS OF FUNCTIONS

The powers and functions performed by local authorities in South Africa are defined primarily in Section 156 and 229 of the Constitution (Act 108 of 1996). The Local Government Municipal Structures Act (117 of 1998), read together with the Local Government Municipal Structures Amendment Act (33 of 2000), divides the powers and functions, as set out in the Constitution between district and local municipalities (Section 84). The Act, together with the Amendment Act, Section 85(1), allows the Member of Executive Council (MEC) for COGHSTA to further adjust the division of certain of these functions between district and local municipalities. Section 84(3)(a) allows only the Minister for Provincial and Local Government to authorize a local municipality to perform these functions.

In terms of its category B status the Karoo Hoogland Municipality has been empowered to perform the **following functions** as bestowed upon it by the Constitution in terms of section 156(1) and the division of powers and functions.

Municipal Functions/District		
Constitution Schedule 4, Part B functions:		
Municipal Functions	**Function Applicable To Municipality**	**District**
Water Provision	✓	
Waste Water (Sanitation)	✓	
Electricity Provision	✓	
Waste Management	✓	
Housing	✓ (with funding from CoGHSTA)	
Free Basic Services	✓	
Road Transport	✓	
Community Social Services	✓	
Museums	✓	
Cemeteries	✓	
Environmental Protection	✓	
Health	✓	
Health Inspections and Abattoir		✓
Security and Safety		✓
Sport and Recreation	✓	
Disaster Management		✓
Air pollution		✓
Building regulations	✓ (No capacity inhouse)	✓
Firefighting services	✓ (Assistance from NDM)	✓

Municipal Functions/District		
Municipal Functions	**Function Applicable To Municipality**	**District**
Local tourism	✓	
Municipal planning	✓	
Trading regulations	✓	
Control of public nuisances	✓	
Fencing and fences	✓	
Licensing and control of undertaking that sell food to the public	✓	
Municipal Parks	✓	
Waste Water Storm Water Drainage	✓	

3.6 OVERVIEW OF PERFORMANCE AND CAPITAL PROJECTS 2021/2022

ALL WARDS

This section provides a high level overview of capital and cash flow performance. Financial Performance will be reported in more detail in Chapter 5 as well as in the AFS.

CAPITAL PROJECT PERFORMANCE

The Following projects commenced in 2021/2022 for which funding have been secured for:

CAPITAL PROJECTS 2021/2022				
No	**Project name and Detail**	**Start Date**	**End Date**	**Total Value R**
1	Williston Water Network Upgrade	September 2021	February 2022	R 13 788 780.71
2	Sutherland Emergency Bulk Water : Civil	February 2022	June 2022	R 4 635 033.49
3	Sutherland Emergency Bulk Water : Mechanical & Electrical	February 2022	June 2022	R 2 125 431.32

CASH FLOW PERFORMANCE

Financial Year	Revenue				Operating Expenditure			
	Budget	Actual	Difference	%	Budget	Actual	Difference	%
	R'000	R'000	R'000		R'000	R'000	R'000	
2018/2019	58378	55329	3049	94.78%	58323	65323	-7000	112.00%
2019/2020	58556	57438	1118	98.09%	64017	69196	-5179	108.09%
2020/2021	70581	75 139	-4558	106%	71515	76780	-5265	107.36%
2021/2022	65125	66576	-1451	102%	83 401	87 461	-4060	104%

2020/2021

'000	Approved Budget (A-Schedule)		Adjusted Budget (B-Schedule)		Actuals (C-Schedule)	
Revenue	R	63350	R	70581	R	64276
Opex	R	65568	R	71515	R	56896
Capex	R	8316	R	9367	R	8784

2021/2022

'000	Approved Budget (A-Schedule)		Adjusted Budget (B-Schedule)		Actuals (C-Schedule)	
Revenue	R	64,825	R	65125	R	66576
Opex	R	83401	R	83401	R	87461
Capex	R	18276	R	18276	R	24313

COMPONENT A : BASIC SERVICES

Karoo Hoogland Municipality delivers on its core functions as prescribed by the Constitution. Performance targets for basic services were set, taking into account the financial position of the Municipality and the availability of resources. The focus was on delivering basic services to the community to the best of its ability within limited resources and finance. The Municipality delivers the following basic services to its residents:

- Water provision
- Sanitation provision
- Electricity
- Solid waste management
- Municipal roads and stormwater
- Free basic services and indigent support

National Key Performance Indicators : Basic Service Delivery and Local Economic Development
The following table indicates the municipality's performance in terms of the National KPI required in terms of the LG: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

KPA & Indicators	**2019/2020**	**2020/2021**	**2021/2022**
Basic Service Delivery			
The number of households with access to free basic water	924	874	897
The number of households with access to free basic electricity	417	441	472
The number of households with access to free basic sanitation	924	874	897
The number of households with access to free solid waste removal	924	874	897
The number of households with access to basic level of water	2204	2209	2209
The number of households with access to basic level of sanitation	2204	2209	2209
The number of households with access to basic level of electricity	2204	2209	2209
The number of households with access to basic level of solid waste removal	2204	2209	2209
Local Economic Development			
The number of jobs created through municipality's LED initiatives including capital Projects	47	53	32 FTE (112 jobs)
* Number of Full Equivalent Employment (FTE's) created in terms of the EPWP as at 30 June 2020 and 30 June 2021 and 30 June 2022			

Basic Services Provision 2021/2022					
Detail	**Water**	**Sanitation**	**Electricity**	**Refuse**	**Housing**
Formal households	2209	2209	2209	2209	
Informal households					
Total Households*	2209	2209	2209	2209	
Houses completed in year					0
* Informal households supplied with electricity by Eskom					

3.7 WATER PROVISION/ WATER SERVICES

The residents in the municipal area have 100% access to water services. The Municipality has been experiencing an extreme water crisis. Karoo Hoogland Municipality was declared drought disaster area since 2015.

The Municipality is dependent on underground water resources and a system of borehole pumps and pipelines are upgraded and (in the year under review) in place to feed the reservoirs in the three towns from where it is further reticulated to all households. During the previous years under review new reservoirs were built in Fraserburg, specifically to increase the storage capacity to ensure sufficient availability during power failures.

NATURAL RESOURCES OF WATER: 100% from Boreholes

Karoo Hoogland Municipality has 21 Production Boreholes + 1 Recharge Borehole :

Fraserburg : 5 Boreholes / 1 Reservoir
Williston : 12 Boreholes + 1 Recharge Borehole / 3 Reservoirs
Sutherland : 4 Boreholes / 2 Reservoirs

WATER SERVICE DELIVERY LEVELS

Water is the most fundamental and indispensable of natural resources. It is fundamental to life, the environment, food production, hygiene and power generation, without water, humanity cannot survive.

Poverty reduction and improved water management are inextricably linked. Section 4B of the Constitution lists water and sanitation services, limited to potable water supply systems and domestic waste water and sewerage disposal systems, as a local government function.

Definition : Basic water is defined as 6 kilolitres of potable water per month supplied within 200 meters of a household.

Access to potable water is the norm in Karoo Hoogland Municipality. According to the Census 2011 assessment, the number of households with access to water has increased to 4 728 households.

Water Service Delivery Levels	
Description	**2021/2022**
Water : (above min level)	2209
Pipe water inside dwelling	0
Pipe water inside yard (but not in dwelling)	0
Using public tap (within 200m from dwelling)	0
Other water supply within 200m	0
Minimum Service Level and Above sub-total	2209
Minimum Service Level and Above percentage	100%
No water supply	0
Total number of households	**2209**

Total Use of Water by Sector (cubic meters)

	Agriculture	Forestry	Industrial	Billed Water Consumption	Domestic (Input Water)	Unaccountable water losses	% water losses
2019/2020				**276530**	**296168**	**19638**	**6.6%**
Sutherland				**67446**	**71233**	**3787**	**5.3%**
Fraserburg				**103669**	**109488**	**5819**	**5.3%**
Williston				**105415**	**115447**	**10032**	**8.7%**
2020/2021				**314604**	**341982**	**27378**	**8.01%**
Sutherland				84531	90577	6046	6.7
Fraserburg				109765	118656	8891	7.5
Williston				120308	132749	12441	9.4
2021/2022				**290758**	**272179**	**18579**	**6.39%**
Sutherland				**77738**	**73059**	**4679**	
Fraserburg				**103153**	**98022**	**5131**	
Williston				**109867**	**101098**	**8769**	

HOUSEHOLDS : WATER SERVICE DELIVERY LEVELS

All households have an acceptable level of water

HIGHLIGHTS AND GOOD PRACTICES : WATER SERVICE DELIVERY LEVELS

The implementing of prepaid water meters has been recognized as a Good Practice by Karoo Hoogland Municipality in the 2019/2020 financial year. Karoo Hoogland Municipality were also able to increase credit control measures with the implementation of these prepaid meters in areas where the public do not buy their electricity from directly from the municipality. In 2019/2020 KHM replaced all broken water meters.

Extra MIG Funding were allocated through the DoRA to spend on the Williston Internal Water Network Upgrading in the 2020/2021, but due to appeals during the Bidding Process the municipality had to apply for a Roll-over of the funds. A Contractor (JvZ Construction) was however appointed for this project in September 2021, but the Roll-over application was unsuccessfull.

CHALLENGES EXPERIENCED – WATER SERVICES

The **drought** is currently the biggest challenge as water levels need to be monitored constantly and very low levels of water in Williston and Sutherland brought about water restrictions and water supply for only certain hours of the day. This was done in coordination with DWS.

The drought is affecting the provision of water to Williston and Sutherland.

Challenge	Corrective Actions
Water Lossess Calculations and water readings at boreholes (water system input readings daily at extraction point at borehole and at reservoir)	To be addressed Better Technical Description of how and where water are metered and measured to calculate the lossess
Problematic Watermeters /Faulty meters	To be addressed

EMPLOYEES – WATER SERVICES

The Municipality does not have separate personnel attending to only this function as there is a general working team who attend to all infrastructure matters including the provision of water. A portion of the total salary budget is allocated to water services.

	2020/2021	2021/2022			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Job Level	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0
4 - 6	3	3	3	0.5	16.67%
7 - 9	6	6	6	1.5	25.00%
10 - 12	7	7	7	1	14.29%
13 - 15	9	9	9	2.2	24.44%
16 - 18	11	11	11	0.9	8.18%
19 - 20	18	18	18	1	5.56%
Total	55	55	55	7.1	12.91%

FINANCIAL PERFORMANCE 2021/2022: WATER					
Detail	2020/2021	2021/2022			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	9,225,196	9,808,200	9,987,886	13,616,207	-3,628,321.00
Expenditure:					
Employee Costs	1,049,958	1,082,102	974,598	1,153,992	-179,394.09
Depreciation and Amortisation		5,700,000	5,700,000	5,700,000	0.00
Others (Incl Repairs & Maintenance)	8,111,376	5,321,000	4,786,500	425,537	4,360,963.17
Total Operational Expenditure	9,161,335	12,103,102	11,461,098	7,279,529	
Surplus /(Deficit)	63,860	-2,294,902	-1,473,212	6,336,678	

CAPITAL EXPENDITURE – WATER SERVICES

The table below indicates the amount that was actually spent on water services projects for the 2021/22 financial year:

CAPITAL PROJECTS 2021/2022				
No	**Project name and Detail**	**Start Date**	**End Date**	**Total Value R**
1	**Williston Water Network Upgrade**	**September 2021**	**February 2022**	**R 13 788 780.71**
2	**Sutherland Emergency Bulk Water : Civil**	**February 2022**	**June 2022**	**R 4 635 033.49**
3	**Sutherland Emergency Bulk Water : Mechanical & Electrical**	**February 2022**	**June 2022**	**R 2 125 431.32**

3.8 WASTE WATER (SANITATION) PROVISION

All households in the Karoo Hoogland Municipal area have access to basic sanitation. Some of the erven in all three towns are connected to a waterborne sewerage system. Some erven are still equipped with sewerage drains and the sewerage are removed with sewerage removal vehicles. The balance of the erven has dry sanitation toilet (bucket system)s, which are also serviced by the municipality.

All three towns have oxidation ponds.

The following projects form part of the multiyear strategic projects in the IDP.

- Eradication of UDS Toilets (704 households remaining)
- Installation of full waterborne sewer system
- To ensure proper operation and maintenance of existing infrastructure and equipment
- Replace individual septic tanks with full waterborne sewer system
- Upgrading of oxidation ponds (completed)

Business plans was submitted to COGHSTA and Department of Water and Sanitation for the installation of sewerage networks and the eradication of the UDS toilets in all three towns.

CHALLENGES EXPERIENCED : SANITATION SERVICE DELIVERY LEVELS

The Bucket system need to be eradicated and proper operation and maintenance of existing infrastructure and equipment need to be done.

SANITATION SERVICE DELIVERY LEVELS

Below is a table that specifies the distribution of households by type of toilet facility

SANITATION SERVICE DELIVERY LEVELS : HOUSEHOLDS		
Description	**2020/2021** Actual No	**2021/2022** Actual No
Sanitation / Sewerage (above minimum level)	2209	2209
Flush toilet (connected to sewerage)	707	707
Flush toilet with septic tank	798	798
Other Toilet Provisions (above minimum service level)	704	704
No toilet provision (temporary ablution)	35 (shacks)	35 (shacks)
Total households	2209	2209

EMPLOYEES SANITATION SERVICES

The Municipality does not have separate personnel attending to this function as there is a general working team who attend to all infrastructure matters including the provision of sanitation. A portion of the total salary budget is allocated to sanitation services.

FINANCIAL PERFORMANCE 2021/2022: SANITATION					
Detail	**2020/2021**	**2021/2022**			
	Actual	**Original Budget**	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue	8,831,391	9,254,500	9,266,064	5,462,537	-3,803,527.00
Expenditure:					
Employee Costs	2,570,696,	1,794,902	1,563,234	1,417,825	-145,409.17
Depreciation and Amortisation		2,300,000	2,300,000	2,300,000	-
Others (Incl Repairs & Maintenance)	3,653,193	1,128,200	1,042,705	430,460	-612,245
Total Operational Expenditure	6,223,890	5,223,102	4,905,939	4,148,285	
Surplus /(Deficit)	2,607,501.47	4,031,398.00	4,360,125.00	1,314,252.17	

There was no capital expenditure on Waste Water Services in the 2020/2021 and 2021/2022 financial years.

3.9 ELECTRICITY PROVISION

The Municipality supplies electricity to Fraserburg and part of Williston(Electricity and Street Lighting). The other part of Williston(Amandelboom) as well as Sutherland and the rural areas are serviced by ESKOM.

The electricity losses for 2020/2021 were determined at **8,9 %.**

The electricity losses were determined at **9,89 %** for the 2019/20 financial year compared to **11,97 %** for the 2018/19 financial year. This increase in the % losses is due to faulty meters, electricity theft and points of supply that are not being metered.

2021/2022 Electricity losses : 9.49%

The table below give a brief description of the highlights for Electricity service delivery during the 2021/2022 financial year:

HIGHLIGHTS AND GOOD PRACTICES :

No Major outages occurred. Regular follow ups on incidents of possible electricity theft Electricity losses within acceptable range. Switched from Rura Flex to Night Time

CHALLENGES EXPERIENCED :

Electrical reticulation throughout Fraserburg is mainly by means of overhead 11kV and low voltage. The age of these networks are in excess of 40 years and have degraded to such a state that normal maintenance and refurbishment is not adequate anymore to ensure safe and reliable operation. ☐ Funding for the upgrade of the network in Fraserburg (MV and LV)(Funding from the Department of Energy to upgrade networks through INEP) ☐ The regular reading of meters ☐ High cost of electricity

ELECTRICITY SERVICE DELIVERY LEVELS		
Description	**2020/2021** Actual No	**2021/2022** Actual No
Energy (at least minimum service level) conventional meters		
Electricity – pre-paid (min service level)	2204	2209
Minimum Service Level and Above sub-total		
Minimum Service Level and Above percentage	100%	100%
Total number of households	2204	2209

TOTAL EMPLOYEES : ELECTRICITY SERVICES

The following posts are approved on the organogram and are budgeted for :

- **Electrician (1)**
- **General Worker Electrical (1)**

FINANCIAL PERFORMANCE 2021/2022: ELECTRICITY					
Detail	2020/2021				2021/2022
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	15,958,405	17,920,202	18,420,802	24,611,358	6,190,556.10
Expenditure:					
Employee Costs	348,093	832,303	1,217,193	994,241	222,952.00
Depreciation and Amortisation		1,200,000	1,200,000	1,200,000	
Others(incl Repairs & Maintenance)	11,427,127	12,766,316	12,833,186	12,306,741	526,444.92
Total Operational Expenditure	11,775,221	14,798,619	15,250,379	14,500,982	
Surplus /(Deficit)	4,183,1830	3,121,583.00	3,170,423.00	10,110,376.02	

There was no capital expenditure on Electricity Services in the 2020/2021 and 2021/2022 financial years.

3.10 WASTE MANAGEMENT (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. The Municipality delivers solid waste services to the residents of Karoo Hoogland Municipality. All residents receive the **service once a week** and **a black bag system** is being implemented for the removal of solid waste.

The Municipality has an **Integrated Waste Management Plan 2014/2018** in place which was compiled by the District Municipality.The Municipality awaits the new IWM Plan from the District as due to Covid since April 2020 no progress was recorded.

Refuse Removal:

The Municipality has a refuse removal team in each of the three towns. These teams are responsible for the collection, removal of domestic as well as business refuse and the final disposal of waste at municipal waste disposal sites. The teams each comprises of a tractor driver and general workers and the refuse are collected manually and transported to the landfill sites in each town.

Black bags are available to the public at the municipality in which refuse must be placed for removal. The municipality must ensure proper operation and maintenance of existing infrastructure and equipment through licensing and upgrading of landfill sites.

Dumping Sites/Landfill Sites:

The Municipality has 3 landfill sites : Williston, Fraserburg and Sutherland. Only Fraserburg's landfill site has a permit and the other two have licenses. Requests for the change have been submitted already. Although these sites are fully functional, illegal dumping of waste in the municipal area remains a major challenge. To curb illegal dumping, it is recommended that Council consider a recycling program.

HIGHLIGHTS AND GOOD PRACTICES :

- Regular removal of refuse
- Fencing of Fraserburg Landfill Site took place
- CWP and Thuma Mina participants helped out with cleaning up of municipal dumping sites where the black bags were sabotaged by illegal dump dwellers/pickers

CHALLENGES EXPERIENCED :

- Eradication of small garden refuse areas: The Removal of some small garden waste camps/areas in Williston brought about some issues because the community still dumps their garden refuse where the sites were. The community should be educated in this regard and alternative procedures should be developed.
- Illegal dumping (Corrective measures: Fines (law enforcement program) will be imposed on the public which participates in these illegal activities, as the Municipality has communicated with all towns communities via Face book, newsletters and the website.
- Corrective measure : Educational programmes to educate communities about their role to play by taking ownership by keeping our towns clean and the Landfill Sites and reporting illiegal activities)
- Cleaning of dumping sites
- The Williston Landfill Site is not fenced and the papers/garbage and bags are blown all over and closer to town. This results to additional costs to clean and manage the landfill sites. It is **recommended** to request funding to fence this landfill Site.

Solid Waste Service Delivery Levels – Nr of Households		
Description	**2020/2021**	**2021/2022**
	Actual	**Actual**
	No	**No**
Solid Waste Removal: (Minimum level)		
Removed at least once a week	2209	2209
Minimum Service Level and Above sub-total	2209	2209
Minimum Service Level and Above percentage	100%	100%
Solid Waste Removal: (Below minimum level)		
Removed less frequently than once a week		
Using communal refuse dump		
Using own refuse dump		
Other rubbish disposal		
No rubbish disposal		
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level percentage	0	0
Total number of households	2209	2209

TOTAL EMPLOYEES : REFUSE SERVICES

The Municipality does not have separate personnel attending to this function as there is a general working team who attend to all infrastructure matters including the removal of refuse and solid waste disposal. A portion of the total salary budget is allocated to sanitation services as indicated in the table below.

The Municipality has a refuse removal team in each of the three towns. These teams are responsible for the collection, removal of domestic as well as business refuse and the final disposal of waste at municipal waste disposal sites. The teams each comprises of a tractor driver and general workers and the refuse are collected manually and transported to the landfill sites in each town.

FINANCIAL PERFORMANCE 2021/2022: REFUSE					
Detail	**2020/2021**				**2021/2022**
	Actual	**Original Budget**	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue	7,882,434	8,088,901	8,316,032	4,465,617	- 3,850,414.70
Expenditure:					
Employee Costs	1,869,936	1,692,300	1,715,303	1,702,575	12,728.00
Repair & Maintenance	57,745				
Others(incl Repairs & Maintenance)	5,630,956	412,501	415,629	609,928	194,299.23
Total Operational Expenditure	7,558,639	2,104,801	2,130,932	2,312,503	
Surplus /(Deficit)	323,795	5,984,100	6,185,100	2,153,114	

3.11 HOUSING

The Municipality does not have a specific staff component to deal with housing matters as the provision of housing was a Provincial function. When a housing project is approved the services of Consulting Engineers and Contractors are procured through prescribed SCM Principles. An objective of the municipality is also to enhance sustainable service delivery through infrastructure development with reference to the eradication of the housing backlog of **670 (2019/2020) houses by 2030**.

This backlog does not include the backyard dwellers which are found being reported through the IDP. About 215 (2019/2020) backyard dwellers are found in all three towns and this amount varies through the years as people move around and leave town for work in other towns as well as move here when construction work arises. Through the **National Housing Needs Register** it is being predicted that the backyard dwellers and people with a need for housing increases annually.

Housing unofficial waiting list per town:

Town	*2020/2021*	*2021/2022*
Williston	**300**	
Fraserburg	**130**	
Sutherland	**240**	
Rural areas(Farms)	35	**45**
Informal Structures	25	45
Backyard Dwellers	215	225
Total housing backlog :		**+/- 830**

The Municipality embarked on visits to all towns in Karoo Hoogland during 2018/19 to register new applications on the Unofficial Housing waiting list after the approval of the new Spatial Development Framework 2018/23. Training on the National Housing Needs Register could however only commence now in 2021/2022 due to administrative issues. Council identified areas per town for future housing development projects.

Housing is not a function of the Municipality and therefore no municipal resources are allocated towards Housing. Housing is managed by Northern Cape CoGHSTA.

Although Housing is not a function it is a clear need which need to be addressed and stressed for attention at all levels of government.

At the end of 2019/2020 the Municipal Manager gave specifications for erven to be subdived in Williston to assist some of the people on the backlog who will possibly not qualify for FLISP or other Housing Subsidies. Thus a Tender was put out in June 2020 for a Surveyor. The contract could however not be finalised due to an EIA which the Municipality still have to do and appoint a service provider for that for the SPLUMA process of the 60 erven to be concluded and approved by the Municipal Planning Tribunal.

During the 2014/15 financial year it was announced that 150 new erven will be planned and developed in Williston. The Planning phase commenced in 2015/2016 for these 150 erven. The SPLUMA applications was submitted in 2016/2017 for the Williston 150 erven and it is also when the EIA process commenced. Due to a delay in approval from certain national departments and the final RoD from Environmental Affairs the Town Planning application was only approved by the Municipal Planning Tribunal on 13 September 2018. The municipality is busy applying for the funding for the internal services and bulk services as well as the top structures. The building of top structures can only commence when the sites are serviced by the different service providers which in this case are ESKOM and the municipality. The municipality await the approval of the business plans which was submitted in August 2018.

During 2013/2014 an outstanding 15 new houses should have been built on the previous 225 Fraserburg Housing Project. Due to lack of competent contractors this project would only be completed in 2017/2018. However this project was not completed in 2017/2018. This project were taken over by CoGHSTA Regional in Springbok to finalize. 10 of the 15 Houses were completed during the 2019/2020 financial year and the outstanding 5 were completed during 2020/2021 bringing the total households of Karoo Hoogland to **2209 as at 30 June 2021**.

During the 2015/16 a total housing project for all three towns was submitted to address the housing need and identify areas where possible residential erven could be developed.

In 2016/2017 two new housing projects were registered and approved and the town planning processes commenced:

- 150 Erven Williston (Town Planning application successful during September 2018)
- 100 Erven Sutherland (Town Planning application not yet successfully submitted)

A **Housing Sector Plan were being developed in 2017/2018** in partnership with Namakwa District Municipality. This plan will adhere to the Housing Needs of the Municipality in the future. The Plan was however not concluded and the process continued in the 2018/2019 year. Due to Covid the progress of this Housing Sector Plan was not reported.

2021/2022 :
The National Housing Needs Register (NHNR) enables households to register their need for adequate shelter. Three municipal officials of each town within the municipal area had the training to register applicants on NHNR.

Town	**Total of Applicants Registered on the NHNR**
Williston	**362**
Fraserburg	**296**
Sutherland	**252**

It is worth mentioning that the captured applicants on the NHNR are not an exhausted list. The housing backlog and demand for surveyed and serviced erven are far bigger than what is captured.

TITLE DEEDS

The Municipality submitted a business plan to transfer Title Deeds which are still in the name of the Municipality for old housing projects. The status as at 30 June 2021 as no deeds were transferred during 2018/2019 and 2019/2020 and 2020/2021 and 2021/2022:

		2016/2017		**2017/2018**	
	Total Outstanding Targets	**Target**	**Actuals**	**Target**	**Actual**
Williston	226	0	0	226	0
Sutherland	0	81	81	0	0
Fraserburg	0	205	205	20	20

3.12 FREE BASIC SERVICES AND INDIGENT SUPPORT

Due to the level of unemployment and subsequent poverty in the local municipal area, there are households that are unable to pay for normal municipal services. The Municipality therefore adopted an Indigent Management Policy to ensure that these households have access to at least all basic municipal services and was guided in the formulation of this Policy by the National Government's Policy in this regard. All households who qualify in terms of the said policy, receives a subsidy on property rates as well as other service charges such as water, refuse and electricity (50kWh of electricity per month free of charge as well as 6000 liters water per household per month (appr. 200 liters of water/ day))

Table 33: Number of households benefiting from indigent support system, 2016

Namakwa District Municipality	Indigent households registered with municipalities	Benefitting			
		Water	Electricity	Sewerage and sanitation	Solid waste management
Hantam Municipality	1 452	1 452	1 229	1 452	1 452
Kamiesberg Municipality	1 276	1 276	1 201	205	1 226
Karoo Hoogland Municipality	944	944	944	944	944
Nama-Khoi Municipality	5 045	5 045	5 045	5 045	5 045
Richtersveld Municipality	1 068	1 068	1 033	1 068	1 068
Khâi-Ma Municipality	1 752	1 752	1 353	1 751	1 751
Total	**11 537**	**11 537**	**10 805**	**10 465**	**11 486**

Source: Non-financial census of municipalities, 2017

Table 33 shows that the number of indigent households registered in the Namakwa district for the year 2016 is 11 537 units with Nama-Khoi municipality having the highest number of such households at 5 045 units, followed by Khai-Ma, Hantam, and Kamiesberg municipality with 1 752, 1 452 and 1 276 indigent households registered as indigent respectively. The municipalities with the least number of indigent households are Karoo

Free Basic Services To Low Income Households										
	Number of households									
		Households earning less than R 5300 per month								
			Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
	Total	Total	Access	%	Access	%	Access	%	Access	%
2019/2020	2204	924	924	42%	924	42%	417	19%	924	42%
2020/2021	2209	874	874	40%	874	40%	441	20%	874	40%
2021/2022	2209	897	897		897					
									T3.6.3	

Free basic Electricity is split between municipal and what Eskom provides.

Only households where the accountholder or property owner has registered as indigent in terms of the municipality's annual registration program and whose registration has been approved and entered into the register of indigents qualify for the above concessions. These registers are submitted each month per town to the Performance Management System as well. The subsidies on rates and the specified service charges will be determined as part of each annual budget and in terms of the Municipality's Policies on property rates and tariffs. Currently there are **897 (30 June 2022)** households that are receiving indigent support on a monthly basis. However this amount varies each month as the indigents need to apply monthly as we found that household situations differ each month. Each month a Free Basic Services Report are being submitted to CoGHSTA in Springbok as well as to the Namakwa District Municipality and Provincial Treasury. Karoo Hoogland Municipality is frequently monitoring the indigent and free basic services. Please see in the tables below how the indigents' situations changes monthly and varies during the year.

COMPONENT B: ROAD TRANSPORT

This component includes: Roads, transport and stormwater drainage.

The Municipality is responsible for the normal maintenance, re-gravel and reseal of roads. One of the major challenges experienced by the Municipality is the ongoing maintenance of potholes due to insufficient funds. The district municipality is responsible for maintenance, repairing, protecting and management of the proclaimed provincial roads in the area.

The Municipality's waste water (stormwater) systems consist of channels, pipelines and open trenches with piped road crossings.

3.13 ROADS

Williston, Fraserburg and Sutherland have tar roads and gravel and paved roads. The Municipality must submit projects to MIG for the upgrading of roads regularly. The tar roads are currently in a poor condition with potholes occurring all over the roads. The Municipality endeavors to arrange training for its personnel to repair potholes and also purchase the necessary equipment and material to do the work in the future.

The Municipality however does not have the **financial capacity** to budget for the repair of all the potholes. The Municipality submitted a business plan to MIG to pave the roads in Williston, Fraserburg and Sutherland during 2015/2016. Not only will this improve the infrastructure but also the health of the community to curb the dust in the dry Karoo.
During the 2018/2019 1,8 km of gravel roads were paved in Williston.
During the 2020/2021 a further 2,1 km of gravel roads were paved in Williston.

The following projects form part of the multiyear strategic projects in the IDP:

- Surfacing of existing gravel roads
- Surfacing of internal gravel roads using labour intensive methods
- Manufacturing paving blocks on site using local labour
- Surfacing of roads with concrete paving blocks
- Cross cutting Infrastructure : Upgrading of all major routes
- Fabrication of stones
- Safety of streets (Speed bumps)
- Fencing of BNG Houses
- Upgrading of Community Halls
- Signage : Street names and Numbers
- Upgrading of pedestrians routes
- Multipurpose center
- Driver License Testing Centre Fraserburg

EMPLOYEES ROAD SERVICES

The Municipality does not have separate personnel attending to this function as there is a general working team who attend to all infrastructure matters including road services. A portion of the total salary budget is allocated to road services.

FINANCIAL PERFORMANCE 2021/2022: ROADS					
Detail	2020/2021	2021/2022			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	9,980,898	-	-	-	
Expenditure:					
Employee Costs	4,292,400	5,296,952	5,404,933	6,024,103	619,170.36
Depreciation and Amortisation		1,500,000	1,500,000	1,500,000	-
Others(including Repairs & Maintenance)	3,777,041	568,300	461,921	430,184	- 31,737.17
Total Operational Expenditure	8,069,4420	7,365,252	7,366,854	7,954,287	
Surplus /(Deficit)	1,911,456	- 7,365,252.00	- 7,366,854.00	- 7,954,287.19	

HIGHLIGHTS AND GOOD PRACTICES :

- ☐ Paving of gravel Roads in Williston took place in 2020/2021 to the value of R8 980 898 and are planned for 2022/2023

CHALLENGES EXPERIENCED :

- ☐ Lack of funding to upgrade and maintain streets properly
- ☐ Lack of equipment to maintain gravel roads
- ☐ Well skilled operators/staff in all the towns in the Municipality

3.14 WASTE WATER STORM WATER DRAINAGE

Storm water drainage forms an integral part of road infrastructure. Due to the fact that the road infrastructure in the three towns is not up to standard it results in poor storm water drainage during times of heavy rain. The maintenance and construction of storm water structures will only be addressed once the municipality receives funds for the upgrading of its road infrastructure.

Stormwater remains one of the **main challenges** to the area due to the gravel roads which do not have stormwater channels. During the rainy season gravel roads washes away and the maintenance to these roads need to be done at high costs for the Municipality.

The Municipality does not have separate personnel attending to this function or a budget in this regard.

3.15 TRANSPORT

The Municipality does not have a Transport Plan for any of the three towns due to the lack of any major form of transport. The majority of the community does not have the means to pay for the transport and as the current statistics indicate various other methods is used for transport. Transport is **not a function** of the Municipality, however, there is potential to expand this industry, particularly the provision of public transport through economic development.

The majority of the Karoo Hoogland Local Municipality's population (82.3%) travel to school or to work by foot. Around 6.7% of the Karoo Hoogland population make use of public transport (i.e. the bus, train, taxi, or lifts with other people); while 1.6% make use of bicycles and 9.4% use their own private transport. Donkeys and horses as well as donkey/horse carts are also widely used in the area.

Significant portions of Karoo Hoogland's population are living in small, dispersed settlements and have limited transport capacity to travel the often significant distances between urban centres. As many of these households are also living in poverty, the lack of transport adds to the so-called "poverty trap", as these people are less able to conduct, for example, informal activities to alleviate their circumstances.

Williston, Fraserburg and Sutherland have tar and gravel roads. The municipality must submit projects to MIG for the upgrading of roads regularly. The tar roads are currently in a poor condition with potholes occurring all over the roads. The municipality endeavors' to arrange training for its personnel to repair potholes and also purchase the necessary equipment and material to do the work in the future. **Provincial routes need to be resealed**. The current conditions have a very negative impact on the local economy as easy access is not available for potential investors and tourists.

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes two service delivery priorities namely planning and development. Planning consists of land use and building control and development consist of Local Economic Development (LED). LED is built around a commitment to develop a climate in which economic development and growth can prosper.

3.16 PLANNING AND SPLUMA

The Municipality does not have a Planning department and for the purposes of specific town planning matters, the municipality procures the services of a Professional Town planner.

The municipality does have a Land Use Management Scheme (Scheme Regulations, 2007) as well as a revised Spatial Development Framework(Aug 2019) and all matters in this regard are handled by the Corporate Services Directorate.

Funding to implement the LUMS was a challenge to the Municipality.The Municipality could not reach the deadline date of 30 June 2020. Subsequently an application for postponement was referred to the Minster and was then granted. A funding application was sent to the Department of Rural Development and was approved. The Revision of the LUMS was completed by May 2022. The Department of Rural Development assisted the municipality in appointing the Consultant who revised the LUMS.

According to the MFMA, low cost housing development and associated services as planning and surveying is not a municipal function (with regard to financing of the project) and therefore no capital projects in this regard could be provided for, as no housing project has been approved by province during the past year. No other township establishment projects have been undertaken during the past year. Please refer to 3.5 Housing.

HISTORY AND BACKGROUND OF SPLUMA

During the 2014/2015 year the Spatial Land Use Management Act was passed by Parliament and all future land use management matters will be dealt with in terms of the new provisions of this Act. The municipality received assistance from Dept of Rural Development to gazette their new By-Law in the 2015/2016.

The Local Government Planning and Performance Regulations (2001) stipulate the content of the SDF. In terms of Section 4 of Regulations the SDF is required to.

- Give effect to principles contained in Chapter 1 of the Development Facilitation Act, 1995
- Set out objectives that reflect desired spatial form of the Municipality
- Contain strategies and policies regarding the manner in which to achieve the objectives which must:
- Indicate the desire pattern of land use
- Indicate the direction of growth
- Provide strategic guidance in respect to location and nature of development
- Set out basic guidelines for land use management system
- Set out a capital investment framework for development programmes
- Incorporation a strategic assessment of the environmental impact land within the Municipality
- Identify programmes and projects for development of land within the Municipality

- Be aligned with neighboring municipal SDF's
- Provide visual representation of the desired spatial form which
- Must indicate areas in which the intensity of land development could be either increased or reduced
- Must indicate desired and undesired utilization of land in an area
- Indicate conservation of both the built and natural environment
- Must indicate where public private land development and Infrastructure investment should take place
- May delineate the urban edge
- Must identify where priority spending is required

Gazette where By-Law was published 19 October 2015 (Notice 154 of 2015) http://www.gpwonline.co.za/Gazettes/Pages/Provincial-Gazettes-Northern-Cape.aspx

A new By-Law was promulgated in November 2015. In a previous Annual Report of 2015/2016 a full SPLUMA Report with all preparations done and Council Decisions taken were attached. Karoo Hoogland Municipality now form part of the District Municipality's Municipal Planning Tribunal who decides on applications after the full process have been completed.

SPLUMA administrators at Karoo Hoogland appointed by Council :
Municipal Manager & Manager : Administration

Municipal Planning Tribunal active since March 2016

The focus of planning is on the approval and issuing of rezoning applications, sub-divisions and consolidation and application of the regulations in terms of building control and the approval of building plans.

HIGHLIGHTS : PLANNING

Municipal Planning Tribunal (NDM) – Fully Functional

CHALLENGES: PLANNING

Challenges	Corrective Action
Limited available space for graves	Establishment of new cemeteries and identification of land
Complaints from communities regarding the vandalism at cemetaries	Law Enforcement
Complaint from communities regarding landfill sites	Implementation of recycling project and establishment of recycling facilities Fencing of sites
Housing provision challenge and availability of land for housing development	EIA and subdivisions of erven for RDP and middle income houses
Identification of land for housing and Bulk Services to be installed and lack of town planning capacity	Appointment of professional service providers to do EIAs, Geotech as well as subdivisions for township establishment and Bulk Services need to be applied for
Drought and impact of climate change	Drought relief funding from National Government
Scarcity of water resources such as boreholes and reservoirs	Drought relief funding from National Government, as well as water and sanitation programme
Poor and outdated infrastructure and buildings	Improvement in revenue collection to maintain infrastructure and buildings
Lack of sufficient support for emerging farmers including after care of projects	Interventions from the Department of Agriculture, Rural Development and Land Reform to assist emerging farmers

BACKGROUND OF REVISION OF SDF DURING 2018/2019

With the SPLUM Act and Regulations the SDF must be revised before 2020 and a request for assistance was send to the Department of Rural Development and Land Reform in this regard. The Department concluded the Terms of Reference for the tender process during November 2017. The current SDF was developed and approved by Council in 2010/2011 and must be revised before 2019 to include new legislation. SKA proposed to sponsor the revision of the SDF as this is a very expensive project. The tender for a consultant to do the revision of the SDF commenced in 2017/2018 during Feb 2018 – April 2018. In June 2018 a Consultant Ditsamai was appointed and the process commenced in July 2018. The process of revision was done and concluded in March 2019. Final approval by Council was done on 30 August 2019. Karoo Hoogland Municipality now have a Revised and SPLUMA Compliant SDF. Please visit our website for the result of which we are very proud.

Service Delivery Statistics : List and progress of Applications received and in process for 2021/2022: Windfarms, Rezoning, Consolidations, Subdivisions summarized in Register

Progress On Applications for Land Use Development																		
Detail	Formalisation of Townships				Freestanding Cellular Communication Base Station				Rezoning INCLUDING WINDFARMS				Built Environment/ Building plan applications					
	2018/2019	2019/2020	2020/2021	2021/2022	2018/2019	2019/2020	2020/2021	2021/2022	2018/2019	2019/2020	2020/2021	2021/2022	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Planning application received			1		1	1	1		8	3	10	1	10	7	11	8	21
Determination/approval made in year of receipt					1		1		3		4	1	8	3	6	2	0
Determination/approval made in following year	1		1			1			6	3	6			2			7
Applications withdrawn or applicant did not provide further information									1								14
Applications outstanding at year end			1						4		6		2	4	2		
Application for land for housing			1						1								15

3.17 LOCAL ECONOMIC DEVELOPMENT

Municipalities have a Constitutional Mandate to promote Local Economic Development (LED). Section 153 of the Constitution of the Republic of South Africa, 1996 states that: *"A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the Community."*

Economic development can be defined as an "***activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs".***

Circulate local generated money and money received via value chain and local procurement in the local community to increase the number of times profit can be added to an ever growing bigger volume of local currency that will subsequently grow the economy and create local ownership and employment. This require that local resources are added value to and exported. Furthermore local residential, commercial and industrial demands are supplied by locally owned enterprises, thus circulating local currency and obtaining external currency to grow the local GDP.

The draft LED Strategy, which was compiled during 2011 by the Department of Economic Development, Namakwa District Municipality and Urban Econ, was approved by Council in 2011. The Provincial Department of Economic Development will assist with the review of the Strategy once the necessary capacity becomes available. The LED Strategy is built around commitment to develop a climate in which economic development and growth can prosper and growth is shared. The primary role of local government is to create a climate that is conducive to local economic development hence we can only achieve this goal with the assistance and support of all our relevant stakeholders.

Karoo Hoogland Municipality has a Local Economic Development Strategy which have been implemented since 2019/2020.

JOBS CREATED THROUGH EPWP

In relation to no jobs created in the 2017/2018 year, in the 2018/2019 Karoo Hoogland Municipality created **110 EPWP jobs** through projects funded by MIG.

During 2019/2020 47 jobs were created
During 2020/2021 53 jobs were created
During 2021/2022 112 jobs were created = 32 FTE

Community Works Program

The Community Work Programme (CWP) was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. They also assists those whose livelihood activities are insufficient to lift them out of abject poverty. The CWP is an innovative offering from government to provide a job safety net for unemployed people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities. The programme provides them with extra cash to support them in their search for full-time or part-time employment. Programme participants do community work thereby contributing to improvements that benefit all community members.

The rationale for availing 8 days of work a month in the CWP was in order to allow participants to engage in other income generating activities for the remainder of the month. The idea was that most unemployed people would not normally sit and do nothing while unemployed. Instead they would find some "piece jobs," take up part-time or casual employment or self-employment.

The plan for Karoo Hoogland LM will focus on Local Economic Development in all the wards the key development issues to be address by the CWP anchor sector is;

- Economic Tourism and Environment
- Economic Job Creation
- Education
- Health and Social

JOBS CREATED THROUGH CWP

3LDevelopment was appointed as the new implementing agent for the Community Works Programme in Karoo Hoogland from 1st April 2019. The total amount of participants in the programme is at 429 out of site that need to have 550 beneficiaries. Registration on this programme is continuously as beneficiaries leave the programme for better employment opportunities.

The municipality actively participate in the **Northern Cape Economic Development Forum** to report and ensure that economics changes are implemented on a local level.

UNEMPLOYMENT DATABASE

Karoo Hoogland Municipality compiled a registration process for unemployed jobseekers to complete a formal registration form of their employment status, the application form is available on the website of the municipality for jobseekers that have access to internet facilities to download the form and complete and send it back via the municipal's e-mail address, the application form is also available at the offices of the Community Development Workers (CDW's) and at the offices of the municipality.

Jobseekers get employed according to the criteria of the municipality and needs of the individual. They get employed through the EPWP projects, CWP, Sector Departments and the municipality.

In 2018/2019 through the assistance of Nordex Energy South Africa an unemployment databases was created for job seekers in **Sutherland.**

Unemployment Rate according to IDP : 12,1%

Engagements with Stakeholders to assist institutions in the area




PLAYGROUND EQUIPMENT DONATED BY SKA : NEXT TO HOMPIE KEDOMPIE KINDERGARTEN SCHOOL AT AMANDELBOOM

LED Vision (From 2021/2022 IDP)

The LED vision of Karoo Hoogland Local Municipality is:" *To create a safe, healthy and economically sustainable environment where all the residents of the Karoo Hoogland LM benefits from basic service provision and adequate social infrastructure."*

The LED goals for Karoo Hoogland Local Municipality are as follows:

- Poverty relief through effective basic service delivery and job creation,
- Assist with economic interventions in sector development (agricultural, tourism and renewable energy,
- Facilitate education, literacy, skills development and capacity building within the Local economy
- Promote business and investment attraction and retention,
- Enhance sustainable service delivery through infrastructure development

PILLARS and THRUSTS

PILLARS AND THRUSTS

PILLARS	THRUST	TASK/PROJECTS
Building a diverse Economy	Renewable Energy/ SKA/ Mining Development	▪ Investigate possible opportunities for development of renewable energy. ▪ Investigate opportunities for mining eg. Fracking , Uranium ▪ Investigate opportunities that can emerge from SKA development
Developing Learning & Skillful Local Economies	Institutional Development	▪ Establish an LED Committee ▪ Establish a functional LED Forum ▪ Identify appropriate LED Training and Capacity Building programmes for various staff members Establish an LED Committee ▪ Establish a functional LED Forum ▪ Identify appropriate LED Training and Capacity Building programmes for various staff members
Developing Inclusive Economies	Agriculture Development	▪ Water capacity needs to be extended. ▪ Determine the viability of new agricultural ventures. ▪ Release land to Local farmers ▪ Source funding for farmers ▪ Establish community gardens
	Tourism Development	▪ Update the existing Tourism Strategy (2002) ▪ Investigate possible linkages and joint initiatives with other Namakwa Local Municipalities, the Western Cape and Namibia ▪ Establish Tourism Information Centres in all Towns ▪ Training of tour guides.
Enterprise Development and Support	SMME and Business Support	▪ Source funding for emerging businesses ▪ Generate a SMME Database Providing training and support

		for leadership and management development ▪ Identify skills gaps within key economic sectors ▪ Identify available land and ensure that it is serviced and zoned correctly; and allow equal access to this land for Local communities Strengthen marketing platform for SMME's to market good and services ▪ Implementation of mentorship programmes for SMME's ▪ Ensure training programmes provided are relevant and accredited ▪ Facilitate training programmes available ▪ Determine the viability small scale mining ventures.
Economic Governance & Infrastructure	Quality of Life Improvement	▪ Overcome backlogs in service delivery ▪ Implement opportunities for bulk infrastructure development ▪ Improve access to health care and education

COMPONENT D : COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums, arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes.

3.18 LIBRARIES, ARCHIVES, MUSEUMS, COMMUNITY FACILITIES AND OTHER

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES (LIBRARIES, ARCHIVES, MUSEUMS, GALLERIES, COMMUNITY FACILITIES, OTHER THEATRES, ZOOS ETC)

LIBRARIES

The Municipality has three Libraries that render services to the communities of Williston, Ammerville (suburb in Fraserburg) and Sutherland.

Service Statistics for Libraries

Type of Service	2019/2020	2020/2021	2021/2022
Libraries			
Number of Libraries	4	3	3
Library members	1529	1598	1644
Books Circulated	11445	13285	14398
People visiting	893	1321	1374
Internet users - number of computers	467	291	633
Children Programmes	0 Due to covid	0 Due to covid	26
Visits by school groups and creches	36	44	42
Book group meetings for adults	4	7	23

MUSEUMS

The Municipality operates and maintains two museums, one each in the towns of Williston and Fraserburg. The Municipality also budgeted for financial support to the privately owned Museum, NP van Wyk Louw Museum, in Sutherland in the 2016/2017 financial year, however they did not claim it. The Williston Museum is in a very bad condition and will need serious maintenance urgently.

COMMUNITY FACILITIES

The municipality has a community hall in Williston and two in Fraserburg. The one in Amandelboom (Williston) is totally vandalized and have been out of use for the past eight years. The two in Fraserburg are frequently being used for dances, community meetings and other events. The Municipality also makes the Community Hall in Ammerville (Fraserburg) available for grant payouts. The Councillors also make use of the community halls for community and ward committee meetings. This is quite a headache when organizing IDP and Budget meetings in Williston and Sutherland as we have to rent facilities, usually the Sneeuvlokkie hall in Sutherland and the Nico Bekker Hostel Hall in Williston(which has now been fully vandalised and squatters have taken over). Williston also has the Church hall and a big hall owned by the "Landbougenootskap" which also have catering facilities. New Supply Chain regulations makes the renting of venues very difficult as more than three quotations should always be obtained.

ARCHIVES & RECORDS MANAGEMENT

The Section Registry processes all incoming correspondence from the Community in the Incoming Correspondence Register, which are then indexed on the electronic Document Management System (MS Excel). All Transfer documentation of erven is kept safely in the Registry. All payments received through the postal system are handled in a Register. Filing is done on a daily basis by one official.

The records management function is articulated according to the National Archives and Records Service of South Africa Act (Act 43 of 1996). An approved filing plan from National Archives are being used. A duplication service is rendered for the Municipality in general as well as a messenger service for delivery of documents and mail. During 2020/2021 the records management department's policies, resources, responsibilities, training, strategic plan, classification system, procedures and storage as well as update the File Plan was prioritized. (also for Electronic Document Management). An Action Plan was drafted and attended to with regular input and assistance from Internal Audit and the District Municipality. A few outstanding policies still need to be revised and developed. The registry position was also vacant for almost a year and a half. An appointment were made during November 2020 for a Clerk operating in this department.

During 2017/2018 the Archive/Registry email also became more active and weekly emails are being distributed via email from info@karoohoogland.gov.za – It is however not possible to give the correct amount of emails as emails are received on all email addresses and about 30% of emails received are junk emails. Correspondence must be distributed within 3 days and 80% of the time that is achieved. No poor performance were reported. Archive Awareness are also being done quarterly.

CHALLENGES

1. Deterioration of current Infrastructure needs urgent attention and can be addressed by proper maintenance
2. Institutional Needs : SALGA and Prov Archivist need to Approve File plan
3. Disposal plan can only be put in place after File Plan approval
4. Too little space for all sites and storage areas
5. Lack of Security
6. backlof in the filing area
7. Challenge to deal with the Switchboard as well – time consuming
8. Need training
9. need assistance

HIGHLIGHTS 2021/2022:

1. Installing of neat steal cabinets and replacing all wooden cabinets in Central Registry
2. Attendance of SALGA Provincial Records & ICT Forum meeting

Policy changes/amendments 2021/2022:

1. Registry Records Procedure Manual
2. Promotion of Access to Information Manual

Financial Performance 2021/2022: Libraries; Archives; Museums; Galleries; Community Facilities; Other				
R'000				
	2021/2022			
Details	**Original Budget**	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue	1,504,200	1,502,044	1,540,284	38,240.00
Expenditure:				
Employees	1,018,003	1,022,499	1,000,820	- 21,679.05
Repairs and Maintenance	-	-	-	
Other	477,597	216,990	287,359	70,368.97
Total Operational Expenditure	1,495,600	1,239,489	1,288,179	
Net Operational Expenditure				
Surplus /(Deficit)	8,600	262,555	252,105	
Net expenditure to be consistent with summary table T5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.				T3.52.5

*** Library Grant 2020/2021 received : R 1 400 000
Library Grant 2021/2022 received : R 1 500 000 + R 37 706 (Capital)

3.19 CEMETERIES AND CREMATORUIMS

The Municipality has more than one cemetery in each of the towns which are maintained by municipal workers. The Municipality does not have any crematoriums operated by municipal personnel however the municipality owns a few mortuaries which are being rented for free for that purpose. There are 5 cemeteries in the Karoo Hoogland area that resort under the jurisdiction of the Municipality and 1 additional Old English cemetary.

Adequate provision is made for cemeteries in all three wards. Priority will be given to investigate new sites for future generations.

The Municipality does not have separate personnel attending to this function or a budget for it.

The following project has been identified in the IDP:

- Environmental Impact assessment with the view to expand current cemeteries

The municipality also issue grave plots to applicants.

	2016/2017	2017/2018	2018/2019	2020/2021	2021/2022
Graveplots/burials :	131	54	43	*TBA*	*TBA*

CHALLENGES EXPERIENCED :

- Vandalism - Law Enforcement need to be addressed and the By-law need to be promulgated
- Identifying new areas for cemetaries

3.20 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

The Municipality does not provide this service as it is a Provincial function. Although by law it is a function of the municipality it is not affordable and the municipality does not budget for this function. However the Department of Social Development did establish a pre-school (crèche)(Early Childhood Development Centre) in Williston on erven that the municipality made available. Further schools will be developed in Fraserburg and Sutherland in the future.

The Williston Drop In Centre received a grant to build a new Multi-Purpose Centre. They requested land from the municipality to build this Centre and an area was identified. The Spatial Planning processes for this centre commenced in 2016/2017. The centre was built during 2017/2018 and the transport of the erven was delayed and commenced in 2020/2021 only.

There are currently two old age homes in Williston for the community, one in Fraserburg and one in Sutherland. These old age homes are administered by NPO's called ACVV. It must be stressed that these old aged homes do struggle to survive financially.

The aim of social programmes is to: -

- Address problems and poverty identified in the community
- Commemorate special public days
- Enhance good communication

No events were held during the 2020/2021 and 2021/2022 year.

COMMUNITY PARTICIPATION

The medium for communication includes Municipal newsletters, Annual Report, local and National Newspapers, Ward committee system, Community Development workers (CDW's), as well as through our Facebook Page and Whatsapp groups.

The Local Municipality has been incrementally increasing public participation, however there is a need to increase the number of residents and communities attending the meetings. The present reliance on the intermitted and often fragmented processes of consultation and participation orchestrated through IDPs and budgeting processes are inadequate. The municipality should be revising its public participation and communication strategies. The municipality sustained a good relationship with its internal and external stakeholders.

COMMUNITY PARTICIPATION CHALLENGES

- Lack of budget for communications due to Cost Containment
- Shortage of communication personnel
- Lack of working resources- branding material
- Capacity building
- No enough coverage of municipal good news- units do not submit for both newsletter, website, print media in general

COMPONENT E : ENVIRONMENTAL PROTECTION

The function is currently residing at the District Municipality, who is the designated licensing authority, issuing licenses to premises or industries. The Karoo Hoogland Municipality has however a monitoring function in this regard. Pollution control forms part Environmental Health, in the absence of a section dedicated to Pollution control, solely. Namaqua District Municipality remains responsible for the enforcement of Pollution Control.

According to Section156(2) of the Constitution, a municipality may make and administer by-laws for the effective administration of matters that it has the right to administer. Air pollution is listed as a matter in which local government has authority and national and provincial government may not compromise or impede a municipality's right to exercise its powers or perform its functions.

Protecting the Natural Environment is a priority for Karoo Hoogland taking in consideration with specific reference to global warming which contribute to climate change.

ENVIRONMENTAL PROTECTION

The municipality does not provide these services as it is a provincial function and services are provided by Namakwa District Municipality.

3.21 POLLUTION CONTROL

The Municipality does not provide this service as it is a Provincial function and services are provided by Namakwa District Municipality.

INTRODUCTION TO POLLUTION CONTROL

Pollution Control form part of Environmental Health and there is no separate section for pollution control.

Environmental Pollution consists of:

1. Dirty or unsightly conditions

a) Accumulation of refuse, debris, including glass, paper, rags, tins, trash, ash and coal.
b) Overgrown weeds and long grass, existence of thicket, shrub or any poisonous plants.
c) Accumulation of wreck, chassis, engine or other part of a motor vehicle which is unsightly and may pose a health nuisance.
d) Offensive smells from any activity on premises.
e) Stagnant water and dumping or littering of waste on premises.
f) Breeding of flies or mosquitoes.
g) Harbourage of rodents or other vermin on the premises.

2. Littering, dumping and burning of waste

a) Dumping, throwing or littering of waste, including rubbish, glass, tins, paper, car wrecks or parts of motor vehicles, dead animals, waste water or flushing water or other litter or waste, whether liquid or solid, on or in a street, road, bridge, thoroughfare, open space, vacant stand, public place or any watercourse.
b) Burning or permitting of burning of any waste material, including tyres, rubbish, garden refuse, paper or other material on any premises in such a way as to create a health nuisance or health hazard.

SERVICE STATISTICS FOR POLLUTION CONTROL

Inform the community via pamphlets and radio talks, door to door campaigns, workshops, regarding alternative measures to be taken such as the boiling of water, the adding of a disinfectant like bleach when water do not comply with safety standards. With regards to the 2020/2021 financial year, no failures occurred in terms of safe drinking water. When failures would occur, the community are alerted immediately as to the said precautionary measures.

AIR POLLUTION

Service delivery priorities:

At local level our function is only to observe and monitor air pollution and also react on complains from the community if a nuisance occur in the jurisdiction of the local municipality, we either serve a notice to rectify the problem immediately or refer it to the district municipality for further investigations and where necessary, legal steps deemed. The District Municipality, Namakwa, is also the licensing authority in terms of premises or industries, requiring licences for their respective activities. An investigation into the use of Asbestos housing and the usage of coal inside the houses to prepare food has commenced in 2014/2015. A report in this regard was received in 2015/2016 and business plans to address the problems identified followed in 2016/2017. The Final Provincial Plan/Strategy for Air Quality Management has been compiled by the Department of Environmental Affairs and implementation commenced in 2018/2019 and progress updates are awaited.

The impact:

Air pollution in general has a detrimental effect on the inhalation system of the body which can cause sinusitis or even lung disorders if exposed over long periods.

Measures taken to improve:

If a nuisance occurs in the jurisdiction of the local municipality, we either serve a notice to rectify the problem immediately or refer it to the district municipality for them to withdrawn the licence of the premise if applicable.

ENVIRONMENTAL POLLUTION:

Service delivery priorities:

- Waste removal from households is done once every week and from the business sectors twice every week.
- Daily observations for illegal dumping and handling of refuse complaints.
- Delivering of black plastic bags to all the households in the jurisdiction to minimize illegal dumping.
- Medical Waste is being collected and removed from the hospitals and clinics by private companies who specify in this field.

The impact:

Environmental pollution causes economical restrains for the tax payers and illegal dumping leads to unhygienic conditions.

Measures taken to improve:

Complaints about illegal dumping which could not be traced to a specific person are rectified every Friday by the Refuse Removal Section. If a person, responsible for the illegal dumping could be identified, a notice is given which grants him/her five working days to rectify the problem otherwise it will be done by the refuse removal services at cost to the polluter.

Indoor air quality is a major determination of personal exposure to pollutants in today's world. Manny people spend much of their time in numerous different indoor environments.

The ambient air quality of South Africa is regulated by the National Environmental Management Air Quality Act 39 of 2004 governed by the constitution which states that everyone has the right to and environment that is not harmful to their health or well-being. One way to characterize indoor air quality is to examine typical residence for levels of pollutants that are common place. Another way is to examine energy efficient residences to determine which pollutants if any are at increased levels.

Sutherland is a town with about three thousand inhabitants in the Northern Cape Province it lies in the western Roggeveld Mountains in the karoo. Sutherland is the coldest town in South Africa with an average yearly temperature of 11.3 degree Celsius and an annual minimum temperature of 2.8 degree Celsius snowfall is common in winter. The coldest temperature recorded in Sutherland was – 16.4 degree Celsius on 12 July 2003 the climate in the region is semi-arid.

3.22 BIO-DIVERSITY (INCLUDING CLIMATE CHANGE)

Climate Change is currently emanate and is increasing faster than it was anticipated by scientists. Climate Change is effected mostly by the increasing of the average global temperature due to the increased greenhouse gasses emissions in the atmosphere. The effect of the changing climate has an impact on people's livelihoods as well as on our wildlife and the environment.

The level of the impact of climate change depends on the rate of increasing earth temperature. Climate change will cause some regions to become wetter and others warmer, while some regions will be more at risk of heat waves, drought, flooding and natural disasters. Climate change could ruin food chains and ecosystems, putting whole species at risk of extinction. Taken into account the above a look at Karoo Hoogland and its bio-diversity and the effect on it, we are in the need of some urgent planning for the future in this region.

Karoo Hoogland is home to wide variety of bulbs, riverine rabbit, monkey beetles, bees and wasps. This biodiversity can contribute to the future socio economic well-being of the inhabitants.

Taken the above in account the effect of climate change could influence the community's livelihoods especially the poor communities reliant on agriculture and farming. The further risk of climate change in increased intensity of drought will lead to complete desertification and further water scarcity. Fire will be a constant risk due to hot winds and dead or dry vegetation. Subsistence farmers will suffer the most and are likely to lose their livelihood to the encroaching desert.

There is a need for collaboration amongst all stakeholders and the Northern Cape Government needs to play a leading role in this regard. The municipality try to attend all forums with regard to Climate Change and have already submitted business plans to DENC. However it was unsuccessful in the 2015/2016 year. The municipality is fully aware of the impact Climate Change has and the indirect effect on the environment as 2014/2015, 2015/2016 and 2016/2017 were very dry years where most of the municipal rural areas still have a harsh drought. Water restrictions have been implemented as per request from Department of Water Affairs since October 2015.

Action Plans and projects were drafted to address these eminent issues in 2018/2019 and 2019/2020 and 2020/2021 and precautionary measures to be set in place in 2021/2022 to minimize the risk of having less and less water in the future.

Namakwa District Municipality compiled a District Climate Change Vulnerability Strategy (after a full scale assessment was done) for implementation by all seven municipalities within the District. The ideal would be that all future developments must adhere and align to this Strategy.

Climate

"Climate change" refers to any change in climate over time, whether due to natural variability or as a result of human activity. Current climate change, often referred to as global warming, is caused by the emission of large amounts of Greenhouse Gases and is a direct result of human industrial activities. The United Nations Framework Convention on Climate Change (UNFCCC) defines climate change as "a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods."

Rainfall

Rainfall in the Namakwa District is already very variable, and very low compared with the rest of South Africa. There are already noticeable water constraints that impact on the ability of municipalities to deliver water services effectively. Median and worst case scenarios predict a decrease in rainfall for Namakwa's winter rainfall areas, with average annual rainfall projected to decrease by up to 30% along the west coast by 2100. This drying trend is particularly strong towards the end of the rainy season. Changes in weather patterns in the summer rainfall areas can be expected as a result of climate change and the Namakwa District is likely to experience some combination of the two rainfall impacts. A best case scenario to 2050 indicates there may some early increase in rainfall, followed by drying later as frontal systems shift southwards. There are likely to be more frequent and more intense rainfall related extreme weather events such as droughts and storms. The NDM is already drought prone, and while little change is projected in the immediate future, droughts are expected to increase in frequency and severity by up to 50% towards the end of the century.

Temperature

The Karoo Hoogland LM is already a hot place, with summer day-time temperatures regularly reaching the high into the 30s Celsius. Climate scientists predict a rise in average temperatures as a result of climate change. A significant trend for increasing temperatures is already shown by weather stations in the Northern Cape tacking temperature data from 1960-2003. Under a relatively unmitigated scenario for future climate change, the Namakwa District can expect a 1-3°C increase in temperature along the coast by 2050, rising to a 3-4°C increase in temperatures by 2100. The interior can expect greater increases in temperature, between 3-6°C increased in temperatures by 2100.

Coastal Processes

According to the IPCC (2007), sea levels are projected to rise globally by 15 to 95cm by 2100. The coastline may be impacted by 'storm surges' and rising sea levels. The town of Port Nolloth, for example, has been affected by storm surges in the past (most recently in 2009) and may be at risk from the same in the future. Although overall vulnerability to these processes is fairly low due to a steep, rocky coastline evolved in response to historical big swell and wave action, there are nodes of vulnerability around towns, fishing fleets, and estuaries.

Impacts Analysis

A combination of increasing temperatures and reduced and/or more variable rainfall could have severe negative impacts for the Namakwa District. The municipality is characterized by fairly high levels of poverty and inequality, isolated communities, and a large geographical area, which results in a vulnerable population. Large numbers of people, both private and communal, are also directly dependent on agriculture, and therefore on functioning ecosystems and water regimes, for their livelihoods. These are sensitive to climate change. Water quality and availability will likely be the greatest area of impact in the Karoo Hoogland.

Conclusion

Climate change threatens food security, poverty alleviation and sustainable socio-economic growth, core mandates of the municipality. Climate change will impact persons and groups that are already vulnerable. Policy decisions taken in the next decade will largely determine the dimension of the impact of climate change. Eco-systems-based adaptation approaches, using nature and biodiversity to help people cope with and respond to the negative impacts of climate change, will have an important role to play in the Karoo Hoogland.

Local government is in the front line of implementation and service delivery, and thus local government needs to pursue adequate mitigation and adaptation strategies, which should include participation from the public sector, the private sector and NGOs. There is a need for collaboration amongst all stakeholders. It is also necessary that progressive planning and risk assessment must be done to minimize the effects of climate change. In the case of the Karoo Hoogland municipality these risk assessments have already been completed in the Disaster Management Plans for each municipality and the Climate Change Vulnerability Assessment for the District.

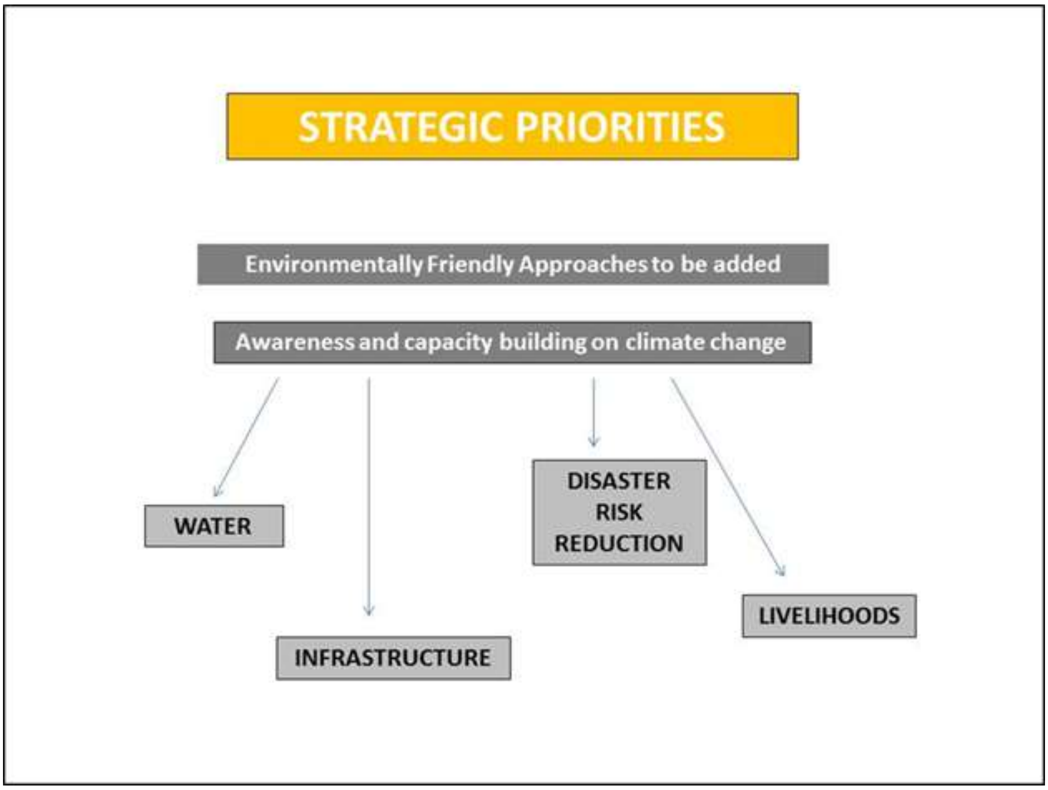
Planning can include:

- **Over the short term:** Disaster risk reduction and disaster relief preparedness, early warning systems for adverse weather, pest and disease occurrence; adequate support for vulnerable groups; equitable disbursement of financial assistance; and the identification and prioritised sustainable management of ecosystems (including agricultural lands) that provide critical ecosystem services such as water retention and flood protection, and their restoration where these are damaged or compromised.

- **Over the medium term:** Develop an enhanced understanding of longer term climate variability and change and use this to devise adequate disaster management for affected regions; develop sector-specific strategies to cope with variability as a precursor for adaptation to long term climate trends. This could include working with farmers to test and adopt best practices for land and nature resource management in order to quantify the benefits and overcome the challenges of adaptation approaches, restoration and maintenance of key ecosystem services (grazing land, rivers, and wetlands).

- **Over the long term:** Significant investments in new adaptation tools, technologies and techniques in conserving, rehabilitating and restoring natural ecosystems to continue to improve the ability of people and society to withstand the adverse impacts to climate variability and climate change at all time frames.

While the short term planning needs can be easily addressed in IDP processes, medium and longer term processes should be incorporated into a climate change response plan linked to the Northern Cape Climate Change Response Strategy.



BACKGROUND: The purpose of the Karoo Succulent Ecosystem Programme (SKEP) is to provide for the conservation of the biome known as the Succulent Karoo. This biome covers approximately 116 000km² and stretches from the south-west to the north-west of South Africa and southern Namibia. It is considered an international biodiversity hotspot, comprising a diverse range of flora, reptiles and invertebrates, many of which are endemic to the region. However. Only 3, 5% of this biome falls under formal conservation areas and there is pressure on the environment from humans in the form of mining, crop agriculture, and ostrich farming. Overgrazing, illegal collection of fauna and flora, and climate change. In response to these threats, the SKEP programme was developed.

One of the outcomes of the programme was the delineation of nine geographic priority areas with the Succelent Karoo biome. The delineation process undertaken was as follows, "These areas were delimited based on agglomerations of high irreplaceability planning units (few components of key ecological processes. Where the priority areas bordered one another the boundaries were defined on the basis of biotic discontinuities, e.g fundamental differences between the biota of the sandy coastal plain compared to the granite Namaqualand uplands. Within each of these geographic priority areas, fines scale conservation planning will be required to guide local land-use planning and decision-making and for reserve design."

These 9 geographic regions are listed as follows:

Bushmanland Insebergs
Central Breede Valley
Central Little Karoo
Cenral Nanaqualand Coast
Greater Richtersveld
Bokkeveld-Hantam-Roggeveld
Knersvlakte
Namaqua Uplands
Spergebiet

A portion of the Karoo Hoogland is covered by the Bokkeveld-Hantam-Roggeveld geographic priority area and must be considered in terms of planning and conversation initiatives.

It is important to ensure that long term environmental sustainability is promoted through the planning process. The biodiversity principle and land use guidelines proposed for Karoo Hoogland in terms of the Namakwa District Biodiversity Sector Plan 2008 are therefore supported with regard to long term sustainable planning.

The Biodiversity Sector Plan, 2008 identifies Critical Biodiversity Areas (CBA's) in terms of the landscape terrestrial and aquatic features that are critical for retaining biodiversity. The categories and recommended land use activities are briefly discussed hereunder.

At present, these are broad advisory statements to guide planners and provide better informed Spatial Development Frameworks and Integrated Development Plans. The situation on the grounds should still be verified by an ecologist before a decision on land use taken.

Water Conservation

A water Conservation and Water Demand Management strategy must be implemented to reduce water losses in all three towns. Rain water harvesting can potentially benefit individual household and Municipality by reducing the strain on the existing ground water resources. Re-use of effluent from the waste water treatment works must be investigated against the cost and technical requirements.

Water bodies

Dams and rivers that form part of the Water Supply system, or any water resource, should be managed in a sustainable way, especially when development or change in land use is envisaged. Compliance with the requirements of the Department of Water Affairs, when developing around dams, alongside rivers or when crossing rivers or streams, is a prerequisite. Proposed watercourses crossing must be placed in areas where the impact on the watercourse will be minimal.

In terms of the National Water Act 1998, no development shall be permitted below the 1:100 year flood line, to be determined by professional engineer. A 100m buffer for rivers was demarcated for non-perennial rivers due to the absence of flood line calculations. Wetlands and perched water tables need to be identified and protected from being encroached on by development.

Heritage

National Heritage Resource Act, 1999 (Act 25 of 1999), provides for the establishment of the South African Heritage Resource Agency (SAHRA), and a Provincial Heritage Resource Authority in each province, which replaced the National Monuments Council (NMC). The Northern Cape Heritage Resources Authority is Ngwao Boswa Kapa Bokoni (Heritage Northern Cape), commonly known as Boswa. SAHRA and Boswa are obliged to identify those places tha respectively have special national and or provincial significance in terms of heritage assessment criteria. A heritage resource is protected by law from certain actions (alteration, subdivision, and change in land use) without the necessary contents from relevant authority.

In terms of types of protection of heritage resources, the well-known category of national monument has replaced or modified by a category of provincial heritage site for sites of outstanding national importance. The new scope of the act allows members of the public to identify places with qualities that are of special national or provincial significance to be declared national or provincial heritage sites.

In Karoo Hoogland are several identified heritage sites with one heritage house identified in Sutherland. Fraserburg has a heritage grid in the town which consists largely of heritage houses and Parsonga Church. Williston has in excess of 10 houses identified with heritage characteristics and the bulk of these are the corbelled houses which are unique to this area.

The availability and accessibility of resource (natural or human) determines the potential for economic development of a specific area. The Main economic sectors of the Karoo Hoogland Municipality are agriculture and tourism.

The largely area of the Karoo Hoogland is characterized by sheep farms and small towns with agriculture forming the backbone of the Karoo Hoogland economy.

With the amalgamation of the three towns of Williston, Fraserburg and Sutherland into one municipal area, a strategy has to be devised to link these towns economically and to ensure and integrated approach in the economic rejuvenation of these towns.

Historically, this area is dominated by farming, in particular sheep farming, with the climate, vegetation and large tracts of grazing land ideally suited to this economic pursuit. Large areas of this municipal area are still dedicated to sheep farming and, as a result, the towns are characterized by limited infrastructure development, low population density and large scale poverty due to limited employment opportunities.

Kruisrivier : Reburial - 2018/2019 and onward

The University of Cape Town under the leadership of Professor Loretta Feris about human remains that was unethically obtained in 1920's. These remains was donated by a farmer Cornelius Coetzee from Kruisrivier Sutherland.

The remains of 11 people of which 9 is from Sutherland area. To restore the injustice caused by the illegal removal of the human remains and to return it to the descendants in Sutherland and drive the process of re-burial consultation took place with the families other stakeholders, leadership as well as the broader public.

At a council meeting Karoo Hoogland nominated Mayor VC Wentzel, Councillor Jeremy Davids and Mr Allistar Gibbons to be part of task team that will ensure the process of reburial will be done according to the law.

3.23 SKA & SALT

SAAO

A document SALT Collateral Benefits Plan was compiled in July 1999 outlining the benefits SALT will have for South Africa specifically in terms of astronomy technology industrial and educational empowerment.

Parallel to these developments the SAAO and the previous Council of Karoo Hoogland Municipality signed a partnership (twinning) agreement. A range of joint projects were identified through a series of community workshops and LED funds were granted in 1999/2000 to kick start the projects under the auspices of the mentioned partnership agreement.

The Main thrust of the agreement is that SALT provide opportunities to alleviate poverty in the region through the SALT collateral benefits Plan. Education, Economic Development and Tourism are addressed through this agreement and a dedicated department has been established. SALT itself is a major tourism destination but remains predominantly a research facility. To expose the public and especially children to astronomy is part of their future goals.

SALT Astro Tourism has become a main contributor to economic growth in the Municipality. Through SALT Astro Tourism is popular among South Africans and a total number of 10 000 tourists visit the facility annually.

SKA

The Karoo Array Telescope (MeerKAT) project involves the construction of a world call radio telescope which is being built by the Department of Science and Technology and National Research Foundation near the towns of Carnarvon and Williston.

The construction of the SKA is expected to cost about 1.5 billion euros. The operations and maintenance of a large telescope normally cost about 10% of the capital costs per year. This means the international SKA consortium will be spending approximately 100 to 150 million Euros per year on the telescope.

Karoo Hoogland Municipality envisage an agreement between them and Kareeberg Municipality for the purpose of this twining agreement is to ensure that the local communities benefit from the economic opportunities that will come from the construction of the SKA.

SKA also funded the revision of the SDF in 2018/2019 and 2019/2020 as mentioned earlier.

3.24 COMMONAGE

The Municipality has four Farms on which emerging farmers farm on and benefit on. However the one, Verjaagsfontein, is still registered in the District Municipality's name. Rural Development and Land Reform promised to assist with projects to address the current veld Detorization situation in 2015/2016 and 2016/2017 and 2017/2018 and 2018/2019 and 2019/2020 and 2020/2021, however no assistance was given. We look forward to 2022/2023 for assistance and better working relationships.

The municipality also has historic commonage areas close to the towns where farming activities are accommodated.

The Commonage policy enjoyed attention during 2017/2018 to be aligned with national and provincial strategies and vision. It was approved by Council during May 2018.

The municipality revised its commonage policy for better cooperation between the municipality and small scale farmers as from 1 December 2018 the commonage land of the municipality is 100% occupied by emerging farmers. However the municipality need assistance in terms of infrastructure and maintenance of these farms and commonage land.

3.25 APPLICATIONS AS WELL AS ENVIRONMENTAL IMPACT ASSESSMENT NOTIFICATIONS RECEIVED FOR DEVELOPMENTS OF RENEWABLE ENERGY & MINERAL MINING

WINDFARMS & RENEWABLE ENERGY

KARUSA & SOETWATER WINDFARM // ENEL GREENPOWER (HIDDEN VALLEY)

- EIA completed
- A post for a stakeholder manager has been advertised for the communities of Sutherland, Laingsburg and Matjiesfontein that will benefit from this project
- Construction to commenced

ROGGEVELD WINDFARM // SAVANAH ENVIRONMENTAL
SPLUMA Application approved

SUURPLAAT WINDFARM // SAVANAH ENVIRONMENTAL
Applications in progress

SUTHERLAND RIETRUG RENEWABLE ENERGY FACILITY //ROODE & ASSOCIATES (2017/2018)
SPLUMA Applications approved

140MR BRANDVALLEY WIND ENERGY SOLAR FACILITY //G7 ENERGIES
Applications approved in 2020/2021

KARREEBOSCH WIND ENERGY SOLAR FACILITY //G7 ENERGIES
Applications approved in 2020/2021

RONDEKOP AND KUDUSBERG WIND FARMS
Approved in Nov 2020

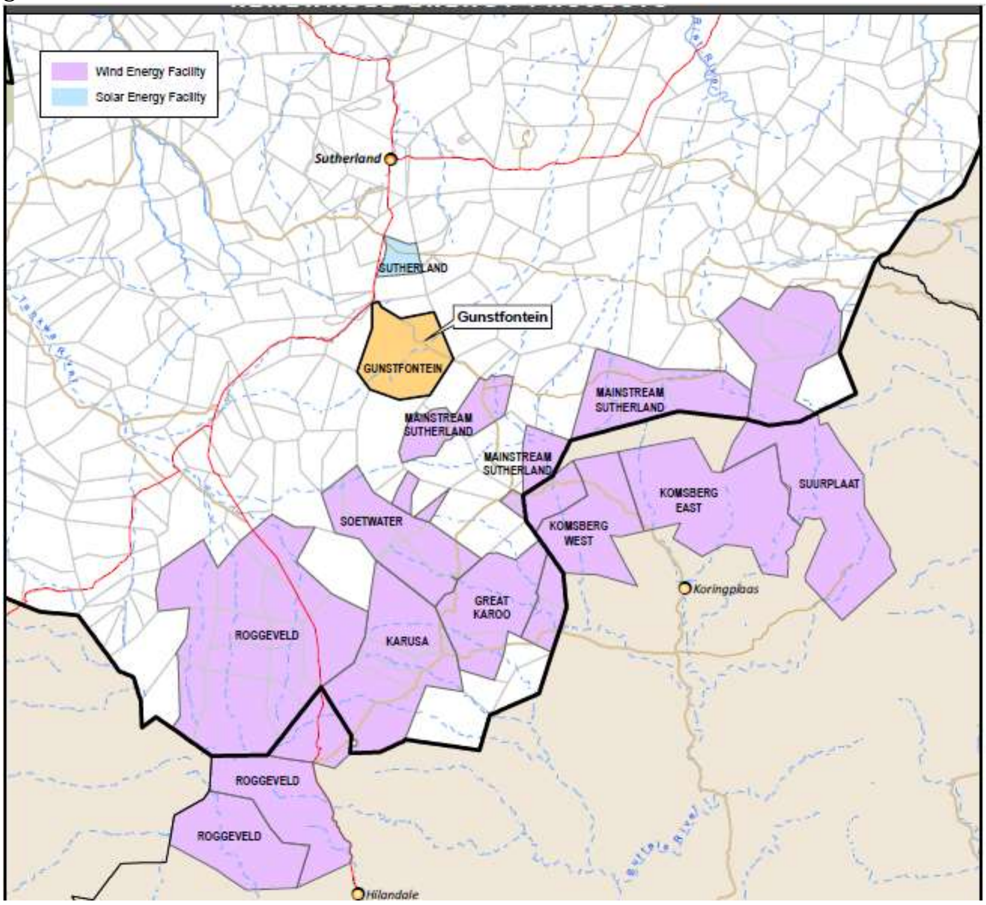
PROPOSED KOMSBERG EAST AND WEST WIND ENERGY FACILITY //EIMS
Applications submitted and approved 2020/2021

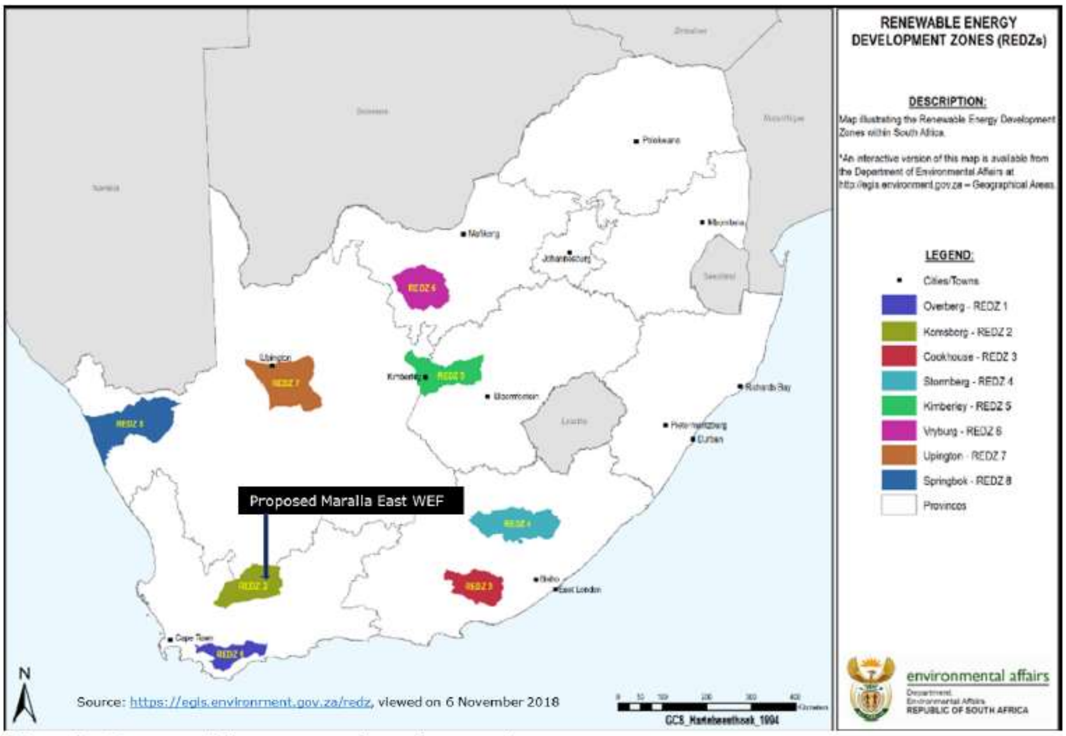
MARALLA EAST & MARALLA WEST
Approved in Nov 2021

GUNSTFONTEIN WEF
Approved in november 2020

GREAT KAROO WEF
Approved in November 2020

Map to show the orientation of all the wind farms in the Komsberg RED Zone with Sutherland as guidance:





Map 5: Renewable energy development zones

MINERALS/MINING PERMIT APPLICATIONS

APPLICATION FOR MINING PERMIT BY POWER CONSTRUCTION (EDMS) LTD
Portion 3 of Farm 99 Jakhals Valley (Sutherland)

APPLICATION FOR MINING PERMIT BY SITE PLAN CONSULTING
Farm 209 Remainder (Sutherland)

STRATEGIC ENVIRONMENTAL ASSESSMENT FOR SHALE GAS BY CSIR AND OTHER DEPARTMENTS (2015/2016)
Study Area : Eastern Cape, Northern Cape and Western Cape and includes 27 local municipalities encompassing 171 811km^2

APPLICATION FOR PROSPECTING RIGHT (PROPOSED PROSPECTING OF URANIUM AND MOLYBDENUM BY SARMCO GROUP (PTY) LTD) WEALTH-AGE HOUSE OF CAPITAL
Includes about 29 farms in the Fraserburg Area within Karoo Hoogland Municipality

Applications for Borrow Pits and Quarry : Sutherland were also approved during 2019/2020 to deliver material to the KARUSA and SOETWATER windfarms for construction.

3.26 OCCURRENCE OF NATURAL PHENOMENA'S

It is clear when you take the above into account that climate change is happening. In October 2012 an earthquake of about 3.6 on the scale occurred in Williston. In the 2015, 2016 and 2017 year, the Northern Cape as well as South Africa experienced a drought and lowest average rainfall since 110 years. Flooding usually occurs every 13 years in our municipal area. In April 2001 and in 1988 flooding occurred. All statistics and weather reporters warns about El Nino and La Nina every now and then on the news. Natural phenomena's are occurring more and more unpredictably and even the seasons are changing. Winters starts later and lasts longer and the same with summer.

Karoo Hoogland need to plan for these changing times in 2022/2023 as well as prepare contingency plans for when disaster may strike.

COMPONENT F : HEALTH

3.27 CLINICS

This is a Provincial function and provided by the Department of Health. The service is however not satisfactory due to the shortage of doctors, ambulances as well as inferior conditions of the road infrastructure between the towns.

Williston, Fraserburg and Sutherland each have a hospital with limited services rendered at these facilities. The function to provide Health Services is the Provincial Government Department of Health's respectively. A new Community Health Centre has been planned to be constructed in Williston since 2010 but the project is currently on hold. The 6 Staff houses which has been build have been fully vandalised. The services at the current facility are not always satisfactory due to the shortage of medical personnel and limited ambulance services. Patients in the rural areas are dependent on ambulance services and the gravel roads are not in a suitable condition.

3.28 HEALTH / AMBULANCE SERVICES

Health and ambulances is a provincial function and provided by the Department of Health. The service is however not satisfactory due to shortage of doctors ambulances as well as inferior conditions of the road infrastructure between the towns.

There are a total of 3 clinics in the municipal area. According to CSIR planning standards there should be 1 hospital per 25 000 people and 1 clinic per 5 000 people.

Because of the distance of the clinics communities have requested for mobile unites to serve them but also to assist those living in the rural areas.

The services at the current facility are not always satisfactory due to the shortage of medical personnel and limited ambulance services. Patients in the rural areas are dependent on ambulance services and the gravel roads are not in a suitable condition.

3.29 HEALTH INSPECTIONS, FOOD & ABATTOIR LICENSING & INSPECTION

In each of the three towns there are abattoirs that are privately owned. The Municipality cannot afford to appoint an Environmental Health Inspector and is this service rendered and financed by Namakwa District Municipality on a contract base to the Municipality.

All food and abattoir property owners have to apply to the municipality for inspections where after, if they are found to be suitable, they receive an Inspection Certificate.

INTRODUCTION TO HEALTH INSPECTIONS; FOOD & ABATTOIR LICENCING AND INSPECTIONS

Health inspections are done by the Environmental Health Practitioner (EHPs) and he is concerned with the administration, inspection, monitoring, education and regulation as prescribed in environmental health legislation. He act as a public arbiter of environmental health standards, maintaining close contact with the community.

They develop professional standards and apply them in environmental health and the main functions can be described as:

1. Ensure safe food:
    a. All food handling premises must be in possession of COA's (Certificate of Acceptability) - which implies that health requirements are met in terms of R962 (Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972).

    All Food handlers were reached and educated through health awareness campaigns.

2. Ensure safe water through continues sampling
3. Ensure safe medical waste disposal. Maintain a compliance ratio of 95% through the year.
4. Accommodate informal trading by implementing minimum health standards and equip informal food handlers with health education

Safe Water:

Actual samples taken by this division in 2020/2021 which includes quality and compliance monitoring was 108 (9 per town per month x 12) water samples in all three towns with a population ratio of approximately 13069 people (including the rural areas).

During 2021/2022 all three towns water samples were done per month and reported on a quarterly basis for the e.coli and other measurements taken. It was reported to Council that the water quality was constantly good. There was a situation in Sutherland during March 2022 where the community complained about the water, but the samples were taken and according to the lab results there was no problem with the quality of the water.

Unfortunately no Full SANS was done on the water and it need to be done in 2022/2023 to ensure quality.

COMPONENT G : SECURITY AND SAFETY

This component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

It is critical that the municipality galvanizes community structures to assist the police services to prevent and combat crime. At the local level Karoo Hoogland LM should focus on the development of effective by-laws including whistle-blowing on corruption and fraud and encouraging the participation of council and residents in Community Policing Forums and other activities aimed at eliminating criminal tendencies.

3.30 FIRE / DISASTER MANAGEMENT

Fire Services is currently a function which the Namakwa District Municipality is assisting Karoo Hoogland, however the Municipality do have a water truck and fire units for emergencies to attend to. The compiling of a Disaster Management Plan is currently a responsibility of Namakwa District Municipality who assists us with it.

The present budget constrains also impacts on the purchase of much needed equipment and hampers service delivery to the community and business's. The risks are increasing with the present local economic growth and preventative/rehabilitative measures needs to be put in place in order to ensure a safe living environment for all communities.

In 2021/2022 some fires occurred where houses burnt down in Williston where the District Municipality assisted the municipality. Two veld fires also occurred in our area during 2019/2020. During 2020/2021 about 10 fires occurred during the Covid times and the drought as well. About 8 veld fires were reported during the 2021/2022 year.

3.31 OTHER DISASTER MANAGEMENT

Annual drills are held by the District Municipality to assess competency with volunteers and all involved stake holders e.g. SAPS, Department of Health, EMS, ACSA, SANDF, Provincial Traffic and other government departments are involved. Due to Covid no drills took place.

A project where the community could voluntarily apply for their problem animals to be put down was completed by the Department of Veterinarian Services of Calvinia and Environmental/Municipal Health Services as well as by the Fraserburg Offices of this Department during 2019/2020 & 2021/2022

COMMUNICATIONS AWARENESS

- Posting of Statistics & information on the Municipal Website and Facebook Page of the Municipality and on WhatsApp Communications
- Distribution of Information Pamphlets to the Ward Committees
- Working hours of staff and opening of municipal offices was published in the Noordwester, Notice Boards and Facebook as well as WhatsApp Groups

3.32 LAW ENFORCEMENT OF BY-LAWS

The enforcement of by-laws are very difficult as the municipality does not have a Law Enforcement Officer or a Security Unit who can enforce the laws. Only one by-law was gazetted in 2016/2017 and the need for a Law Enforcement Officer must be addressed. The Keeping of Dogs was promulgated on 7 November 2016 and a few more to follow in 2021/2022. Unfortunately no new by-laws could be promulgated during 2019/2020 or 2020/2021 due to budget constraints, but the need for by-laws became evident in 2019/2020 and 2020/2021 as well as the enforcement of these by-laws.

During 2021/2022 two new By-Laws were promulgated - see Chapter 2.

COMPONENT H : SPORT AND RECREATION

This component includes:

- Community halls
- Swimming pools
- Caravan park
- Nature reserve
- Sport grounds

Community halls are maintained and available in Williston and two in Fraserburg.

Cleaning and minimum maintenance are done at the Fraserburg community halls. These halls are used by the community for gatherings and social activities with friends and family. The Fraserburg Townhall have been maintained nicely.

The Williston Community hall have not been used for a few years and have been vandalised. Material for repairs to the Williston Community Hall have been received as a donation from SKA during 2019/2020. During 2021/2022 an application were received for the letting of the Williston Community Hall and to use it as a Sport and Recreational facility for the public and sport clubs. Due to Vandalisem and ESKOM not connecting the electricity it is problematic for the lessee.

CHALLENGES : COMMUNITY HALLS

Vandalism of buildings and fencing (Corrective Action to be taken into account : Possible installation of Security Cameras or security services or better fencing, monitored Regularly and reported on)
Maintenance of community halls is lacking (Due to the lack of personnel, the upkeep and maintenance of the halls are lacking)

3.33 SPORT AND RECREATION

The Municipality has sport grounds in Williston, Fraserburg and Sutherland which are maintained by municipal staff.

Williston (Rugby, Swimming Pool, Tennis courts, Golf Club, Caravan Park)

- The current sport facility is more than 40 years old.
- During 2013/2014 financial year the Council spend R300 000 to maintain and repair the pavilion in order for it to be safe. The wooden seats were removed, steal welding repaired and the wooden seats replaced.
- All the schools and the local rugby clubs make use of this facility.
- The sports ground is in walking distance and no previous complaints have been received in this regard.
- Due to the absence of a proper fence and a secure entrance the normal vandalism take place.
- The municipality does have personnel there during the day time that irrigates the grace and so small repairs.
- The local rugby club plays all their matches there and the community attends the matches.
- The municipality cannot afford more than one sport facility and do budget each year for maintenance.
- Currently due to the drought, the grass is diminishing but water is available at the sport grounds.
- The sport facility is also as such included in the approved Spatial Development Plan of the Municipality.
- The Tennis court is also nearby the sport ground and is utilized by the community and has also had its fair share of vandalism. There is no fencing as fencing get stolen.
- The sport ground is named after Mr JA Louw (Das Louw Stadium) who died at the age of 100 years in 2014. Mr JA Louw established the sport facility and the swimming pool years back in his term as Mayor of Williston Municipality.
- The swimming pool are in operation each year from November till March. However due to water restrictions the swimming pool did not open for the following years: 2015/2016, 2016/2017, 2017/2018, 2018/2019, 2019/2020, 2020/2021.
- Vandalism of sport grounds and buildings a challenge.
- The Golf Course are let to the local Williston Golf Club Association in terms of a long term lease. They are responsible for the maintenance and upkeep of the Golf Course and associated buildings.
- The Caravan Park in Williston is lacking maintenance but it has however not been used much during 2020/2021 and 2021/2022.

Fraserburg (Rugby, Tennis Courts, Caravan Park

- The sport facility also need an adequate fence and entrance to keep it safeguarded and protected from vandalism which occurs frequently.
- There is only one sport facility and it's being utilized by all the schools and the local rugby club.
- There are boreholes and enough water and the grass is in a good condition due to the stable water supply.
- The sport ground does not have a specific name at this stage.
- The tennis courts are also nearby situated.
- The sport facility is mostly utilized by the disadvantaged community.
- Maintenance is also done within the budget limits.
- The Caravan Park in Fraserburg are not in use at the moment and fully vandalised.
- The Golf Course and related buildings are let to the local Golf Club in Fraserburg who maintain the course and the buildings in terms of their long term lease.

Sutherland (Rugby and athletic (sport) stadium)

- There was no sport facility for the community, only a rugby field at the school which is in a poor condition.
- The municipality assists each year with maintenance so that athletics tournaments could be held.
- The proposed site for 2016/2017 of the sport facility was at Rebelskop. This project planning phase commenced in 2015/2016 and the phase 1 construction commenced in 2016/2017. Construction of a new sport facility for the community continued in 2017/2018 and was finalized in 2018/2019.
- It is a challenge to budget for the funds for the maintenance.
- No Community Hall or Swimming pool or caravan parks are in Sutherland.

The municipality has sufficient parks in the urban and suburban areas for local residents to use for relaxation and recreation. There is however a shortage of parks in the peri-urban and rural areas of the municipality. This shortage is slowly being attended to through development of additional parks in these neighbourhoods.

FINANCIAL PERFORMANCE 2021/2022: SPORT AND RECREATION					
Detail	2020/2021	2021/2022			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	12,100	11,300	27,644	16,344.36
Expenditure:					
Employee Costs	625,526	724,701	646,846	605,663	-41,182.81
Depreciation and Amortisation		-	-	-	-
Repair and Maintenance	6,051				
Others	296,686	310,902	309,474	166,763	-142,711.03
Total Operational Expenditure	928,265	1,035,603	956,320	772,426	
Surplus /(Deficit)	928,265	-1,023,503	-945,020	-744,782	

COMPONENT I : CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes:

- Executive and Council
- Financial Services
- Corporate Services and HR
- ICT Services
- Property Services

3.34 EXECUTIVE AND COUNCIL

Executive and Council includes the:

- Mayor
- Speaker
- Executive Committee
- Councillors
- Office of the Municipal Manager

The Municipal Council consists of 2 full time (Mayor and Speaker) and 9 part time councillors. The Municipal Manager is the Chief Executive Officer of the Council and also the Accounting Officer in terms of the MFMA.

The main priorities of Council are outlined in the Key Performance Areas as contained in the IDP.

HIGHLIGHT	DESCRIPTION
OVERSIGHT AND POLICY MAKING	
Approval of policies	A total of +/-50 policies were reviewed/developed during 2021/2022 and tabled to Council for approval which include financial/budget policies, HR Policies, IT policies, Record Management, Social Media, Spaza Shop Application Procedures, Sport Management Plan, Contract Management, Consequence Management and Performance related frameworks and policies
Functionality of Council Committees	**The following committees held meetings during 2020/2021 and 2021/2022:** ▪ Municipal Public Accounts Committee (MPAC) ▪ Infrastructure Committee ▪ Finance and Admin Committee ▪ Local Labour Forum (LLF) ▪ Employment Equity ▪ Training Committee ▪ IDP and Budget Steering Committee ▪ Audit Committee ▪ Performance Evaluation Panel for S56 and S57 Managers performance (Dec 2020 & Feb 2021) ▪ ICT Steering Committee

COUNCIL	
Council Meetings	6 General Council Meetings 8 Special Council Meetings
Council Meet the People engagements	2
Stability of Council	All councillors mostly attend Council- as well as committee meetings and are robustly participating in discussions on the agenda impacting Hantam's communities Decisions of Council are mostly made in consensus between the political parties at the best interest of the communities
Functional ward committees	Ward committees of three wards are fully functional and regular meetings are held – Ward 3 – the rural ward however do not hold formal meetings due to the distance of travelling. Ward Committees still need training on their mandate and the recommendations to be made to Council Ward Committees to provide annual Ward based Plans per ward per financial year
INFRASTRUCTURE PROJECTS	
Spending of grant funding allocated to Karoo Hoogland Municipality	All Grants were received and spent for the 2021/2022 financial year : Equitable Share – Subsidise of all free basic services - FMG – (interns and other) RBIG – None WSIG – Sutherland Emergency Bulk Water Projects MIG - Williston Upgrade of Internal water network INEP – None EPWP Incentive Grant - None Library Services Grant - Library operational grant Municipal Disaster Relief Grant - None
Water and Borehole Monitoring	Due to Drought the water levels are a challenge in Williston and Sutherland and have been monitored weekly and monthly to activate mitigating measures where necessary.
FINANCE	
Timeous approval of budget and IDP during COVID 19 lockdown period	All budgets were timeously approved as per the legislation requirements including all adjusted budgets as a result of COVID-19 appropriates
Spending of COVID 19 budget	Personal Protective Equipment (PPE) was procured for each employee as well as a danger pay for employees who had to work during the lockdown period (masks and temperature scanners and other) All municipal buildings in the Karoo Hoogland Area was sanitized, some government departments' buildings as per request, as well as public spaces and spaza shops
HUMAN RESOURCES	
Section 57 managers	The Municipal Manager and two senior management signed performance agreements for 2020/2021. During 2021/2022 the MM and the CFO position became vacant and was filled with Acting Personnel
New appointments made	Await input from HR
Vacancies to be filled	21
Organisational structure	Approval of organisational structure by Council on 29 June 2022

Job descriptions	Await input from HR
Positions declared redundant	None
Acting Allowance for certain positions where no incumbent have been appointed	Await input from HR
CHALLENGES	**CORRECTIVE ACTIONS**
Revenue and debt collection	Municipal account holders can make arrangements with the Municipality to pay off their arrear accounts – no interest were levied. Recovery on prepaid sales of 25%
Collection of government debts	Interact through Intergovernmental Relations Forum on a regular basis
Regular requests from communities to assist with funding for social programmes, bursary applications, school uniforms, etc.	Requests are channelled to investors who has a role to play in terms of social responsibility contributions to communities of Karoo Hoogland
High unemployment and poverty	A clause was included in Tenders of the Municipality to utilise local SMME's/contractors for projects implemented in Karoo Hoogland Local SMME's are given support with registration of their businesses and to obtain the necessary documentation to enable them to participate in tender processes to make them more sustainable

FINANCIAL PERFORMANCE 2020/2021: THE EXECUTIVE AND COUNCIL				
R'000				
	2020/2021			
Details	**Original Budget**	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue	2,668,600.00	2,486,800.00	2,841,900.82	- 355,100.82
Expenditure:				
Employees	8,633,412.00	8,633,415.00	8,663,582.79	- 30,167.79
Repairs and Maintenance	-	-	-	-
Other	4,546,298.00	4,483,797.00	2,919,031.58	1,564,765.42
Total Operational Expenditure	13,179,710.00	13,117,212.00	11,582,614.37	1,534,597.63
Surplus /(Deficit)	(10,511,110.00)	(10,630,412.00)	(8,740,713.55)	(1,889,698.45)

FINANCIAL PERFORMANCE 2021/2022: COUNCIL					
Detail		**2021/2022**			
		Original Budget	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue		2,686,301	2,818,368	2,762,792	- 55,576.00
Expenditure:					
Employee Costs		343,500	17,899	9,508	- 8,391.41
Remuneration		4,119,100	4,080,988	3,812,861	- 268,127.28
Depreciation and Amortisation		-	-	-	
Others		1,443,700	986,517	1,344,915	358,398.04
Total Operational Expenditure		5,906,300	5,085,404	5,167,283	
Surplus /(Deficit)		-3,219,999	-2,267,036	-2,404,491	

3.35 FINANCIAL SERVICES

Financial services include:

- Budget and treasury control
- Income management (revenue)
- Supply Chain Management & Expenditure Management

Sound financial management practices are essential to the long-term sustainability of the Municipality. It underpins the process of democratic accountability. The key objectives of the MFMA is to modernise municipal financial management in South Africa to lay a sound financial base for the sustainable delivery of services. The management of key financial and governance areas is achieved by focussing on reducing the levels of outstanding debt owed to the Municipality, to assist with service delivery spending and maintaining a healthy cash flow and maintaining an unqualified audit for the Municipality by resolving audit findings and improving financial governance.

This section is being dealt with in detail in Chapter 5.

***The 2021/2022 figures in the table below will be populated was received on 8 March 2023*

DEBT RECOVERY						
R' 000						
Details of the types of account raised and recovered	2020/2021			2021/2022		
	Billed in Year	**Actuals for accounts billed in year**	**Proportion of accounts value billed that were collected %**	**Billed in Year**	**Actuals for accounts billed in year**	**Proportion of accounts value billed that were collected %**
Property Rates	7,312,694.20	4,918,158.87	67.26 %	7,523,984.00	6,505,962.00	86.47%
Electricity	10,227,476.51	10,097,704.39	98.73 %	12,938,400.00	11,783,038.00	91.07%
Water	4,716,956.47	2,479,517.99	52.57 %	4,098,101.00	3,004,000.00	73.30%
Sanitation	3,771,783.04	2,012,214.25	53.35 %	3,591,900.00	3,080,000.00	85.75%
Refuse	2,920,509.38	1,659,678.42	56.83 %	2,769,223.00	2,054,000.00	74.17%
Advanced Payments	-	398,900.00	-			
Other	1,034,844.62	772,211.98	74.62 %	1,730,524.00	1,367,489.00	79.02%
	29,984,264.22	22,338,385.90	74.50 %	32,652,132.00	27,794,489.00	85.12%
B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.(Water and Electricity)						T3.70.2

FINANCIAL PERFORMANCE 2020/2021: FINANCIAL SERVICES				
R'000				
	2020/2021			
Details	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	14,302,602.00	17,001,003.00	22,571,414.30	- 5,570,411.30
Expenditure:				
Employees	8,810,701.00	8,810,701.00	8,174,299.70	636,401.30
Repairs and Maintenance	27,100.00	27,000.00	27,426.56	- 426.56
Other	6,782,303.00	7,882,305.00	9,625,778.86	(1,743,473.86)
Total Operational Expenditure	15,620,104.00	16,720,006.00	17,827,505.12	(1,107,499.12)
Surplus /(Deficit)	(1,317,502.00)	280,997.00	4,743,909.18	(4,462,912.18)

FINANCIAL PERFORMANCE 2021/2022: FINANCIAL SERVICES					
Detail		**2021/2022**			
		Original Budget	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue		14,837,386.00	13,819,501.00	14,518,417.33	698,916.33
Expenditure:					
Employee Costs		8,167,802.00	8,357,571.00	8,251,380.18	- 106,190.82
Depreciation and Amortisation					
Others		8,063,906.00	9,864,261.00	12,101,670.91	2,237,409.91
Total Operational Expenditure		16,231,708.00	18,221,832.00	20,353,051.09	
Surplus /(Deficit)		- 1,394,322.00	- 4,402,331.00	- 5,834,633.76	

HIGHLIGHTS

The table below gives a brief description of all the highlights for financial services during the 2019/2020 & 2020/2021 & 2021/2022 financial year:

Highlight Description

- ✓ Standard operating procedures Implemented within the financial year and to be finalise within 2022/2023
- ✓ Annual tenders implemented – Procurement Plan adopted and reported on
- ✓ Creditors Arrangements was made with SALGA and AG
- ✓ AG paid off completely in June 2022
- ✓ SALGA to meet with Management(Council) for arrangements
- ✓ Supply Chain Policies reviewed and updated and strictly adhered to
- ✓ Investigations Committee appointed to investigate Irregular Expenditure and report to MM in 2019/2020 and 2020/2021 and 2021/2022 – however not yet reported to MPAC or Disciplinary Board

CHALLENGES

The table below gives a brief description of the financial services challenges during the 2021/2022 financial year:

Outstanding debtors
Outstanding debt was handed over to lawyers and dealt with accordingly. It need more attention in 2022/2023

Cash flow
The Municipality developed and adopted a cost containment policy as prescribed by national Treasury and strict measures are put in place to reduce expenditure.

3.36 HUMAN RESOURCE SERVICES

Karoo Hoogland Municipality underwent a Work-study process to revise the organisational structure in 2013/2014 for implementation in 2015/2016 financial year. Karoo Hoogland Municipality recognized the significance and importance of the development and management of its employees in order to deliver an optimal service to the community.

The HR Unit resort under the Directorate : Corporate Services and is responsible for the following functions:

- HR Administration
- Recruitment and selection
- Legal services and labour relations
- Employment Equity
- Organisational structure and job evaluation
- Occupational Health and Safety
- Training and development
- Employee Assistance Programme (EAP)

The aim is to provide management with effective and efficient strategic advice and support regarding new and amended legislation, interpretation of policies, organisational change, sound labour relation practices and a healthy and safe environment.

3.37 CORPORATE SERVICES

The Corporate Services Unit resort under the Directorate : Corporate Services and is responsible for the following functions:

- HR (See 3.36)
- Administration services
- ICT services
- Record management
- Cleaning services
- Switchboard and customer care

The aim is to ensure effective and efficient administrative systems to enhance the Municipality's objectives.

HIGHLIGHT	DESCRIPTION
Redundant Position of Switchboard Operator /Customer Care	Revised and approved by Council Electronic system can guide customers
Appointment of Records Officer	Budgeted for and appointed
Social Media Policy and Facebook Page	Getting communication out to public quicker
CHALLENGES	**CORRECTIVE ACTION**
Limited space for records management and storage	Budget constraints is currently hampering the process. However, will budget accordingly in the 2021/22 financial year
Backlog at Records Management	The position was vacant for more than a year and the backlog and other issues need to be addressed by new incumbent
Filling of Vacant Positions	The IDP/LED/ Community Services Manager need an assistant Performance Management Clerk will be investigated
Cascading of Performance	All personnel will need to develop and assess their Annual Work Plans and submit them to the Departmental heads so that it can be monitored

3.38 INFORMATION & COMMUNICATION TECHNOLOGY (ICT) SERVICES

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The establishment of ICT department within Karoo Hoogland Municipality to render a service to all departments through effective, efficient and cost effective systems and equipment that enhances the performance of these departments in service delivery to inhabitants. The ICT services are being render by different companies. Our financial system which is called EMS is supplied by SEBATA/Inzalo EMS. Our telephone and data service are being delivered by Vodacom at all our municipal offices. Our email are mostly managed by each user, but the service is hosted at Web-ateljee in Upington (Contract awarded through tender process).

Council has there server on which its systems run. These systems are for financial management, document management, prepaid services and communication. E-natis vehicle registration management are done by Department Transport. Council business is conducted from different buildings spread over the whole servicing area including the three towns. Within some of the buildings a wired network connects as well as wireless network connects, the main municipal office are all connected with a shared firewall.

The IT Department support all system users, maintains equipment and is responsible for the purchasing of equipment either for replacement or new staff. Keeping track with technology changes is always challenging due to budget constraints. IT services are also being outsourced or contracted when needed as no specialized IT personnel is employed by KHM. The IT department is being supported by an ICT steering committee who is represented by each department in the Municipality.

The following policies were adopted by Council on 29 August 2017 effective from 1 July 2017 to adhere to audit outcomes and to regulate the IT departments work:

a. Change Policy and Procedure (ICT)
b. Patch Management Policy and Procedure (ICT)
c. Internet Acceptable Use Policy (ICT)
d. Back-up Policy and Procedure (ICT)
e. Physical Protection of IT Facility Policy (ICT)
f. User Account Management Policy (ICT)
g. IT Risk Management Policy (ICT)

Also, the ICT policy were workshopped and adopted with council in 2018/2019 financial year for implementation in 2019/2020 financial year. Council have adopted the Corporate Governance Policies to be affect from 1 July 2019. Council is working on adopting more ICT related policies for governance purposes.

The above mentioned policies have been revised during 2021/2022.

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

New PC's, Laptops, printers and a UPS were purchased in the event the equipment had become redundant or uneconomical to repair. Some was purchased for new positions as the need arose as well as some purchased to replace stolen equipment. Our ICT equipment is mSCOA ready. This performance is relating to the 2019/2020 and the 2020/2021 and 2021/2022 financial year.

3.39 PROPERTY, LEGAL, RISK MANAGEMENT & PROCUREMENT SERVICES

LEGAL SERVICES

The Municipality does not have a separate division with personnel to attend to legal services. The Legal Services division/function delivers a supporting function to all directorates in the municipality. The division forms part of the Office of the Municipal Manager. This office handles all requests for legal advice and legal aid in respect of municipal matters. Some of these services are also outsourced or contracted.

This office is also responsible for the contracts of the municipality. A number of new contracts were concluded and contracts that expired were renewed. A Contract Management Register were implemented by the CFO to keep track of all Contracts and Agreements, however it need attention and should be monitored more regularly to do proper contract management.

RISK MANAGEMENT

Risk Management is the identification, assessment, and prioritization of risks through a structured and systematic process followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of risks. When properly executed risk management can provide reasonable assurance to Council and management that the municipality will be successful in achieving its objectives and goals.

Managing business risks associated within the municipality is an ongoing process involving different levels within the organisation. Even though risks identified may have a low likelihood of occurring or controls are in place mitigating the risks, a continuous approach of monitoring and testing of controls needs to be done by management supported by the internal audit function.

PROPERTY

The Council will develop a Property Disposal Policy in 2022/2023. However, some vacant erven have been advertised in 2013/2014 and are in the process of being sold and disposed of. Only 6 erven have been transferred to the new owners in 2015/2016. The other almost 63 were done and finalised in 2017/2018. The municipality also received assistance from CoGHSTA to help home owners who cannot afford the transfer costs and who has been living in their homes for a long time now without their deeds to be transferred in their names. This process commenced in 2015/2016 and all three towns will benefit from this effort to finalise transferring of deeds to their owners. This process completion will depend on the active participation of the community.

FINANCIAL PERFORMANCE 2020/2021: PROPERTY; LEGAL; RISK MANAGEMENT; AND PROCUREMENT SERVICES				
R'000				
	2020/2021			
Details	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	633,000.00	483,400.00	690,401.48	- 207,001.48
Expenditure:				
Employees	833,104.00	833,104.00	872,260.50	- 39,156.50
Repairs and Maintenance	1,500.00	91,500.00	97,274.31	- 5,774.31
Other	62,503.00	62,503.00	27,368.94	35,134.06
Total Operational Expenditure	897,107.00	987,107.00	996,903.75	(9,796.75)
Surplus /(Deficit)	(264,107.00)	(503,707.00)	(306,502.27)	(197,204.73)

FINANCIAL PERFORMANCE 2021/2022: PROPERTIES				
Detail	**2021/2022**			
	Original Budget	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue	574,401	665,908	620,095	- 45,813.00
Expenditure:				
Employee Costs	1,022,900	956,283	838,155	- 118,127.81
Depreciation and Amortisation	-	-	-	
Others	207,000	207,000	105,027	- 101,973.12
Total Operational Expenditure	1,229,900	1,163,283	943,182	
Surplus /(Deficit)	-655,499	-497,375	-323,087	

SERVICE STATISTICS FOR PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

LEGAL SERVICES

Legal Advice was requested from external sources on quite a few matters. The Council used Van de Wall & Associates and GB Kempen & De Wet Nel(Changed to MD Visser Transport) in different cases and requests in the 2016/2017, 2017/2018 year as well as in the 2018/2019, 2019/2020 year and the 2020/2021 year and the 2021/2022 year.

COMPONENT J : MISCELLANEOUS

3.40 AIRFIELDS

Karoo Hoogland Municipality has one registered/licensed Airfield in Williston. However it was deregistered/delicensed in 2015/2016 because the maintenance cost is too high as well as the insurance. The maintenance of the airfield was privatized in 2018/2019.

Sutherland also has a privately owned airfield as well as a municipal airfield which are not registered. Sutherland municipal airfield was leased in 2018/2019 to Otto Gerntholtz. A Three year Contract is in place which ended December 2022.

COMPONENT K : ORGANISATIONAL PERFORMANCE SCORECARD AND INDIVIDUAL PERFORMANCE

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

3.41 DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2021/2022

Chapter 3 and 4 of the Annual Report is the Annual Performance Report Information for 2021/2022. A Performance Management System was introduced at the Municipality during the 2018/2019 Financial Year and this has been audited and a qualification has been issued. Reports are being extracted directly from the system as it forms part of the EMS system which is an integrated system. However not integrated with the financial system. Moving forward the system is being refined to ensure that all reporting deadlines are met in terms of section 52 and section 72 of the MFMA. All the Municipal KPI's as approved by council will be contained in the system and all managers have been issued with their respective SOP's so that Performance Management can be properly evaluated moving forward from the 2022/2023 financial year.

The main development and service delivery priorities for 2021/2022 forms part of the Municipality's Top Layer SDBIP for 2021/2022 and are indicated in the Top Layer SDBIP for 2021/2022 which is annexed at the back.

MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO HE MUNICIPAL MANAGER

The MSA, 2000 prescribes that the municipality must enter into performance-based agreements with 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 senior managers for the 2019/2020 financial year were signed as prescribed with a lot of errors with regards to dates. The appraisal of the actual performance in terms of the signed agreements took place twice per annum. One formal evaluation with the performance evaluation panels and one oral evaluation where the Mid year performance reporting documentation are used to see progress and whether any serious corrective measures need to be taken. The annual/ final Evaluation of the 2019/2020 financial year took place on 3 December 2020.

3.42 B2B REPORTING

Monthly reporting on the Back 2 Basics template received from National Treasury are done regularly. It was replaced with quarterly reporting in 2021/2022 on a standard set of Technical Indicators.

3.43 FREE BASIC SERVICES REPORTING

Government's Free Basic Service (FBS) commitment was borne out of numerous debates on ways to address the needs of the masses of impoverished citizens of South Africa. The right of all citizens to have at least a basic level of service is a right that is entrenched within the South African Constitution (Act 108 of 1996). This right has been actualized in government's commitment towards the provision of Free Basic Water (FBW), Free Basic Sanitation (FBSan) and Free Basic Electricity (FBE) to economically disadvantaged communities (indigents).

The Department of Co-Operate Governance Human Settlements and Traditional Affairs (COGHSTA) is commissioning a provincial study to provide information and insight on the implementation status of municipalities, challenges experienced and support required.

A number of difficulties were highlighted in relation to the provision of FBS in existing documentation. These included the following:

- Statistics available do not provide a detailed picture of FBS at municipal level in the Northern Cape Province.
- There is a lack of information on the challenges faced by municipalities in delivering FBS.
- The impacts that FBS has on poverty is unknown.
- Information on which municipalities is experiencing difficulties and would require support in rolling out FBS is absent.

In rolling out of the study, COGHSTA require municipalities to completing the following templates monthly:

1. Municipal Free Basic Services assessment form.
2. Indigent statistical information.

Karoo Hoogland Municipality submit these monthly reporting templates regularly. Herewith an extract of the information requested in these reports and the municipalities status with reference to these questions:

POLICY DEVELOPMENT	
Indigent Policy	YES, Annual revision : 28 May 2020 and 31 May 2021
Free basic water policy (including assessment of free basic water in a Rural Context and Free Basic Water Implementation for Farm dwellers)	YES, included in Indigent Policy, - not a separate policy
Free Basic Sanitation Policy	YES, included in Indigent Policy, - not a separate policy
Free Basic Electricity Policy (including Free Basic Alternative Energy)	YES, included in Indigent Policy, - not a separate policy
Free basic Refuse Removal Policy	YES, included in Indigent Policy, - not a separate policy
Credit Control and Debt Collection Policy	YES, Annual revision : 28 May 2020

FREE BASIC SERVICES INSTITUTIONAL ARRANGEMENTS	
Mechanisms to manage and monitor Free Basic services	Indigent Policy and monthly application forms

REGULATION		
Services bylaws with conditions as required by the acts.	Not in place - only Property Rates bylaw annually gazette	Would like assistance with regards to system monitoring and compliance
Mechanisms to ensure compliance with bylaws	Policies to ensure compliance annually revised, however still in the process of reviewing necessary bylaws	Would like assistance with regards to system monitoring and compliance
Registration of landfill sites	Fraserburg landfill registered - - Permit AECOM appointed by the Dept of Environmental Affairs to register Williston and Sutherland landfill sites. – Williston and Sutherland Landfill sites received their licenses in 2016/2017. Sector Departments to assist to fund business plans to comply with license specifications and conditions in 2021/2022	
WATER CONSERVATION AND DEMAND MANAGEMENT		
Water conservation and demand management strategy and by-laws	Not in place	Would like some assistance in this regard
PERFORMANCE MANAGEMENT AND MONITORING : FBS and Water service		
Performance management systems with FBS kpa's	In place - monitored by provincial treasury	Training on the full operation now in progress
Water service monitoring and evaluation (M&E) system	Not in place - to review and update Water Services Development Plan in 2015 November - updating the information - was tabled to Council in March 2016 and was adopted by Council on 26 April 2016 – This plan was also captured electronically by DWS in 2016/2017 and are annually revised.	

All indigents who apply and qualify, benefit from Free Basic Services.

3.44 LGMIM

Local Government Management Improvement Model (LGMIM)

The National Development Plan (NDP) on a Capable and Developmental State envisioned that by 2030 we will have a developmental local state that is accountable, focused on citizen's priorities and capable of delivering high-quality services consistently and sustainably through co-operative governance and participatory democracy. The quality of management practices is critical to improving performance, productivity and service delivery within the public sector.

LGMIM provides an integrated and holistic view of a municipality's performance across several critical key performance areas, thus making it easier to prioritize areas that are in need of significant improvement and potential support. At the same time, LGMIM can assist sector departments and other stakeholders in identifying areas where frameworks and guidelines could be improved. During 2020/2021 no information or assistance were received on the LGMIM.

During the 2021/2022 financial year the LGMIM assessment were done during March 2022. The municipality have a very good compliance score/rating, however there are a few sections which must still be complied with. During July 2022 the outstanding actions were receveid in the form of an Action Plan of outstanding evidence. The Action plan must be fully addressed by 30 June 2023.

CHAPTER 4 : ORGANISATIONAL DEVELOPMENT PERFORMANCE

(PERFORMANCE REPORT INFORMATION)

INTRODUCTION

The Organisational Structure was reviewed(Workstudy) in January 2014 by Council to decrease the amount of posts and directors to be able to have an affordable organogram but which will still provide all the functions/services applicable to a municipality. Management retained a healthy relationship with employees by meeting with recognized labour unions on the Local Labour Forum. A new Organogram was approved on 9 December 2015. Placements onto the new organogram commenced in June 2016. Subsequent Organograms were approved annually for each year. The latest organogram applicable to the 2021/2022 financial year was reviewed and approved duringAugust 2021. It is attached to this document.

COMPONENT A : INTRODUCTION TO THE MUNICIPAL WORKFORCE

4.1 EMPLOYEE TOTALS, TURNOVERS AND VACANCIES

The primary objective of HR management is to render an innovative HR service that addresses both skills development and an administrative function.

Employees 2021/2022				
	2020/2021	2021/2022		
Description	Employees	Approved Posts	Employees	Vacancies
	No.	No.	No.	No.
Water	6	9	6	3
Waste Water (Sanitation)	6	9	6	3
Electricity	1	2	1	1
Waste Water (Stormwater Drainage)	12	14	12	2
Roads	12	14	12	2
Finances	17	17	17	0
Planning (Strategic & Regulatary)	3	3	3	0
Local Economic Development	0	0	0	0
Community & Social Services	5	8	5	3
Sport and Recreation	9	9	9	0
Corporate Policy Offices and Other	11	14	11	3
Totals	82	99	82	17

Headings follow the order of services as set out in chapter 3. Service totals should equate to those included in the Chapter 3 employee schedules. Employee and Approved Posts numbers are as at 30 June.	T4.1.1

NATIONAL KPI – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the Municipality's performance in terms of the national KPIs required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These KPIs are linked to the national key performance area – municipal transformation and organisational development.

KPA and Indicators	Target	Municipal achievement
	2021/2022	2021/2022
Percentage of people from employment equity target groups that will be appointed in the three highest levels of management during the 2021/2022 financial year in compliance with the municipality's approved employment equity plan (This outcome actually points to the reporting and all reports were submitted – Council should revise the KPI to be verifiable and measurable.)	100%	100%
Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2022 ((Total Actual Training Expenditure/ Total personnel Budget)x100))	0,1%	0,27%

STAFFING AND MANAGEMENT PROFILE

- The total staff complement as at 30 June 2022 was **82 permanent employees**.

The Employment Equity Act (1998) Chapter 3, Section 15(1) states that affirmative action measures are measures designed to ensure that suitably 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 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".

EMPLOYMENT EQUITY

Description	African	Coloured	Indian	White	Total
Number of positions filled	**1**	**75**	**0**	**6**	**82**

PERFORMANCE REWARDS

No system for performance rewards is in place for other levels of staff except for the CFO and the Director Infrastructure and the MM. It will receive attention in 2022/2023.

CAPACITATING THE MUNICIPAL WORKFORCE

The main focus for the year was compliance with the Minimum Competency Regulations for Senior and Middle Managers. However, sufficient training was not done and necessary training still need to be done. Training for Councillors, LLF members, Infrastructure personnel and training on the new EMS Financial system from SEBATA were done in 2019/2020, but could not be done in the 2020/2021 year due to Covid and skeleton staff. Some training commenced again in 2021/2022 and good progress were made in this regards after Covid.

MANAGING THE 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.

EMPLOYEE EXPENDITURE

The personnel expenditure information is attached as per the Annual Financial Statements Table SA24. The national norm of between 35 to 40% and Karoo Hoogland is : **37 %** The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The Councillor Expenditure are included to calculate the above mentioned **37%**

Financial Year 2021/2022	Total Expenditure	Total Operating	Percentage
	Salary and Allowances	Expenditure	
	R'000		%
2019/2020	26,140	69,408	37.66%
2020/2021	27,560	75,992	36.27%
2021/2022	30,676	82,004	37.41%

Description	2020/2021	2021/2022
	Actual	Actual
	R	
Councillors (Political office bearers plus other)		
Salary	2,349,744	3,390,517
Cell phone Allowance	300,900	422,344
Subtotal-Councillors	**2,650,644**	**3,812,861**
%increase/(decrease)		
All Municipal Employees (excl. Councillors)		
Salary	24,209,646	23,471,824
Company Contributions	2,296,958	2,434,776
Motoer Vehicle Allowances	121,000	200,436
Housing Benefits and allowances	51,618	53,675

Performance Bonus	285,653	368,242
Overtime	595,000	333,978
TOTAL	**27,559,875**	**26,862,931**

Expenditure			
Employee related costs	26	(26 862 931)	(26 882 229)
Remuneration of councillors	27	(3 812 861)	(2 650 645)
Depreciation and amortisation	32	(10 700 187)	(10 962 954)
Finance costs	28	(3 730 835)	(2 965 771)
Debt Impairment	29	(6 280 978)	(6 229 142)
Bad debts written off		(783 207)	(907 012)
Bulk purchases	30	(10 904 885)	(10 163 283)
Contracted services	31	(934 980)	(1 390 882)
Water inventory consumed		(4 398 557)	(4 568 159)
Water losses		(289 466)	(389 194)
Operating cost	33	(13 304 704)	(12 021 116)
Total expenditure		**(82 003 591)**	**(79 130 387)**

SKILLS DEVELOPMENT - BUDGET ALLOCATION

Total personnel budget	Total training allocated	Total Spent	% spent
R 26 862 931	R 140 000 (R152 000)	R 174 619,51 (R 183 325)	**124%**

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

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

4.2 HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to managing staff. The table below shows the HR policies that was reviewed and workshopped during the 2019/20 financial year and were still applicable for 2021/2022:

HIGHLIGHT	DESCRIPTION
Organisational Structure	Revised and approved by Council (Aug 2021)
HR Policies approved (Reviewed)	Revised policies and approved on 19 nov 2020: a) Attendance and Punctuality Policy; b) Confidentiality Policy; c) Dress Code Policy; d) Education Training and Development Policy; e) Exit Management Policy; f) Incapacity due to Ill Health/Injury; g) Incapacity due to Poor Work Performance; h) Leave Management Policy; i) Occupational Health And Safety Policy;

	j) Overtime Policy; k) Sexual Harassment Policy; l) Smoking; m) Student Assistant Policy; n) Substance Abuse Policy; o) Succession Planning Policy; p) Transport Allowance; q) Whistle Blowing Policy r) Acting and Additional Responsibility Allowance s) Recruitment and Selection Policy t) Code of Ethics Workshopped on 28 October 2020 and approved on 19 Nov 2020: a) Employee Wellness Policy b) HIV/AIDS Policy c) Cellphone / Telephone Policy d) Private Work and Declaration of Interest Policy e) Danger Allowance
Employment Equity	Employment Equity Committee has been appointed and is fully functional Employment Equity Plan has been submitted to the Department of Labour in line with legislation
Succession Planning	Succession Planning Policy has been approved by Council to promote training & development as well as promotions

CHALLENGES	CORRECTIVE ACTION
Employment Assistance Programme	A proper employment assistance programme will be implemented during the 2022/2023 financial year
Job Evaluation	Job Evaluation need to be done in the 2022/2023 financial year.
Filling of Vacant Positions	Funding is still an issue and suitably qualified applicants must be recruited
Training And Development	Funding and Skills Audit must be done

4.3 INJURIES, SICKNESS AND SUSPENSIONS

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.

Incidents are investigated to determine whether there was any negligence involved to ensure that it is an actual injury on duty.

Total of sick leave days requested from financial department

2019/2020 **247 days**

2020/2021 **167 days**

2021/2022 **460 days**

COMMENT ON INJURY AND SICK LEAVE:

No fatal accidents occurred in the work place. The municipality complied with the requirements of the Occupational Health and Safety Act.

COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

No employees were suspended for fraud and theft. No cases were reported.

4.4 PERFORMANCE REWARDS

No system for performance rewards is in place for other levels of staff except for the CFO and the Director Infrastructure and the MM. It will receive attention in 2022/2023 if found necessary and with the implementation of the new Staff regulations.

COMPONENT C : CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

The main focus for the year was compliance with the Minimum Competency Regulations for Senior and Middle Managers. However, sufficient training was not done and necessary training still need to be done. Training for Councillors, LLF members, Infrastructure personnel and training on the new EMS Financial system from SEBATA were done in 2020/2021.

Section 68(1) of the MSA states that a municipality must develop its HR capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose, the HR capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

4.5 SKILLS DEVELOPMENT/MATRIX & TRAINING & MINIMUM COMPETENCY LEVEL REPORTING

This information is attached as Volume VII.

Financial Competency Development: Progress Report as at 30 June 2022						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c)	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	1		1	0	1	1
Chief financial officer	1		1	1	1	1
Senior managers	1		1	1	1	0
Any other financial officials	3		3	0	0	1
Supply Chain Management Officials						
Heads of supply chain management units	1		1	0	0	0
Supply chain management senior managers	0		0			
TOTAL	7	0	7	2	3	3

* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007) T4.5.2

Skills Matrix as at 30 June 2022

Management Level	Gender	Employees in post as at 30 June 2022	**Number of skilled employees required and actual as at 30 June 2022**											
			Learnerships			**Skills programmes & other short courses**			Other forms of training			Total		
		No.	Actual: End of 2018/2019	Target at end of 2020/2021	Target at end of 2021/2022	Actual: End of 2018/2019	Target at end of 2020/2021	Target at end of 2021/2022	Actual: End of 2018/2019	Target at end of 2020/2021	Target at end of 2021/2022	Actual: End of 2018/2019	Target at end of 2020/2021	Target at end of 2021/2022
MM and s57	Female	0												
	Male	3	1									1	0	
Councillors, senior officials and managers	Female	4									5			5
	Male	10									7			7
Technicians and associate professionals*	Female	6												
	Male	7												
Professionals	Female	3												
	Male	2												
Sub total	Female	13												
	Male	22	1									1	0	
Total		35	1	0	0	0	0	0	0	0	12	1	0	12

T4.5.1

*Registered with professional Associate Body e.g CA (SA)

COMPONENT D : MANAGING THE WORKFORCE EXPENDITURE

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

4.6 EMPLOYEE EXPENDITURE

Financial Year	Total expenditure salary and allowances	Total operating expenditure	Percentage
	R'000		%
2018/2019	24,199	65,324	37.04%
2019/2020	26,140	69,408	37.66%
2020/2021	27,560	75,992	36.27%
2021/2022	30,676	82,004	37.41%

Table: Personnel expenditure

Below is an analysis of the personnel expenditure for the year under review:

Description	2019/2020	2020/2021	2021/2022
	Actual	Actual 7 Councillors	Actual 11 Councillors
	R		
Councillors (Political office bearers plus other)			
Salary	2,369,722	2,349,744	3,390,517
Cell phone allowance	263,000	300,900	422,344
Subtotal-Councillors	**2,632,722**	**2,650,644**	**3,812,861**
%increase/(decrease)	**6.35%**	**0.00%**	
All municipal employees (excl.Councillors)			
Salary	23,648,559	24,209,646	23,471,824
Company contriutions	1,479,724	2,296,958	2,434,776
Motor verhicle allowances	87,159	121,000	200,436
Housing benefits and allowances	86,378	51,618	53,675
Performance bonus	382,012	285,653	368,242
Overtime	455,898	595,000	333,978
TOTAL	26,139,730	27,559,875	26,862,931

COMMENT ON UPGRADED POSTS AND THOSE THAT ARE AT VARIANCE WITH NORMAL PRACTICE:

No posts were upgraded during the year and there was no variance from normal practice. Only placements onto the new Organogram were being finalised. Huge differences due to Karoo Hoogland changing from Plenary Executive System to Collective Executive System and the Councillors changing from only 7 to 11 where 2 full time Councillors and 3 Exco members salaries were extra during the year since after the Elections in November 2021

DISCLOSURES OF FINANCIAL INTERESTS

All directors and Councillors declared their financial interests as prescribed in the performance Regulation 805 of 2006. (Appendix J)

CHAPTER 5 : FINANCIAL PERFORMANCE

COMPONENT A : STATEMENTS OF FINANCIAL PERFORMANCE

This Key Performance Area is without any doubt the most important one, since no business or organisation can fulfill its obligations without financial resources and sound financial management. The performance of Karoo Hoogland during the year under review must be benchmarked against the performance during the previous financial years.

5.1 STATEMENT OF FINANCIAL PERFORMANCE

For a better picture and to compare against the previous audited financial year, find 2020/2021 Budget Summary

NC066 Karoo Hoogland - Table A1 Budget Summary 2020/2021

NC066 Karoo Hoogland - Table A1 Budget Summary

Description	2020/21 Medium Term Revenue & Expenditure Framework		
R thousands	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance			
Property rates	7,348	7,891	8,254
Service charges	21,519	22,543	23,582
Investment revenue	237	311	325
Transfers recognised - operational	32,761	31,259	32,737
Other own revenue	3,716	4,003	4,189
Total Revenue (excluding capital transfers and contributions)	65,581	66,007	69,087
Employee costs	28,028	28,563	30,354
Remuneration of councillors	2,763	2,862	2,969
Depreciation & asset impairment	7,500	7,574	7,651
Finance charges	135	126	116
Materials and bulk purchases	11,420	12,682	13,271
Transfers and grants	197	42	46
Other expenditure	21,463	20,819	21,647
Total Expenditure	71,505	72,668	76,053
Surplus/(Deficit)	(5,924)	(6,661)	(6,966)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	–	0
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(5,924)	(6,661)	(6,966)
Share of surplus/ (deficit) of associate	–	–	–
Surplus/(Deficit) for the year	(5,924)	(6,661)	(6,966)
Capital expenditure & funds sources			
Capital expenditure	9,367	19,415	9,718
Transfers recognised - capital	8,065	18,352	8,652
Borrowing	–	–	–
Internally generated funds	1,401	1,063	1,066
Total sources of capital funds	9,466	19,415	9,718
Financial position			
Total current assets	17,843	17,549	17,455
Total non current assets	244,276	261,186	267,809
Total current liabilities	9,778	8,181	8,544
Total non current liabilities	60,591	63,078	65,677
Community wealth/Equity	191,760	207,476	211,044
Cash flows			
Net cash from (used) operating	9,379	19,853	11,049
Net cash from (used) investing	(8,164)	(20,352)	(10,562)
Net cash from (used) financing	(339)	–	–
Cash/cash equivalents at the year end	3,365	2,866	3,353
Cash backing/surplus reconciliation			
Cash and investments available	3,481	2,526	1,741
Application of cash and investments	(4,719)	(6,964)	(7,279)
Balance - surplus (shortfall)	8,200	9,490	9,020

Asset management			
Asset register summary (WDV)	240,560	248,116	256,483
Depreciation	7,500	7,574	7,651
Renewal and Upgrading of Existing Assets	641	0	0
Repairs and Maintenance	1,325	1,657	1,632
Free services			
Cost of Free Basic Services provided	3,571	3,736	3,908
Revenue cost of free services provided	3,082	3,224	3,373
Households below minimum service level			
Water:	–	–	–
Sanitation/sewerage:	–	–	–
Energy:	–	–	–
Refuse:	–	–	–

2021/2022 – Pre-audit

NC066 Karoo Hoogland - Table A1 Budget Summary

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Financial Performance										
Property rates	11,202	7,209	6,850	7,824	9,303	9,303	9,303	7,735	8,106	8,463
Service charges	19,176	16,909	20,581	22,606	23,498	23,498	25,473	24,462	25,636	26,764
Investment revenue	(1,726)	270	199	305	395	395	395	583	611	638
Transfers recognised - operational	22,029	26,611	32,765	29,477	29,477	29,477	29,477	35,449	35,358	37,759
Other own revenue	5,230	4,303	5,032	4,410	4,230	4,230	4,230	4,970	4,829	5,042
Total Revenue (excluding capital transfers and contributions)	55,911	57,301	65,427	64,825	66,903	66,903	68,878	73,199	74,540	78,664
Employee costs	24,102	25,063	27,294	28,375	27,847	27,847	27,847	28,030	28,574	29,266
Remuneration of councillors	2,688	2,633	2,651	4,119	4,081	4,081	4,081	4,421	4,490	4,816
Depreciation & asset impairment	–	12,242	12,199	9,500	9,500	9,500	9,500	9,547	8,546	8,753
Finance charges	100	2,909	2,625	90	105	105	105	85	89	94
Inventory consumed and bulk purchases	10,050	10,862	11,235	12,258	11,838	11,838	11,838	13,049	13,809	14,611
Transfers and grants	199	134	175	67	124	124	124	64	66	7
Other expenditure	12,340	15,952	20,196	18,408	19,588	19,588	19,588	26,343	24,792	26,925
Total Expenditure	49,480	69,795	76,373	72,816	73,082	73,082	73,082	81,539	80,367	84,471
Surplus/(Deficit)	6,431	(12,494)	(10,946)	(7,991)	(6,179)	(6,179)	(4,204)	(8,341)	(5,827)	(5,807)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	8,779	10,087	8,981	18,276	18,276	18,276	18,276	30,562	10,734	11,006
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	–	243	1,487	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	15,209	(2,164)		10,285	12,097	12,097	14,072	22,221	4,907	5,199
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	15,209	(2,164)	–	10,285	12,097	12,097	14,072	22,221	4,907	5,199
Capital expenditure & funds sources										
Capital expenditure	50,181	142,695	–	18,346	162,133	162,133	162,133	30,662	10,734	10,734
Transfers recognised - capital	50,107	(18,407)	–	18,276	156,003	156,003	156,003	30,562	10,734	10,734
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	170	161,102	–	70	70	70	70	100	0	0
Total sources of capital funds	50,277	142,695	–	18,346	156,073	156,073	156,073	30,662	10,734	10,734
Financial position										
Total current assets	46,083	23,542	33,302	19,240	21,099	21,099	21,099	25,451	30,562	37,364
Total non current assets	286,980	290,167	285,543	292,814	340,041	340,041	340,041	308,395	293,580	293,580
Total current liabilities	96,054	49,738	51,841	16,039	3,827	3,827	3,627	7,024	4,702	5,435
Total non current liabilities	45,407	3,743	3,198	36,746	37,828	37,828	37,828	37,910	38,478	38,448
Community wealth/Equity	190,298	260,050	263,291	542,558	1,413,785	1,413,785	1,413,785	287,934	280,062	286,161
Cash flows										
Net cash from (used) operating	(14,612)	(12,525)	(36,844)	26,170	21,395	21,395	21,395	32,132	12,278	13,966
Net cash from (used) investing	(3)	–	–	(18,346)	(18,346)	(18,346)	(18,346)	(30,562)	(8,734)	(8,916)
Net cash from (used) financing	(200)	(211)	(222)	(301)	(301)	(301)	(301)	(429)	(286)	(301)
Cash/cash equivalents at the year end	(12,400)	(6,777)	(32,791)	11,797	11,336	11,336	11,336	8,062	11,320	16,069
Cash backing/surplus reconciliation										
Cash and investments available	18,254	4,272	8,588	5,100	9,413	9,413	9,413	8,995	12,998	18,491
Application of cash and investments	76,239	(3,003)	3,595	3,047	(5,584)	(5,584)	(5,194)	(6,990)	(11,580)	(11,048)
Balance - surplus (shortfall)	(57,985)	7,276	4,993	2,053	14,997	14,997	14,607	15,985	24,577	29,539
Asset management										
Asset register summary (WDV)	251,447	283,226	284,112	292,640	338,436	338,436	338,436	308,211	293,365	293,365
Depreciation	–	12,242	12,199	9,500	9,500	9,500	9,500	9,547	8,546	8,753
Renewal and Upgrading of Existing Assets	10,367	7,070	–	7,941	7,941	7,941	7,941	8,562	8,734	8,734
Repairs and Maintenance	1,371	899	1,271	1,547	1,299	1,299	1,299	1,171	1,224	1,278
Free services										
Cost of Free Basic Services provided	–	–	–	719	719	719	719	719	750	784
Revenue cost of free services provided	2,566	–	–	2,423	7,066	7,066	7,490	7,490	7,819	8,171
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

2021/2022 Audited Outcome

Description	2018/19	2019/20	2020/21	2021/22
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome
Revenue By Source				
Property rates	11 202	7 209	6 850	7 024
Service charges - electricity revenue	9 902	10 506	10 928	11 258
Service charges - water revenue	3 992	3 232	3 731	3 904
Service charges - sanitation revenue	3 009	2 890	3 372	3 380
Service charges - refuse revenue	2 273	2 282	2 551	2 654
Rental of facilities and equipment	419	591	622	580
Interest earned - external investments	(1 726)	270	199	416
Interest earned - outstanding debtors	2 496	2 284	2 617	3 100
Dividends received	–	–	–	–
Fines, penalties and forfeits	1	1	4	28
Licences and permits	–	–	–	–
Agency services	–	–	99	–
Transfers and subsidies	22 029	26 611	32 765	29 763
Other revenue	2 313	1 426	1 690	4 469
Gains	–	–	–	–
Total Revenue (excluding capital transfers and contributions)	**55 911**	**57 301**	**65 427**	**66 577**

Expenditure By Type				
Employee related costs	24 102	25 063	27 294	26 863
Remuneration of councillors	2 688	2 633	2 651	3 813
Debt impairment	–	178	907	7 064
Depreciation & asset impairment	–	12 242	12 199	10 700
Finance charges	100	2 909	2 625	3 731
Bulk purchases - electricity	8 548	9 482	10 163	10 905
Inventory consumed	1 502	1 380	1 072	4 399
Contracted services	5 325	3 031	6 312	93
Transfers and subsidies	199	134	175	60
Other expenditure	7 015	11 427	12 871	14 449
Losses	–	1 315	106	291
Total Expenditure	**49 480**	**69 795**	**76 373**	**82 368**
Surplus/(Deficit)	**6 431**	**(12 494)**	**(10 946)**	**(15 792)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	8 779	10 087	8 981	24 314
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	–	–	–	–
Transfers and subsidies - capital (in-kind - all	–	243	1 487	–
Surplus/(Deficit) after capital transfers &	**15 209**	**(2 164)**	**(478)**	**8 522**

5.2 GRANTS

Grants received were all spent during the period under review. (2021/2022)

2020/2021 Grant Performance

APPENDIX D
KAROO HOOGLAND MUNICIPALITY
DISCLOSURES OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF MFMA, 56 OF 2003

Grant Description	Balance at 1 July 2020 R	Contributions during the year R	Operating Expenditure during the year Transferred to Revenue R	Capital Expenditure during the year Transferred to Revenue R	Total Expenditure during the year Transferred to Revenue	Grants Withheld R	Balance at 30 June 2021 R	Unspent 30 June 2021 (Creditor) R	Unpaid 30 June 2021 (Debtor) R
UNSPENT CONDITIONAL GOVERNMENT GRANTS AND RECEIPTS									
National Government Grants									
Integrated Electrification Programme		-	-	-	-	-	-	-	-
Financial Management Grant		2 800 000	2 800 000	-	2 800 000	-	-	-	-
Municipal Infrastructure Grant		12 966 000		8 966 410	8 966 410		3 999 590	3 999 590	-
Municipal Systems Improvement Grant				-	-	-	-	-	-
Energy Efficiency and Demand Side Management Grant		-	-	-	-	-	-	-	-
Water Services Infrastructure Grant	-	-		-	-	-	-	-	
Regional Bulk Infrastructure Grant		-	-	-	-				
Disaster Relief Grant		-							
Total National Government Grants	**-**	**15 766 000**	**2 800 000**	**8 966 410**	**11 766 410**	**-**	**3 999 590**	**3 999 590**	**-**
Provincial Government Grants									
Expanded Public Works Programme		1 000 000	1 000 000		1 000 000	-	-	-	-
Library Services	454 404	-	263 936	-		-	190 468	190 468	(1 400 000.00)
Total Provincial Government Grants	**454 404**	**1 000 000**	**1 263 936**	**-**	**1 000 000**	**-**	**190 468**	**190 468**	**(1 400 000.00)**
Other Grants									
District Municipality Surplus funds	-	-	-	-	-	-	-	-	-
Total Other Grants	-	-	-	-	-	-	-	-	-
Equitable Share	-	27 301 000	27 301 000	-	27 301 000	-	-	-	-
TOTAL GOVERNMENT GRANTS	**454 404**	**44 067 000**	**31 364 936**	**8 966 410**	**40 067 410**	**-**	**4 190 058**	**4 190 058**	**(1 400 000.00)**

2021/2022 Grant Performance

Vote Description	Ref	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Capital expenditure - Vote									
Multi-year expenditure ***to be appropriated***	2								
Vote 1 - Executive and Council		–	–	–	–	–	–	–	–
Vote 2 - Directorate Corporate Services		–	–	–	–	–	–	–	–
Vote 3 - Directorate Financial Services		–	70	70	70	70	100	0	0
Vote 4 - Directorate Infrastructure Services		–	18,276	18,276	18,276	18,276	21,562	10,734	10,734
Vote 5 - COMMUNITY & SOCIAL SERVICES		–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**18,346**	**18,346**	**18,346**	**18,346**	**21,662**	**10,734**	**10,734**
Single-year expenditure ***to be appropriated***	2								
Vote 1 - Executive and Council		–	–	–	–	–	–	–	–
Vote 2 - Directorate Corporate Services		–	–	–	–	–	–	–	–
Vote 3 - Directorate Financial Services		–	–	–	–	–	–	–	–
Vote 4 - Directorate Infrastructure Services		–	–	–	–	–	9,000	0	0
Vote 5 - COMMUNITY & SOCIAL SERVICES		–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**–**	**–**	**–**	**–**	**–**	**9,000**	**0**	**0**
Total Capital Expenditure - Vote		**–**	**18,346**	**18,346**	**18,346**	**18,346**	**30,662**	**10,734**	**10,734**
Capital Expenditure - Functional									
Governance and administration		**–**	**70**	**70**	**70**	**70**	**100**	**0**	**0**
Executive and council		–	–	–	–	–	–	–	–
Finance and administration		–	70	70	70	70	100	0	0
Internal audit		–	–	–	–	–	–	–	–
Community and public safety		**–**	**–**	**–**	**–**	**–**	**9,000**	**–**	**–**
Community and social services		–	–	–	–	–	9,000	–	–
Sport and recreation		–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–
Economic and environmental services		**–**	**335**	**6,395**	**6,395**	**6,395**	**–**	**0**	**0**
Planning and development		–	–	6,060	6,060	6,060	–	–	–
Road transport		–	335	335	335	335	–	0	0
Environmental protection		–	–	–	–	–	–	–	–
Trading services		**–**	**17,941**	**155,668**	**155,668**	**155,668**	**21,562**	**10,734**	**10,734**
Energy sources				–	–				

		–	–			–	–	2,000	2,000
Water management		–	17,941	132,213	132,213	132,213	21,562	8,734	8,734
Waste water management		–	–	23,455	23,455	23,455	–	0	0
Waste management		–	–	–	–	–	–	0	0
Other		–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	**–**	**18,346**	**162,133**	**162,133**	**162,133**	**30,662**	**10,734**	**10,734**
Funded by:									
National Government		–	18,276	156,003	156,003	156,003	30,562	10,734	10,734
Provincial Government		–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)		–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**–**	**18,276**	**156,003**	**156,003**	**156,003**	**30,562**	**10,734**	**10,734**
Borrowing	6	–	–	–	–	–	–	–	–
Internally generated funds		–	70	70	70	70	100	0	0
Total Capital Funding	7	**–**	**18,346**	**156,073**	**156,073**	**156,073**	**30,662**	**10,734**	**10,734**

5.3 FINANCIAL RATIOS

LIQUIDITY RATIO

The table below indicates the Municipality's liquidity ratio:

Description	Basis of Calculation	2019/2020 Audited Outcome	2020/2021 Audited Outcome	2021/2022 Audited Outcome
Current Ratio	Current assets/current liabilities	**1,57**	**1,63**	**2.28**
Current Ratio adjusted for aged debtors	Current assets less debtors . 90 days/current liabilities	**0,31**	**0,33**	**0.34**
Liquidity Ratio	Monetary Assets/Current Liabilities	**1,57**	**1,63**	**2.28**
Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year) by the municipality's current liabilities. A higher ratio is better.				

IDP REGULATION FINANCIAL VIABILITY

The table below indicates the Municipality's IDP regulation financial viability

Description	Basis of Calculation	2019/2020 Audited Outcome	2020/2021 Audited Outcome	2021/2022 Audited Outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	**1 MONTH**	**1 MONTH**	**1 MONTH**
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	**0,42**	**0,45**	**0.37**
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	**3%**	**2%**	**2%**
Full Definition and explanation of Descriptions: Cost Coverage - It explains how many months expenditure can be covered by cash and other liquid assets available to the municipality excluding utilisation of grants and is calculated as per the basis of calculation seen above ***Ratios derived from table SA8 of the MBRR***				

5.4 ASSET MANAGEMENT

The Municipality had an outdated Asset Management Policy and Asset Register from about 2010 until 2015. In 2014/2015 the municipality started processes to procure a tender from another municipality to upgrade and update our Asset Management Register. The Asset Management Policy was revised during 2015/2016 and the process of updating and unbundling assets commenced in 2015/2016 and continued in 2016/2017 and 2017/2018. The process has been completed and only additions has been made. Focus was on the previous year findings and were addressed by internal staff and contracted service by Mubesko.

REPAIR & MAINTENANCE 2020/2021

R'000

Description	2019/2020 Actual	2020/2021 Operating Budget	2020/2021 Budget	2020/2021 Adjustment	2020/2021 Actual	Variance %
Repair & Maintenance	1,080	75,992	1,320	1,320	1,391	1.83%

REPAIR & MAINTENANCE 2021/2022

R'000

Description	2020/2021 Actual	2021/2022 Operating Budget	2021/2022 Budget	2021/2022 Adjustment	2021/2022 Actual	Variance %
Repair & Maintenance	1,391	73,082	1,547	1,299	809	1.10%

Asset management is undertaken in terms of the MFMA and based on a comprehensive asset management policy that was revised during 2016/2017, 2017/2018, 2018/2019 and again during 2020/2021 and 2021/2022. The Asset Management Policy provides direction for management to monitor, purchase, account, control and dispose of Assets (PPE, Investment Property, Intangible Assets and Heritage Assets) to ensure that:

There is full implementation of the approved Asset Management Policy as required in terms of section 63 of the MFMA.

* To verify assets in possession of the Council annually and during the course of the financial year.
* To keep a complete and balanced record of all assets in possession of the Council.
* To ensure the report in writing of all asset losses, where applicable.
* That assets are valued and accounted for in accordance with a statement of GRAP.
* That assets are properly maintained and safeguarded.

SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE

The funding for the capital budget is derived from Grants. All funds received were spent.

LARGEST PROJECTS 2018/2019

- ✓ **Williston Bulk Water Supply Phase 3 (Mechanical and Civil)**
- ✓ **Williston Streets Paving – Phase 1**
- ✓ **Sutherland Internal Water network**

2019/2020

MIG	R 8 087 000
INEP	R 2 000 000
FMG	R 2 435 000
Disaster Relief	R 21 000

LARGEST PROJECTS 2019/2020 – 2020/2021

- ✓ **Williston Streets Paving – Phase 2 – (2020/2021)**
- ✓ **Sutherland Internal Water network (2019/2020)**

LARGEST PROJECTS 2021/2022

MIG	WILLISTON UPGRADING INTERNAL WATER NETWORK	KHM T001/04/2021	R 13,788,780.71	WORKS COMPLETED , RETENTION TO BE PAID IN 2022/2023	APPROVED AND CONTRACTED	JVZ Construction	97%
WSIG	SUTHERLAND EMERGENCY BULK WATER: CIVIL	KHM T001/11/2021 /C	R 4,635,033.49	WORKS COMPLETED , RETENTION TO BE PAID IN 2022/2024	APPROVED AND CONTRACTED	De Jagers Loodgieterss	94%
WSIG	SUTHERLAND EMERGENCY BULK WATER: MECHANICAL & ELECTRICAL	KHM T002/11/2021 /M&E	R 2,125,431.32	WORKS COMPLETED	APPROVED AND CONTRACTED	TG Elektries	101%

2020/2021 Grants (operating and capital)

MIG	R 8 980 898
EPWP	R 1 000 000
FMG	R 2 800 000
Equitable Share	R 27 301 000
Disaster Relief	R 327 766
Library	R 1 400 000

2021/2022 Grants

MIG	R 14 276 000
EPWP	-
WSIG	R 10 000 000
FMG	R 2 650 000
Equitable Share	R 25 216 102
NT Assistance	R 393 666
Library	R 1 537 706

CAPITAL EXPENDITURE 2021/2022					
	'000				
Description	**2020/2021 Actual**	**2021/2022 Budget**	**2021/2022 Adjustment**	**2021/2022 Actual**	**Variance %**
MIG	8,980	8,276		14,276	133%
INEP	0	0	0	0	0%
EEDSM	0	0	0	0	0%
WSIG	0	10,000	0	10,000	0%
RBIG	0	0	0	0	0%

CASH FLOW MANAGEMENT AND INVESTMENTS

5.6 CASH FLOW

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

Cash flow management is the process of monitoring, analyzing, and adjusting the municipality's cash flows. The most important aspect of cash flow management is avoiding extended cash shortages, caused by having too great a gap between cash inflows and outflows.

CASHFLOW OUTCOMES

NC066 Karoo Hoogland - Table A7
Budgeted Cash Flows

Description	Ref			2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates				–	6,474	6,474	6,474	6,474	5,646	7,074	7,074
Service charges				11,615	20,222	20,222	20,222	20,222	19,113	21,480	21,480
Other revenue				–	1,732	1,731	1,731	1,731	3,450	3,883	3,903
Transfers and Subsidies - Operational	1			–	29,477	29,477	29,477	29,477	34,376	35,365	37,761
Transfers and Subsidies - Capital	1			–	18,372	18,372	18,372	18,372	30,562	8,734	8,734
Interest				–	2,984	2,984	2,984	2,984	3,835	3,490	3,495
Dividends				–	–	–	–	–	–	–	–
Payments											
Suppliers and employees				(48,458)	(52,935)	(57,709)	(57,709)	(57,709)	(64,689)	(67,582)	(68,315)
Finance charges				–	(90)	(90)	(90)	(90)	(92)	(93)	(93)
Transfers and Grants	1			–	(67)	(67)	(67)	(67)	(69)	(72)	(72)
NET CASH FROM/(USED) OPERATING ACTIVITIES				**(36,844)**	**26,170**	**21,395**	**21,395**	**21,395**	**32,132**	**12,278**	**13,966**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE				–	–	–	–	–	–	–	–
				–	–	–	–	–			
Decrease (increase) in non-current receivables				–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments				–	–	–	–	–	–	–	–
Payments											
Capital assets				–	(18,346)	(18,346)	(18,346)	(18,346)	(30,562)	(8,734)	(8,916)
NET CASH FROM/(USED) INVESTING ACTIVITIES				**–**	**(18,346)**	**(18,346)**	**(18,346)**	**(18,346)**	**(30,562)**	**(8,734)**	**(8,916)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans				–	–	–	–	–	–	–	–
Borrowing long term/refinancing											

				–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits				–	–	–	–	–	(127)	15	–
Payments											
Repayment of borrowing				(222)	(301)	(301)	(301)	(301)	(301)	(301)	(301)
NET CASH FROM/(USED) FINANCING ACTIVITIES				**(222)**	**(301)**	**(301)**	**(301)**	**(301)**	**(429)**	**(286)**	**(301)**
NET INCREASE/ (DECREASE) IN CASH HELD				**(37,066)**	**7,523**	**2,747**	**2,747**	**2,747**	**1,141**	**3,258**	**4,749**
Cash/cash equivalents at the year begin:	2			**4,275**	**4,275**	**8,588**	**8,588**	**8,588**	**6,921**	**8,062**	**11,320**
Cash/cash equivalents at the year end:	2			**(32,791)**	**11,797**	**11,336**	**11,336**	**11,336**	**8,062**	**11,320**	**16,069**

References
1. Local/District municipalities to include transfers from/to District/Local Municipalities
2. Cash equivalents includes investments with maturities of 3 months or less
3. The MTREF is populated directly from SA30.

Total receipts	11,615	79,261	79,260	79,260	79,260	96,983	80,026	82,447
Total payments	(48,458)	(71,437)	(76,212)	(76,212)	(76,212)	(95,413)	(76,481)	(77,396)
	(36,844)	7,824	3,049	3,049	3,049	1,570	3,544	5,050
Borrowings & investments & c.deposits	–	–	–	–	–	(127)	15	–
Repayment of borrowing	(222)	(301)	(301)	(301)	(301)	(301)	(301)	(301)
	(37,066)	7,523	2,747	2,747	2,747	1,141	3,258	4,749
	–	–	–	–	–	–	–	–

5.7 BORROWING AND INVESTMENTS

No funds were borrowed under the period of review.

DBSA Long Term Liability

(To be added in March 2023)

BORROWING 2021/2022			
	‘000		
Description		**2020/2021**	**2021/2022**
DBSA Non Current		1,208	
DBSA Current		234	
Finance Leases		177	

INVESTMENTS 2021/2022			
	‘000		
Description		**2020/2021**	**2021/2022**
Deposits Bank		1,667	

OTHER FINANCIAL MATTERS

5.8 SUPPLY CHAIN MANAGEMENT

Due to the limited number of suppliers in the region it happens often that goods and services are procured from the sole suppliers. During previous periods under review the Municipal Manager appointed during those periods flaunted SCM regulations on several occasions and were contractors appointed without following the correct procedures. These transgressions were pointed out in previous Annual Financial Statements for review by the Auditor – General.

The Supply Chain Policy was revised and updated to new Regulations in this regard. The municipality has made significant strides to ensure that the policies and procedures have been adhered to. Important vacancies have been filled, and computer software has been advanced to ensure transparency within the municipality. Turnaround strategies and Action Plans have been developed to address short comings in the SCM units and regular audits are performed to address potential risk in the municipality. The municipality prides itself in complying with the MFMA Act No 56 of 2003 and the SCM policy.

No Councillors serve on any committee handling SCM Processes.

5.9 GRAP COMPLIANCE

Karoo Hoogland Municipality's Annual Financial Statements is fully GRAP compliant. The Financial Statements for 2015/2016 were compiled by the then Acting CFO Mr. SJ Myburgh with assistance from Nexia SAB&T whose services was procured from another municipality's tender processes. The 2016/2017 AFS were also compiled by the CFO, Mr SJ Myburgh (Appointed on contract from 1 July 2016) with assistance from Nexia SAB&T as well as the 2017/2018 AFS and the 2018/2019 AFS were compiled with the assistance from Mubesko. During the 2020/2021 financial year a tender were awarded to Mubesko to do the 2020/2021 AFS and 2021/2022 AFS.

GRAP is the acronym for Generally Recognized Accounting Practice. GRAP sets the rules and formats by which municipalities are required to maintain their financial accounts. Various GRAP standards have been incorporated in the Annual Financial Statements.

5.10 REPORTING ITO LEGISLATION

The Municipality is submitting all monthly, quarterly, bi-annually and annual reports as per the MFMA. The AFS for 2019/2020 was also submitted before the due date of 31 August 2020 – (changed to 31 October 2020 per MFMA Extension Notice) to the office of the AG and Provincial Treasury. The AFS for 2020/2021 was timeously submitted on 31 August 2021 to the office of the AG and Provincial Treasury. This year under review's AFS for 2021/2022 was timeoulsy submitted on 31 August 2022 to the Office of the AG and Provincial Treasury.

5.11 UNAUTHORISED, IRREGULAR AND FRUITLESS EXPENDITURE REPORTING

The Municipality have appointed an investigation team that commenced investigations all UIF expenditure and will report to the MM after their investigation in 2021/2022 and 2022/2023. The MM will determine whether officials will be kept liable for these expenses and will submit his report to the Disciplinary Board for further investigation and recommendations. The Disciplinary Board will then report back to the MM and Council on their findings. Monthly registers of UIF are kept and will be used for investigation purposes. Monthly reports on UIF are also submitted to Provincial Treasury.

5.12 MSCOA COMPLIANCE

Various challenges with the implementation of mSCOA are experienced and the cost involved with the implementation are approximately R 5 Million. Challenges on the billing module, SCM module, salary module and prepaid sales hamper effective administration within, mainly the finance department. The Service Provider and the municipality are working close together to resolve these issues but obviously at a high cost. The HR module is also not implemented as yet and the salaries will be implemented by 2022/2023 to run concurrently with the income tax year.

CHAPTER 6: AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A : AUDITOR GENERAL OPINION OF FINANCIAL STATEMENTS : 2020/2021

6.1 AUDITOR GENERAL REPORTS: 2020/2021 & PREVIOUS YEARS

Herewith a summary of the past years' audit opinions and qualifications to compare and point out the major improvements:

YEAR	**2017/2018**	**2018/2019**	**2019/2020**	**2020/2021**
Opinion	**UNQUALIFIED**	**QUALIFIED**	**UNQUALIFIED**	**UNQUALIFIED**
Accumulated Surplus				
PPE				
Commitments				
Revenue Exchange				
Revenue Non-Exchange		X		
Trade Receivables				
Other Receivables				
Irregular				
LT Liabilities				
Trade Payables				
Other Grant Expenditure				
Unauthorised Expenditure				
Contingent Liabilities				
Cash flow				
Employee Benefits				
Fruitless				
Prior Period Errors				
Investment Property				
TOTALS	**-**	**1**		

COMPONENT B : Auditor General Opinion for 2021/2022

6.2 AUDITOR GENERAL REPORT 2021/2022

The Final Management Report and Report of the Auditor General for 2021/2022 is attached as Volume II.

Audit Opinion for 2021/2022: UNQUALIFIED

ABBREVIATIONS

AFS	Annual Financial Statements
AG	Auditor-General
AGSA	Auditor-General South Africa
B2B	Back to Basics
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
COGHSTA	Department of Cooperative Governance, Human Settlement and Traditional Affairs
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
EE	Employment Equity
EPWP	Extended Public Works Programme
FBS	Free Basic Services
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
IMFO	Institute for Municipal Finance Officers
INEP	Integrated National Electrification Program
IT	Information Technology
KHM	Karoo Hoogland Municipality
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LGMIM	Local Government Management Improvement Model
LGSETA	Local Government Sector Education & Training Agency
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act No. 32 of 2000, as amended
MsA	Municipal Structures Act No 17 of 1998, as amended
MSCOA	Municipal Standard Chart of Accounts
NERSA	National Electricity Regulator South Africa
NGO	Non-governmental organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Organisation
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDP	Skills Development Plan
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SPLUMA	Spatial planning and Land Use Management Act
WSA	Water Services Authority
WSDP	Water Services Development Plan
WSP	Work Place Skills Plan

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *"full and regular"* reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe *"what we do"*.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget	Detailed plan approved by the mayor for implementing the municipality's delivery of services;

Implementation Plan	including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: *a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and* *b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned*

APPENDIXES, VOLUMES AND ANNEXURES

APPENDIX A : COUNCILLORS, COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councillors, Committees Allocated and Council Attendance - Councillors as at 30 June 2022
From 1 July 2021 – 1 November 2021

Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance			
				PERCENTAGE ATTENDED	AMOUNT OF TOTAL MEETINGS ATTENDED		TOTAL AMOUNT ATTENDED
					SPECIAL	GENERAL	
	FT/PT			%	2	7	9 = 100%
MS VC WENTZEL	FT	FINANCE & ADMIN, INFRASTRUCTURE	PROPOR / ANC	100%	2	7	9
MR JE DAVIDS	PT	FINANCE & ADMIN MPAC LLF	WARD 4 /ANC	100%	2	7	9
MR J JOOSTE	PT	FINANCE & ADMIN, MPAC, INFRASTRUCTURE, LLF	WARD 2 / ANC	100%	2	7	9
MS AM JANUARIE	PT		PROPOR / COPE	90%	2	6	8
MR JJ JACOBS	PT	FINANS & ADMIN, INSTRASTRUCTURE, MPAC	PROPOR, DA	90%	1	6	7
MR G KLAZEN	PT	INFRATRUCTURE, MPAC, LLF	WARD 1 / ANC	90%	2	6	8
MR JJ VAN DER COLFF	PT	LLF	WARD 3 / DA	90%	2	6	8

Note: * Councillors appointed on a proportional basis do not have wards allocated to them

Councillors, Committees Allocated and Council Attendance - Councillors as at 30 June 2022 From 22 November 2021 – 30 June 2022

COUNCILLOR	CAPACITY	Full Time / Part Time	Committees Allocated	POLITICAL PARTY	WARD NR / PR	GENDER	PERCENTAGE COUNCIL MEETINGS ATTENDED		
							AMOUNT OF TOTAL MEETINGS ATTENDED		TOTAL AMOUNT ATTENDED / PERCENTAGE
							SPECIAL = 8	GENERAL = 5	13
AE Steenkamp	Ordinary Councillor	PT	MPAC	DA	**1**	Male	7	5	92% = 12
VT Opperman	Member of the Executive Committee	PT	Infrastructure	ANC	**2**	Male	8	5	100%
JJ van der Colff	Member of the Executive Committee and Elected Mayor from 8 December 2022	PT	Finance	DA	**3**	Male	7	5	92% =12
SA Muller	Ordinary Councillor	PT	Social & Economic MPAC	ANC	**4**	Female	8	5	100%
CG Steenkamp	Ordinary Councillor	PT	Social & Economic	DA	**5**	Female	8	5	100%
EC Oliphant	Representative at District Municipality	PT	LLF	ANC	**6**	Female	8	4	92% = 12
R VDM Geel	Ordinary Councillor Elected Speaker from 8 December 2022	PT	Infrastructure LLF	FF+	PR	Male	8	5	100%
JE Davids	Whip	PT	LLF Finance	ANC	PR	Male	6	5	85% = 11
MJ Chadow	Elected Speaker at 22 November 2021 until removed per Motion on 8 December 2022 Ordinary Councillor	FT		PA	PR	Female	8	5	100%
AS Mietas	Elected Mayor at 22 November 2021 until removed per Motion on 8 December 2022 – Now Member of the Executive Committee	FT	Finance Social & Economic	PA	PR	Male	8	5	100%
VC Wentzel	MPAC Chairperson	PT	MPAC Infrastructure	ANC	PR	Female	8	5	100%

Note: * Councillors appointed on a proportional basis do not have wards allocated to them

APPENDIX B: COMMITTEES & COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and Purposes of Committees

Municipal Committees	Purpose of Committee	ACTIVE COMMITTEE
EXCO		**active**
FINANCE & ADMINISTRATION	Financial Administration Audit Reports Finance Reporting Appointments Remuneration Risk Management Public relations Strategic Plans Planning / SPLUMA	**active**
LOCAL LABOUR FORUM	Labour Relations not addressed in the MCA Only recommendation accepted / no decision making authority	**active**
Sub committee's Training, Employment Equity, Health & Safety	Training, Employment Equity, Health & Safety	**Active - to become one**
INFRASTRUCTURE	Infrastructure Service Delivery Electrical Services Parks & Streets Fleet Management Commonage Planning / SPLUMA	**active**
SOCIAL – AND ECONOMIC DEVELOPMENT	IDP & LED (Incl Tourisms & Marketing) Imbizo Public Participation Planning / SPLUMA	**active**
MPAC	Oversight on Finance Committee	**active**
OVERSIGHT COMMITTEE	MPAC does Oversight on Annual Reporting	
SECTION 32	Reporting on Fruitless, Irregular, Wasteful Expenditure	**active**
AD HOC COMMITTEE	Write Off Committee Credit Control Committee	**one sitting**
IDP & BUDGET STEERING COMMITTEE		**active**
LAND REFORM AND COMMONAGE	None	**N/A - covered at Finance Committee**
LOCAL ECONOMIC DEVELOPMENT & TOURISM	None	**N/A - covered at Finance Committee**
AUDIT COMMITTEE	Risk Performance Audit	

APPENDIX C : THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	**Director/Manager (State title and name)**
Office of the Municipal Manager	Filled : Mr JJ Fortuin (App: Feb 2018 – 24 June 2022) Vacant as at 30 June 2022
Directorate : Corporate Services	No Position on Organogram // Not budgeted for Directorate functions are divided and delegated to Middle Managers (Manager: Admin, Manager: HR, Manager: Community Services and IDP)
Directorate : Finance	Vacant since 1 July 2021 : Acting CFO Mr SJ Myburgh
Directorate : Infrastructure	Filled : Mr FJ Lotter

APPENDIX D : FUNCTIONS OF MUNICIPALITY

Municipal Functions/District		
Municipal Functions	**Function Applicable To Municipality**	**District**
Water Provision	✓	
Waste Water (Sanitation)	✓	
Electricity Provision	✓	
Waste Management	✓	
Housing	✓ (with funding from CoGHSTA)	
Free Basic Services	✓	
Road Transport	✓	
Waste Water Storm Water Drainage	✓	
Community Social Services	✓	
Museums	✓	
Cemeteries	✓	
Environmental Protection	✓	
Health	✓	
Health Inspections and Abattoir		✓
Security and Safety		✓
Sport and Recreation	✓	
Disaster Management		✓
Air pollution		✓
Building regulations		✓
Firefighting services	✓	

Municipal Functions/District		
Municipal Functions	**Function Applicable To Municipality**	**District**
Local tourism	✓	
Municipal planning	✓	
Trading regulations	✓	
Control of public nuisances	✓	
Fencing and fences	✓	
Licensing and control of undertaking that sell food to the public	✓	
Municipal Parks	✓	
Waste Water Storm Water Drainage	✓	

APPENDIX E : WARD REPORTING

Functionality of Ward Committees

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	Cllr. AE Steenkamp	Yes	5	5	0
2	Cllr. VT Opperman	Yes	2	2	0
3	Cllr. JJ v/d Colff	Yes	1	1	0
4	Cllr. SA Muller	Yes	2	2	0
5	Cllr. CG Steenkamp	Yes	3	3	0
6	Cllr. EC Oliphant	Yes	2	2	0

Ward Committees were only established during February, March and April 2022

APPENDIX F : WARD INFORMATION

Bid Name	Date of Bid Specifications Committee	Budget	MM Approval date	final Appointment letter	Successful Bidder	Approved Contract Amount (Vat Incl)	Start Date	End Date
WILLISTON UPGRADING/PAVING OF STREETS - PHASE 2	04.11.2019	MIG	01.06.2020		**Duneco**	R 6 233 000.00	June 2020	June 2021
WATER INTERNAL NETWORK UPGRADES - PHASE 2	23.03.2021	MIG extra	NOT APPROVE 19.05.2021 Approved on 31 May 2021 by Acting MM 06.09.2021 FINAL	17.06.2021	**JVZ Construction**	R 11,490,650.59 20% extention on 6 April 2022 **R 13,788,780.70**	September 2021	April 2022
SHORT TERM INSURRANCE FOR 2YEARS & 9 MONTHS	25.05.2021 and 13.07.2021 and 11.08.2021	OWN FUNDING	28.09.2021	14.10.2021	**AON SOUTH AFRICA**	R 266,145.42	October 2021	June 2024
SUTHERLAND EMERGENCY BULK WATER: CIVIL	22.11.2021	WSIG	2/7/2022	2/23/2022	**De Jagers Loodgieters**	**R 4,635,033.49**	Febraury 2022	June 2022
SUTHERLAND EMERGENCY BULK WATER: MECHANICAL & ELECTRICAL	22.11.2021	WSIG	2/7/2022	2/23/2022	**TG Elektries**	**R 2,125,431.32**	February 2022	June 2022
KAROO HOOGLAND MUNICIPAL VALUATION SERVICES – APPOINTMENT OF A SERVICE PROVIDER FOR THE PREPARATION & COMPILATION OF THE GENERAL VALUATION ROLL AND SUPPLEMENTARY VALUATION ROLLS AND THE MAINTENANCE THEREOF FOR THE PERIOD 1 JULY 2023 TO 30 JUNE 2028	4/5/2022	OWN FUNDING	6/3/2022	6/22/2022	**HCB Valuations & Services**	**R748,500.00**	July 2022	June 2027

APPENDIX G : RECOMMENDATIONS OF THE AUDIT COMMITTEE 2021/2022

Extract of Audit Committee Annual Report 2021/2022 with recommendations

PURPOSE

The Audit committee is honoured to present its Fourth Quarter 2021/22 report to Council which aims to appraise Council on activities of the quarter and to raise issues of concern for the attention of Council.

MANDATE

The Audit committee, hereafter AC, of the Karoo Hoogland Municipality was appointed in terms of section 166 of the MFMA. We are required to present quarterly review reports to Council for the primary purpose of advising the Council and the Accounting Officer on matters relating to section 166 (2) and (3) of the MFMA and other applicable legislation.

The Audit committee has regulated its affairs and discharges all its responsibilities in compliance with its Charter.

AUDIT COMMITTEE STRUCTURE

The established Audit Committee for Karoo Hoogland Municipality is a shared Audit Committee and consist of three independent and external members, with one vacancy, as listed below:

Mr FE van den Heever (Chair)
Mr F. Rootman
Mr G Seas   Mr Seas resigned as Audit Committee Member on May 17, 2022.

AUDIT COMMITTEE ENGAGEMENTS

The Audit Committee conducted the following engagements or activities during the 4th Quarter 2021/22:

1. June 22, 2022   Quarterly Audit Committee Meeting

The Audit Committee wants to highlight the following matters with a request that these matters are resolved urgently:

- The appointment of administrators for both Risk and Performance Management must be resolved.
- The appointment of an additional resource within Internal Audit – consideration could be given to an Intern.
- The selection and appointment of the following Committees: Risk Management, Performance Management and Financial Disciplinary Board.

Internal Audit

The Committee considered and approved the following reports:

- Internal Audit Progress Report: January to March 2022
- Internal Audit Progress Report: April to June 2022
- Internal Audit Operational Plan 2022/23 to 2024/2025
- Internal Audit Reports - 2021/22 Performance Management System Quarter 2
  2021/22 Performance Management System Quarter 3
  2021/22 UIF & W and Deviations Quarter 2
  2021/22 UIF & W and Deviations Quarter 3
  2020/21 Audit Action Plan/AGSA Findings Progress
- 2022/23 Internal Audit Charter
- 2022/23 Audit Committee Charter

Internal Audit District Forum
The Chairperson informed the meeting that a request have been made to the Namakwa District Municipality for the formation of an Internal Audit District Forum in collaboration with Provincial Treasury in order to built skills and capacity across all municipalities.

Performance Management
The Committee considered and approved 2021/22 Quarter 2 & 3 Performance Management Report.

- The Committee request that the non-achieved and under achieved targets must be addressed with the KPI Owners.
- Administration of Performance Management at a high level and KPI Owners must strive for the same high levels of achievement.

Finance
In the absence of the Chief Financial Officer the Committee gave consideration and accepted to the following reports:

- Mid-year Report
- Section 52 Quarter 3 Report
- AFS Preparation Schedule

The issues with regard to the late submission of Eskom invoices have been improved.

The Municipality must address the SALGA outstanding debt.

The Annual Financial Statements (AFS), including the Annual Performance Report, must be provided to the Committee for review during the week of 15th August 2022 with the reviews taking place during the week of 22nd August 2022.07.

Risk Management
The Committee took note of the Top 10 Risks as identified from the 2022/23 Risk Register.
Committee concerned that the administration of risks still being the responsibility of Internal Audit. The necessary structures must be put in place to manage and mitigate risks.

Combined Assurance
The Committee considered and approved the Combined Assurance Policy and Framework.
These documents must be submitted to Council for approval, whereupon an Implementation Plan must be developed.

Fraud Prevention Plan and Strategy
The Committee notes the documents however it does not make provision for the three aspects namely Policy, Strategy & Plan. Furthermore, the responsibility for Fraud Prevention will reside with Risk Management.

Information Technology
The Committee recommends that the Municipality liaise with Provincial ICT on the IT Structure, Policies, Job Descriptions and Disaster Recovery Plan.
The Committee is concerned about the challenges with regard to the segregation of duties, given the current structure.
The Disaster Recovery Plan and Business Continuity Plan must be addressed and assurance must be provided that progress will be monitored and reported.

The Audit Committee is concerned about the lack of attendance of Senior Management and MPAC at their meetings and the lack of opportunities for the Chairperson to present their reports to Council.

RECOMMENDATIONS The Audit Committee recommends that the Council take note of activities and engagements conducted during the 4th Quarter 2021/22 and consider the minutes from the meetings as the official response to meeting obligations as defined in Section 166 of the MFMA read with the Audit Committee Charter.

APPENDIX H : LONG TERM CONTRACTS & PPP

None

APPENDIX I : SERVICE PROVIDER PERFORMANCE SCHEDULE

None

APPENDIX J : DISCLOSURE OF FINANCIAL INTERESTS: COUNCIL, MM & DIRECTORS

Period 1 July 2021 – 31 October 2021

Disclosures of Financial Interests

Position	**Name**	**Description of Financial interests* (Nil / Or details)**
Mayor	Veruschska Charlene Wentzel	Nil
Councillor	Anna M Januarie	Nil
	Jeremia Elias Davids	Nil
	Giel Klazen	Nil
	J Jooste	Public Office bearer at Dept of Public Works in Fraserburg
	J J van der Colff	Member of Williston Vleis Kooperasie (Shareholder) Fulltime Farmer in KHM Area
	JJ Jacobs	Work as a HIV and Aids-Counsellor for an NGO
Municipal Manager	JJ Fortuin	Own a House in Calvinia
Chief Financial Officer	SJ Myburgh	Own a House in Bloemfontein
Head Infrastructure	FJ Lotter	Own a House in Fraserburg
Other S57 Officials	N/A	

* Financial interests to be disclosed even if they incurred for only parts of the year. See MBRR SA34A

Period 01 November 2021 – 30 June 2022

Disclosures of Financial Interests

Position	Name	Description of Financial interests* (Nil / Or details)
Mayor	Anthony Selestian Mietas	Wife have a business – Guest house Own a house erf 222 in Sutherland Own a house erf 838 in Sutherland
Speaker	Maria Johanna Chadow	Nil
EXCO Member	Vincent Trevor Opperman	Nil
EXCO Member	Johan Johannes v/d Colff	Own a private business Own public shares Shareholder in a private trust Receive additional income Wife own private property in Williston
Whip	Jeremy Elias Davids	Nil
Councillors	Eden Carla Oliphant	Nil
	Riaan Van Der Merwe Geel	Rialtan Family Trust Owner of a take away Guesthouse Own private property Reveice income from above mentioned businesses
	Sandra Annamarie Muller	Nil
	Antonico Edgar Steenkamp	Nil
	Cornelia Gertruida Steenkamp	Own private business Shareholder in a private trust Pension income
	Veruschska Charlene Wentzel	Nil
Municipal Manager	JJ Fortuin	Own a House in Calvinia
Chief Financial Officer	SJ Myburgh	Own a House in Bloemfontein
Head Infrastructure	FJ Lotter	Own a House in Fraserburg
Other S57 Officials	N/A	

* Financial interests to be disclosed even if they incurred for only parts of the year. See MBRR SA34A

APPENDIX K : REVENUE COLLECTION – PERFORMANCE BY VOTE & BY SOURCE

APPENDIX K (i) REVENUE COLLECTION – PERFORMANCE BY VOTE

NC066 Karoo Hoogland - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref			2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue by Vote	1									
Vote 1 - Executive and Council				27,729	2,825	3,134	3,134	3,214	3,314	3,447
Vote 2 - Directorate Corporate Services				1,665	1,514	1,512	1,512	1,233	35	36
Vote 3 - Directorate Financial Services				13,237	14,837	13,820	13,820	17,958	18,847	19,754
Vote 4 - Directorate Infrastructure Services				33,264	63,925	64,934	64,934	81,356	63,078	66,433
Vote 5 - COMMUNITY & SOCIAL SERVICES				–	–	–	–	–	–	–
Total Revenue by Vote	2			**75,895**	**83,101**	**83,400**	**83,400**	**103,761**	**85,274**	**89,670**
Expenditure by Vote *to be appropriated*	1									
Vote 1 - Executive and Council				17,638	13,151	11,998	11,998	13,515	13,991	14,244
Vote 2 - Directorate Corporate Services				861	1,497	1,240	1,240	1,252	1,308	1,366
Vote 3 - Directorate Financial Services				17,094	18,122	18,747	18,747	24,375	23,591	25,781
Vote 4 - Directorate Infrastructure Services				29,475	40,047	41,097	41,097	42,384	41,463	43,066
Vote 5 - COMMUNITY & SOCIAL SERVICES				11,200	–	–	–	14	14	14
Total Expenditure by Vote	2			**76,268**	**72,816**	**73,082**	**73,082**	**81,539**	**80,367**	**84,471**
Surplus/(Deficit) for the year	2			**(373)**	**10,285**	**10,318**	**10,318**	**22,221**	**4,907**	**5,199**

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

-

check Surplus/(Deficit) for the year - - - - - - - -

APPENDIX K : REVENUE COLLECTION – PERFORMANCE BY VOTE & BY SOURCE

APPENDIX K (ii) REVENUE COLLECTION – PERFORMANCE BY SOURCE

NC066 Karoo Hoogland - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source									
Property rates	2	6,850	7,824	9,303	9,303	9,303	7,735	8,106	8,463
Service charges - electricity revenue	2	10,928	12,539	12,938	12,938	13,218	13,401	14,044	14,662
Service charges - water revenue	2	3,731	4,158	4,198	4,198	4,688	4,395	4,606	4,809
Service charges - sanitation revenue	2	3,372	3,562	3,592	3,592	4,797	3,764	3,945	4,118
Service charges - refuse revenue	2	2,551	2,549	2,769	2,769	2,769	2,902	3,041	3,175
Rental of facilities and equipment		622	507	587	587	587	541	567	592
Interest earned - external investments		199	305	395	395	395	583	611	638
Interest earned - outstanding debtors		2,617	2,678	2,928	2,928	2,928	3,252	3,028	3,162
Dividends received		–	–	–	–	–	–	–	–
Fines, penalties and forfeits		4	13	43	43	43	13	14	14
Licences and permits		–	–	–	–	–	–	–	–
Agency services		99	52	52	52	52	60	63	66
Transfers and subsidies		32,765	29,477	29,477	29,477	29,477	35,449	35,358	37,759
Other revenue	2	1,690	1,160	620	620	620	1,104	1,157	1,208
Gains		–	0	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**65,427**	**64,825**	**66,903**	**66,903**	**68,878**	**73,199**	**74,540**	**78,664**
Expenditure By Type	-								
Employee related costs	2	27,294	28,375	27,847	27,847	27,847	28,030	28,574	29,266
Remuneration of councillors		2,651	4,119	4,081	4,081	4,081	4,421	4,490	4,816
Debt impairment	3	907	3,936	3,936	3,936	3,936	5,936	6,698	6,793
Depreciation & asset impairment	2	12,199	9,500	9,500	9,500	9,500	9,547	8,546	8,753
Finance charges		2,625	90	105	105	105	85	89	94
Bulk purchases - electricity	2	10,163	10,811	10,611	10,611	10,611	11,534	12,226	12,959
Inventory consumed	8	1,072	1,447	1,227	1,227	1,227	1,515	1,583	1,652
Contracted services		6,312	6,747	7,615	7,615	7,615	10,267	9,035	10,735
Transfers and subsidies		175	67	124	124	124	64	66	7
Other expenditure	4, 5	12,871	7,725	8,037	8,037	8,037	10,140	9,059	9,398
Losses		106	0	–	–	–	0	0	0
Total Expenditure		**76,373**	**72,816**	**73,082**	**73,082**	**73,082**	**81,539**	**80,367**	**84,471**
Surplus/(Deficit)		**(10,946)**	**(7,991)**	**(6,179)**	**(6,179)**	**(4,204)**	**(8,341)**	**(5,827)**	**(5,807)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial		8,981	18,276	18,276	18,276	18,276	30,562	10,734	11,006

and District)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6			–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)				1,487	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions				**(478)**	**10,285**	**12,097**	**12,097**	**14,072**	**22,221**	**4,907**	**5,199**
Taxation				–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation				**(478)**	**10,285**	**12,097**	**12,097**	**14,072**	**22,221**	**4,907**	**5,199**
Attributable to minorities				–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality				**(478)**	**10,285**	**12,097**	**12,097**	**14,072**	**22,221**	**4,907**	**5,199**
Share of surplus/ (deficit) of associate	7			–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year				**(478)**	**10,285**	**12,097**	**12,097**	**14,072**	**22,221**	**4,907**	**5,199**

References

1. Classifications are revenue sources and expenditure type

2. Detail to be provided in Table SA1

3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment

4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs

5. Repairs & maintenance detailed in Table A9 and Table SA34c

6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)

7. Equity method (Includes Joint Ventures)

8. All materials not part of 'bulk' e.g road making materials, pipe, cable etc.

check balance	-105,555	1	1,778,900	1,778,900		-1	-1	-1
Total revenue	75,895	83,101	85,179	85,179	87,154	103,761	85,274	89,670

APPENDIX L : CONDITIONAL GRANTS RECEIVED : EXCLUDING MIG

NC066 Karoo Hoogland - Supporting Table SA18
Transfers and grant receipts

Description	Ref			2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
RECEIPTS:	1, 2									
-										
Operating Transfers and Grants										
National Government:		–	–	2,800	2,800	2,800	2,800	–	–	0
Local Government Financial Management Grant		–	–	2,800	2,800	2,800	2,800	–	–	0
Other transfers/grants [insert description]										
Provincial Government:		–	–	–	–	–	–	–	–	–
Other transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Operating Transfers and Grants	5	–	–	2,800	2,800	2,800	2,800	–	–	0
Capital Transfers and Grants										
National Government:		–	–	–	–	–	–	–	–	–

Other capital transfers/grants [insert desc]										
Provincial Government:		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Capital Transfers and Grants	5	–	–	–	–	–	–	–	–	–
TOTAL RECEIPTS OF TRANSFERS & GRANTS		–	–	2,800	2,800	2,800	2,800	–	–	0

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation

2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)

3. Replacement of RSC levies

4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality

5. Total transfers and grants must reconcile to Budgeted Cash Flows

6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

APPENDIX M (i): CAPITAL EXPENDITURE – NEW ASSETS PROGRAMME

NC066 Karoo Hoogland - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Capital expenditure on new assets by Asset Class/Sub-class										
-										
Infrastructure		**39,799**	**(7,070)**	**–**	**10,335**	**10,335**	**10,335**	**22,000**	**2,000**	**2,000**
Roads Infrastructure		2,304	–	–	335	335	335	–	0	0
Roads		–	–	–	–	–	–	–	–	–
Road Structures		2,304	–	–	335	335	335	–	0	0
Road Furniture		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		3,054	–	–	–	–	–	–	2,000	2,000
Power Plants		–	–	–	–	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station		–	–	–	–	–	–	–	–	–
HV Transmission Conductors		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		–	–	–	–	–	–	–	–	–
LV Networks		3,054	–	–	–	–	–	–	2,000	2,000
Capital Spares		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		34,440	(7,070)	–	10,000	10,000	10,000	13,000	0	0
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes		–	–	–	–	–	–	–	–	–
Reservoirs		–	–	–	–	–	–	–	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		–	–	–	–	–	–	–	–	–
Bulk Mains		–	–	–	–	–	–	–	–	–
Distribution		34,440	(7,070)	–	10,000	10,000	10,000	13,000	0	0
Distribution Points		–	–	–	–	–	–	–	–	–
PRV Stations		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	9,000	0	0

Pump Station	–	–	–	–	–	–	–	–	–
Reticulation	–	–	–	–	–	–	–	–	–
Waste Water Treatment Works	–	–	–	–	–	–	–	–	–
Outfall Sewers	–	–	–	–	–	–	–	–	–
Toilet Facilities	–	–	–	–	–	–	9,000	0	0
Capital Spares	–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure	–	–	–	–	–	–	–	0	0
Landfill Sites	–	–	–	–	–	–	–	0	0
Waste Transfer Stations	–	–	–	–	–	–	–	–	–
Waste Processing Facilities	–	–	–	–	–	–	–	–	–
Waste Drop-off Points	–	–	–	–	–	–	–	–	–
Waste Separation Facilities	–	–	–	–	–	–	–	–	–
Electricity Generation Facilities	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Rail Infrastructure	–	–	–	–	–	–	–	–	–
Rail Lines	–	–	–	–	–	–	–	–	–
Rail Structures	–	–	–	–	–	–	–	–	–
Rail Furniture	–	–	–	–	–	–	–	–	–
Drainage Collection	–	–	–	–	–	–	–	–	–
Storm water Conveyance	–	–	–	–	–	–	–	–	–
Attenuation	–	–	–	–	–	–	–	–	–
MV Substations	–	–	–	–	–	–	–	–	–
LV Networks	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Coastal Infrastructure	–	–	–	–	–	–	–	–	–
Sand Pumps	–	–	–	–	–	–	–	–	–
Piers	–	–	–	–	–	–	–	–	–
Revetments	–	–	–	–	–	–	–	–	–
Promenades	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure	–	–	–	–	–	–	–	–	–
Data Centres	–	–	–	–	–	–	–	–	–
Core Layers	–	–	–	–	–	–	–	–	–
Distribution Layers	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Community Assets	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community Facilities	–	–	–	–	–	–	–	–	–
Halls	–	–	–	–	–	–	–	–	–

Centres	–	–	–	–	–	–	–	–	–
Crèches	–	–	–	–	–	–	–	–	–
Clinics/Care Centres	–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations	–	–	–	–	–	–	–	–	–
Testing Stations	–	–	–	–	–	–	–	–	–
Museums	–	–	–	–	–	–	–	–	–
Galleries	–	–	–	–	–	–	–	–	–
Theatres	–	–	–	–	–	–	–	–	–
Libraries	–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria	–	–	–	–	–	–	–	–	–
Police	–	–	–	–	–	–	–	–	–
Parks	–	–	–	–	–	–	–	–	–
Public Open Space	–	–	–	–	–	–	–	–	–
Nature Reserves	–	–	–	–	–	–	–	–	–
Public Ablution Facilities	–	–	–	–	–	–	–	–	–
Markets	–	–	–	–	–	–	–	–	–
Stalls	–	–	–	–	–	–	–	–	–
Abattoirs	–	–	–	–	–	–	–	–	–
Airports	–	–	–	–	–	–	–	–	–
Taxi Ranks/Bus Terminals	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities	–	–	–	–	–	–	–	–	–
Indoor Facilities	–	–	–	–	–	–	–	–	–
Outdoor Facilities	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Monuments	–	–	–	–	–	–	–	–	–
Historic Buildings	–	–	–	–	–	–	–	–	–
Works of Art	–	–	–	–	–	–	–	–	–
Conservation Areas	–	–	–	–	–	–	–	–	–
Other Heritage	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–	–	–	–
Improved Property	–	–	–	–	–	–	–	–	–
Unimproved Property	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
Improved Property	–	–	–	–	–	–	–	–	–

Unimproved Property	–	–	–	–	–	–	–	–	–
Other assets	–	–	–	–	–	–	–	–	–
Operational Buildings	–	–	–	–	–	–	–	–	–
Municipal Offices	–	–	–	–	–	–	–	–	–
Pay/Enquiry Points	–	–	–	–	–	–	–	–	–
Building Plan Offices	–	–	–	–	–	–	–	–	–
Workshops	–	–	–	–	–	–	–	–	–
Yards	–	–	–	–	–	–	–	–	–
Stores	–	–	–	–	–	–	–	–	–
Laboratories	–	–	–	–	–	–	–	–	–
Training Centres	–	–	–	–	–	–	–	–	–
Manufacturing Plant	–	–	–	–	–	–	–	–	–
Depots	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–
Staff Housing	–	–	–	–	–	–	–	–	–
Social Housing	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Intangible Assets	–	–	–	–	–	–	–	–	–
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
Water Rights	–	–	–	–	–	–	–	–	–
Effluent Licenses	–	–	–	–	–	–	–	–	–
Solid Waste Licenses	–	–	–	–	–	–	–	–	–
Computer Software and Applications	–	–	–	–	–	–	–	–	–
Load Settlement Software Applications	–	–	–	–	–	–	–	–	–
Unspecified	–	–	–	–	–	–	–	–	–
Computer Equipment	–	–	–	70	70	70	–	0	0
Computer Equipment	–	–	–	70	70	70	–	0	0
Furniture and Office Equipment	118	–	–	0	0	0	100	–	–
Furniture and Office Equipment	118	–	–	0	0	0	100	–	–
Machinery and Equipment	–	–	–	–	–	–	–	–	–
Machinery and Equipment	–	–	–	–	–	–	–	–	–

Transport Assets		–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Total Capital Expenditure on new assets	1	**39,917**	**(7,070)**	**–**	**10,405**	**10,405**	**10,405**	**22,100**	**2,000**	**2,000**

References
1. Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital expenditure in Budgeted Capital Expenditure

check balance	-	-	-	-	-	-	-	-	-

APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE & RENEWAL PROGRAMME

NC066 Karoo Hoogland - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
-										
Infrastructure		**10,308**	**7,070**	**–**	**7,941**	**7,941**	**7,941**	**8,562**	**8,734**	**8,734**
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Roads		–	–	–	–	–	–	–	–	–
Road Structures		–	–	–	–	–	–	–	–	–
Road Furniture		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Power Plants		–	–	–	–	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station		–	–	–	–	–	–	–	–	–
HV Transmission Conductors		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		–	–	–	–	–	–	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		10,308	7,070	–	7,941	7,941	7,941	8,562	8,734	8,734
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes		–	–	–	–	–	–	–	–	–
Reservoirs		10,308	7,070	–	7,941	7,941	7,941	8,562	8,734	8,734
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		–	–	–	–	–	–	–	–	–
Bulk Mains		–	–	–	–	–	–	–	–	–
Distribution		–	–	–	–	–	–	–	–	–
Distribution Points		–	–	–	–	–	–	–	–	–
PRV Stations		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–

Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Pump Station		–	–	–	–	–	–	–	–	–
Reticulation		–	–	–	–	–	–	–	–	–
Waste Water Treatment Works		–	–	–	–	–	–	–	–	–
Outfall Sewers		–	–	–	–	–	–	–	–	–
Toilet Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Landfill Sites		–	–	–	–	–	–	–	–	–
Waste Transfer Stations		–	–	–	–	–	–	–	–	–
Waste Processing Facilities		–	–	–	–	–	–	–	–	–
Waste Drop-off Points		–	–	–	–	–	–	–	–	–
Waste Separation Facilities		–	–	–	–	–	–	–	–	–
Electricity Generation Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines		–	–	–	–	–	–	–	–	–
Rail Structures		–	–	–	–	–	–	–	–	–
Rail Furniture		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps		–	–	–	–	–	–	–	–	–
Piers		–	–	–	–	–	–	–	–	–
Revetments		–	–	–	–	–	–	–	–	–
Promenades		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres		–	–	–	–	–	–	–	–	–
Core Layers		–	–	–	–	–	–	–	–	–
Distribution Layers		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Community Assets		–	–	–	–	–	–	–	–	–
Community Facilities		–	–	–	–	–	–	–	–	–

Halls	–	–	–	–	–	–	–	–	–
Centres	–	–	–	–	–	–	–	–	–
Crèches	–	–	–	–	–	–	–	–	–
Clinics/Care Centres	–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations	–	–	–	–	–	–	–	–	–
Testing Stations	–	–	–	–	–	–	–	–	–
Museums	–	–	–	–	–	–	–	–	–
Galleries	–	–	–	–	–	–	–	–	–
Theatres	–	–	–	–	–	–	–	–	–
Libraries	–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria	–	–	–	–	–	–	–	–	–
Police	–	–	–	–	–	–	–	–	–
Parks	–	–	–	–	–	–	–	–	–
Public Open Space	–	–	–	–	–	–	–	–	–
Nature Reserves	–	–	–	–	–	–	–	–	–
Public Ablution Facilities	–	–	–	–	–	–	–	–	–
Markets	–	–	–	–	–	–	–	–	–
Stalls	–	–	–	–	–	–	–	–	–
Abattoirs	–	–	–	–	–	–	–	–	–
Airports	–	–	–	–	–	–	–	–	–
Taxi Ranks/Bus Terminals	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities	–	–	–	–	–	–	–	–	–
Indoor Facilities	–	–	–	–	–	–	–	–	–
Outdoor Facilities	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Monuments	–	–	–	–	–	–	–	–	–
Historic Buildings	–	–	–	–	–	–	–	–	–
Works of Art	–	–	–	–	–	–	–	–	–
Conservation Areas	–	–	–	–	–	–	–	–	–
Other Heritage	–	–	–	–	–	–	–	–	–
Investment properties	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating	–	–	–	–	–	–	–	–	–
Improved Property	–	–	–	–	–	–	–	–	–
Unimproved Property	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–

Improved Property	–	–	–	–	–	–	–	–	–
Unimproved Property	–	–	–	–	–	–	–	–	–
Other assets	–	–	–	–	–	–	–	–	–
Operational Buildings	–	–	–	–	–	–	–	–	–
Municipal Offices	–	–	–	–	–	–	–	–	–
Pay/Enquiry Points	–	–	–	–	–	–	–	–	–
Building Plan Offices	–	–	–	–	–	–	–	–	–
Workshops	–	–	–	–	–	–	–	–	–
Yards	–	–	–	–	–	–	–	–	–
Stores	–	–	–	–	–	–	–	–	–
Laboratories	–	–	–	–	–	–	–	–	–
Training Centres	–	–	–	–	–	–	–	–	–
Manufacturing Plant	–	–	–	–	–	–	–	–	–
Depots	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–
Staff Housing	–	–	–	–	–	–	–	–	–
Social Housing	–	–	–	–	–	–	–	–	–
Capital Spares	–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets	–	–	–	–	–	–	–	–	–
Intangible Assets	–	–	–	–	–	–	–	–	–
Servitudes	–	–	–	–	–	–	–	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
Water Rights	–	–	–	–	–	–	–	–	–
Effluent Licenses	–	–	–	–	–	–	–	–	–
Solid Waste Licenses	–	–	–	–	–	–	–	–	–
Computer Software and Applications	–	–	–	–	–	–	–	–	–
Load Settlement Software Applications	–	–	–	–	–	–	–	–	–
Unspecified	–	–	–	–	–	–	–	–	–
Computer Equipment	59	–	–	–	–	–	–	–	–
Computer Equipment	59	–	–	–	–	–	–	–	–
Furniture and Office Equipment	–	–	–	–	–	–	–	–	–
Furniture and Office Equipment	–	–	–	–	–	–	–	–	–
Machinery and Equipment	–	–	–	–	–	–	–	–	–

Machinery and Equipment		–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Total Capital Expenditure on renewal of existing assets	1	**10,367**	**7,070**	**–**	**7,941**	**7,941**	**7,941**	**8,562**	**8,734**	**8,734**
Renewal of Existing Assets as % of total capex		*0.0%*	*0.0%*	*0.0%*	*43.3%*	*43.3%*	*43.3%*	*27.9%*	*81.4%*	*81.4%*
Renewal of Existing Assets as % of deprecn"		*0.0%*	*57.8%*	*0.0%*	*83.6%*	*83.6%*	*83.6%*	*89.7%*	*102.2%*	*99.8%*

References

1. Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital expenditure in Budgeted Capital Expenditure

check balance	-	-	-	-	-	-	-	-	-

APPENDIX N: CAPITAL PROGRAMMES BY PROJECT 2021/2022

NC066 Karoo Hoogland - Supporting Table SA36 Detailed capital budget

R thousand														2022/23 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Project Number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2020/21	Current Year 2021/22 Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Parent municipality: *List all capital projects grouped by Function*																
Community Halls and Facilities	**Upgrading Sport Facility**	**PC001002005000000000000000000000000000_00407**	**New**	*A long and healthy life for all South Africans*		**To ensure a healthy environment for all residents with reference to combinable diseases**	*Infrastructure*	*Sanitation Infrastructure*	**Whole of the Municipality**	0	*0*	–	–	9,000	–	–
Electricity	**Electricity_INEP_Grant_Capital**	**PC001002001000000000000000000000000000_00950**	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Infrastructure*	*Electrical Infrastructure*	**Whole of the Municipality**	0	*0*	–	–	–	2,000	2,000
Finance	**Finance_Laptops_Own Funding**	**PC002003004000000000000000000000000000_00488**	**New**	*Responsive, accountable, effective and efficient local government*		**Budgeting**	*Computer Equipment*	*Computer Equipment*	**Whole of the Municipality**	0	*0*	–	70	–	0	0
Finance	**B/S_Furniture and**			*Responsive,*		**To effectively**	*Furniture*	*Furniture*	**Whole of**	0	*0*	–				

	Equipment_In Use	**PC00200300500000000000000000000000000_00359**	**New**	*accountable, effective and efficient local government*		**monitor and manage property**	*and Office Equipment*	*and Office Equipment*	**the Municipality**				–	100	–	–
Finance	**B/S_Furniture and Equipment_In Use**	**PC00200300500000000000000000000000000_00359**	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	**B/S_Furniture and Equipment_In Use**	**PC00200300500000000000000000000000000_00359**	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	B/S_Furniture and Equipment_In Use	PC00200300500000000000000000000000000_00359	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	B/S_Furniture and Equipment_In Use	PC00200300500000000000000000000000000_00359	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	B/S_Furniture and Equipment_In Use	PC00200300500000000000000000000000000_00359	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	B/S_Furniture and			*Responsive, e,*		**To effectively**	*Furniture*	*Furniture*	**Whole of**	0	*0*	–				

	Equipment_In Use	PC00200300500000000000000000000000000000_00359	**New**	*accountable, effective and efficient local government*		**monitor and manage property**	*and Office Equipment*	*and Office Equipment*	**the Municipality**				–	100	–	–
Finance	B/S_Furniture and Equipment_In Use	PC00200300500000000000000000000000000000_00359	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	B/S_Furniture and Equipment_In Use	PC00200300500000000000000000000000000000_00359	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	B/S_Furniture and Equipment_In Use	PC00200300500000000000000000000000000000_00359	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	–	100	–	–
Finance	B/S_Furniture and Equipment_In Use	PC00200300500000000000000000000000000000_00359	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Furniture and Office Equipment*	*Furniture and Office Equipment*	**Whole of the Municipality**	0	*0*	–	0	100	–	–
Public Toilets	Properties_Fraserburg Public Toilets_Own_Capital	PC00100200500000000000000000000000000000_00487	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively monitor and manage property**	*Infrastructure*	*Sanitation Infrastructure*	**Whole of the Municipality**	0	*0*	–	–	–	0	0
Roads	Road and Streets MIG			*Responsive, e,*		**Improve road**	*Infrastruct*	*Roads*	**Whole of**	0	*0*	–				

	Expenses: Paving Williston	PC00100200600000000000000000000000000000_00270	**New**	*accountable, effective and efficient local government*		**infrastructure**	*ure*	*Infrastructure*	**the Municipality**				335	–	0	0
Solid Waste Disposal (Landfill Sites)	Fenching Grant Landfill Site_EPWP	PC00100200200000000000000000000000000000_00937	**New**	*Protect and enhance our environmental assets and natural resources*		**Settlements must be located in climate safe locations, reducing climate related risk and vulnerability**	*Infrastructure*	*Solid Waste Infrastructure*	**Whole of the Municipality**	0	*0*	–	–	–	0	0
Water Distribution	Water MIG Expenses: Internal Water	PC00100100100400000000000000000000000000_00313	**New**	*Responsive, accountable, effective and efficient local government*		**Provide quality of living human settlements with adequate infrastructure**	*Infrastructure*	*Water Supply Infrastructure*	**Whole of the Municipality**	0	*0*	–	7,941	8,562	8,734	8,734
Water Distribution	Water WSIG: Bulk Water_Capital	PC00100200400000000000000000000000000000_00951	**New**	*Responsive, accountable, effective and efficient local government*		**To effectively manage financial grants**	*Infrastructure*	*Water Supply Infrastructure*	**Whole of the Municipality**	0	*0*	–	10,000	13,000	0	0
Water Distribution	Water WSIG: Bulk Water_Capital	PC00100200400000000000000000000000000000_00951	**New**	*Responsive, accountable, effective and efficient local government*		**Provide quality of living human settlements with adequate infrastructure**	*Infrastructure*	*Water Supply Infrastructure*	**Whole of the Municipality**	0	*0*	–	10,000	13,000	0	0
Water Distribution	Water WSIG: Bulk Water_Capital	PC00100200400000000000000000000000000000_00951	**New**	*Responsive, accountable, effective and efficient local*		**Improved financial sustainability**	*Infrastructure*	*Water Supply Infrastructure*	**Whole of the Municipality**	0	*0*	–	10,000	13,000	0	0

				government												
Parent Capital expenditure												**–**	**38,346**	**57,662**	**10,734**	**10,734**
Entities: *List all capital projects grouped by Entity*																
Entity A Water project A **Entity B** Electricity project B																
Entity Capital expenditure												**–**	**–**	**–**	**–**	**–**
Total Capital expenditure												**–**	**38,346**	**57,662**	**10,734**	**10,734**

References
Must reconcile with Budgeted Capital Expenditure
Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by Function
Asset class as per table A9 and asset sub-class as per table SA34
GPS coordinates correct to seconds. Provide a logical

starting point on networked infrastructure. Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13	check	–	(20,000)	(27,000)	(0)	(0)

APPENDIX O: CAPITAL PROGRAMMES BY PROJECT BY WARD 2021/2022

See Appendix N

APPENDIX P: SERVICE CONNECTION BACKLOGS BY SCHOOLS AND CLINICS

None

APPENDIX Q: SERVICE CONNECTION BACKLOGS EXPERIENCED BY COMMUNITY

None

APPENDIX R: DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

None

APPENDIX S: DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER THE MFMA S71

None

APPENDIX T: NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

None

VOLUME I: AUDITED AFS FOR 2021/2022

(only Soft copy available at Offices)
(seperately submitted to AG)

VOLUME II: FINAL MANAGEMENT REPORT & REPORT OF THE AUDITOR GENERAL 2021/2022

(only Soft copy available at Offices)
(seperately submitted to AG)

VOLUME III: AUDIT ACTION PLAN OF 2020/2021 ADDRESSED DURING 2021/2022

(only Soft copy available at Offices)
(seperately submitted to AG)

VOLUME IV: APPROVED ORGANOGRAM AS AT 30 JUNE 2022

(only Soft copy available at Offices)
(seperately submitted to AG)

VOLUME V: PERSONNEL INFORMATION AS AT 30 JUNE 2022

Choose name from list - Supporting Table SA24 Summary of personnel numbers 2020/2021

Summary of Personnel Numbers	Ref	2019/20			Current Year 2020/21			Budget Year 2021/22		
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		7	–	7	7	–	7	7	–	7
Board Members of municipal entities	4									
Municipal employees	5									
Municipal Manager and Senior Managers	3	3	1	2	3	1	2	3	1	2
Other Managers	7	3	3	–	3	3	–	3	3	–
Professionals		*8*	*8*	–	*8*	*8*	–	*8*	*8*	–
Finance		4	4	–	4	4	–	4	4	–
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other		4	4	–	4	4	–	4	4	–
Technicians		*5*	*3*	*2*	*5*	*3*	*2*	*5*	*3*	*2*
Finance										
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other		5	3	2	5	3	2	5	3	2
Clerks (Clerical and administrative)		10	10	–	10	10	–	10	10	–
Service and sales workers		5	5	–	5	5	–	5	5	–
Skilled agricultural and fishery workers										
Craft and related trades										
Plant and Machine Operators		10	10	–	10	10	–	10	10	–
Elementary Occupations		43	43	–	43	43	–	43	43	–
TOTAL PERSONNEL NUMBERS	9	**94**	**83**	**11**	**94**	**83**	**11**	**94**	**83**	**11**
% increase					–	–	–	–	–	–
Total municipal employees headcount	6, 10									
Finance personnel headcount	8, 10									
Human Resources personnel headcount	8, 10									

References

1. Positions must be funded and aligned to the municipality's current organisational structure
2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.
3. s57 of the Systems Act
4. Include only in Consolidated Statements
5. Include municipal entity employees in Consolidated Statements
6. Include headcount (number fo persons, Not FTE) of managers and staff only (exclude councillors)
7. Managers who provide the direction of a critical technical function
8. Total number of employees working on these functions
9. Correct as at 30 June
10. Must account for all budgeted positions, as per the municipal organogram

VOLUME VI: SCHEDULE OF KEY DEADLINES FOR 2021/2022 BUDGET & IDP PROCESS APPROVED AUGUST 2020

(only Soft copy available at Offices)
(Separately submitted to AG)

VOLUME VII: MINIMUM COMPETENCY LEVEL REPORT AS AT 30 JUNE 2022

MFMA: MUNICIPAL REGULATIONS ON MINIMUM COMPETENCY LEVELS

SIX MONTHLY IMPLEMENTATION REPORT: SCHEDULE

Every municipality must submit this schedule to National Treasury disclosing for the 6 months ending 31 December and 30 June:
1. the total number of financial and supply chain management officials employed by the municipality and each of its municipal entities, and of those officials:
2. how many have undertaken a competency assessment, and
3. how many have complying performance agreements, including the attainment of competencies as a performance target.
4. Should you wish to provide additional information please include comments in the box below or forward a separate letter to the National Treasury MFMA Implementation Unit, Private Bag X115, Pretoria, 0001.

The schedule must be submitted no later than one month after the 6 month period end (i.e.30 January and 30 July). No extension of time will be given. This information must also be reflected in the municipality's Annual Report as at the end of the financial year to which the report relates. A municipal entity must submit its information to the parent municipality no later than 20 January and 20 July and also reflect this in its own Annual Report.

To save the file press the following keys at the same time with Caps Lock off: Ctrl-Shift-S. Save file as: Muncde_COM_ccyy_Sn.xls (e.g. GT411_COM_2008_S1.xls)
The electronic return must be emailed to lgdatabase@treasury.gov.za.

DECLARATION: The Municipal Manager/ Chief Executive Officer certifies this to be a true and accurate record of the implementation of the MFMA Municipal regulations on Competency Levels for officials in the municipality and/ or municipal entity for the six month period.

Municipal Manager/ CFO name:	DM Malan	Email:	munman@karoohoogland.gov.za
Telephone:	053 298 0998	Date (ccyy/mm/dd):	6/30/2022
Mun Code:	NC066	Municipality Name:	Karoo Hoogland
Financial Year:	2021/2022	Six Month Period:	S2 Jan - June

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c)	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	1	0	1	0	1	1
Chief financial officer	1	0	1	1	1	1
Senior managers	1	0	1	1	1	0
Any other financial officials	3	0	3	0	0	1
Supply Chain Management Officials						
Heads of supply chain management units	1	0	1	0	0	0
Supply chain management senior managers	0	0	0	0	0	0
TOTAL	**7**	**0**	**7**	**2**	**3**	**3**

Comments	

VOLUME VIII: TOP LAYER SDBIP 2021/2022

VOLUME IX: ANNUAL PERFORMANCE REPORT 2021/2022

ANNEXURE A : ANNUAL REPORT CHECKLIST FOR INFORMATION CONTAINED

MEASURING COMPLIANCE FOR THE 2021/2022 ANNUAL REPORT

INFORMATION REQUIRED TO BE INCLUDED IN ANNUAL REPORTS

FINANCIAL MATTERS				
SECTION OF MFMA	**DESCRIPTION IN MFMA**		**ANNUAL REPORT COMPLIANCE REFERENCE**	**RESPONSES/COMMENTS**
121 (3) (a)	The annual financial statements of the municipality as submitted to the Auditor-General	Y	Attached to Annual Report	AFS were submitted within legislative timeframe before 31 Aug 2022 All standands have been met per AG report - Audited AFS will be in AR
121 (3) (b)	The Auditor-General's audit report in terms of section 126(3) on those financial statements	Y	Attached to Annual Report	Attached - received on 5 Dec 2022
121 (3) (c)	The annual performance report of the municipality prepared by the municipality in terms of section 46 of the Municipal Systems Act	Y	Attached to Annual Report	Annual Performance Report was drafted for 2021/2022 as the performance management procedures and systems are in process Submitted to AG on 31 Aug 2022
121 (3) (d)	The Auditor-General's audit report in terms of section 45(b) of the Municipal Systems Act	Y	Attached to Annual Report	
121 (3) (e)	An assessment by the municipality's accounting officer of any arrears on municipal taxes and service charges	Y	N/A	No arrears
121 (3) (f)	An assessment by the municipality's accounting officer of the municipality's performance against the measurable performance objectives referred to in section 17(3)(b) for revenue collection from each revenue source and for each vote in the municipality's approved budget for the relevant financial year	Y	Volume I to the Annual Report (contained in the Statement of Comparison of Budget to Actual Amounts)	

121 (3) (g)	Particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraphs (b) and (d)	Y	Attached as part of the Audit Action Plan to address the findings	Attached as Vol III
121 (3) (h)	Any explanations that may be necessary to clarify issues in connection with the financial statements; Not applicable	Y	N/A	
121 (3) (i)	Any information as determined by the municipality	Y	Contained throughout the Annual Report	
121 (3) (j)	Any recommendations of the municipality's audit committee	Y	2021/2022 AC annual report extract and added	
121 (3) (k)	Any other information as may be prescribed	Y	N/A	
123 (1) (a) (i)	Any allocations received by the municipality from an organ of state in the national or provincial sphere of government;	Y	None	If any see notes to AFS
123 (1) (a) (ii)	Any allocations received by municipality from a municipal entity or another municipality	Y	None	If any see notes to AFS
123 (1) (b) (i)	Any allocations made by the municipality to a municipal entity or another municipality;	Y	None	If any see notes to AFS
123 (1) (b) (ii)	Any allocations made by the municipality to any other organ of state;	Y	None	If any see notes to AFS
123 (1) (c)	How any allocations referred to in paragraph (a) were spent, per vote, excluding allocations received by the municipality as its portion of the equitable share or where prescribed otherwise because of the nature of the allocation; Note 18 to the Annual Financial Statements	Y	See AFS	If any see notes to AFS
123 (1) (d) (i)	Whether the municipality has complied with the conditions of any allocations made to the municipality in terms of section 214(1)(c) of the Constitution; Note 18 to the Annual Financial Statements	Y	None	If any see notes to AFS
123 (1) (d) (ii)	Whether the municipality has complied with the conditions of any allocations made to the municipality other than by national organs of state; Note 18 to the Annual Financial Statements	Y	See AFS	See AFS
123 (1) (e)	The reasons for any non-compliance with conditions referred to in paragraph (d)	Y	None	

123 (1) (f)	Whether funds destined for the municipality in terms of the annual Division of Revenue Act were delayed or withheld, and the reasons advanced to the municipality for such delay or withholding. Note 18 to the Annual Financial Statements	**Y**	None	
124 (1) (a)	The salaries, allowances and benefits of political office-bearers and councillors of the municipality, whether financial or in kind, including a statement by the accounting officer whether or not those salaries, allowances and benefits are within the upper limits of the framework envisaged in section 219 of the Constitution; Note 24 to the Annual Financial	**Y**	All within the Upper limits	See AFS
124 (1) (b)	Any arrears owed by individual councillors to the municipality, or a municipal entity under its sole or shared control, for rates or services and which at any time during the relevant financial year were outstanding for more than 90 days, including the names of those councillors; and Note 39 to the Annual Financial Statements	**Y**	None	
124 (1) (c)	The salaries, allowances and benefits of the municipal manager, the chieffinancial officer, every senior manager and such categories of other officials as may be prescribed. Note 23 to the Annual Financial Statements	**Y**	See AFS	See AFS
125 (1) (a)	A list of all municipal entities under the sole or shared control of the municipality during the financial year and as at the last day of the financial year.	**Y**	None	
125 (1) (b)	The total amount of contributions to organised local government for the financial year, and the amount of any contributions outstanding as at the end of the financial year; and Note 39 to the Annual Financial Statements	**Y**	None	
125 (1) (c)	The total amounts paid in audit fees, taxes, levies, duties and pension and medical aid contributions, and whether any amounts were outstanding as at the end of the financial year. Note 39 to the Annual Financial Statements	**Y**	See AFS	See AFS

125 (2) (a)	In respect of each bank account held by the municipality or entity during the relevant financial year— (i) the name of the bank where the account is or was held, and the type of account; and (ii) year opening and year end balances in each of these bank accounts; Note 10 to the Annual Financial Statements	**Y**	See AFS	See AFS
125 (2) (b)	A summary of all investments of the municipality or entity as at the end of the financial year; Note 10 to the Annual Financial Statements	**Y**	None	No Investments
125 (2) (c)	Particulars of any contingent liabilities of the municipality or entity as at the end of the financial year; Note 33 to the Annual Financial Statements	**Y**	See AFS	See AFS
125 (2) (d)	Particulars of— (i) any material losses and any material irregular or fruitless and wasteful expenditures, including in the case of a municipality, any material unauthorised expenditure, that occurred during the financial year, and whether these are recoverable; (ii) any criminal or disciplinary steps taken as a result of such losses or such unauthorised, irregular or fruitless and wasteful expenditures; and (iii) any material losses recovered or written off; Note 37 and 38 to the Annual Financial Statements	**Y**	See AFS	See AFS
125 (2) (e)	Particulars of non-compliance with this Act;	**Y**	See AFS	See AFS

ANNEXURE B: LEGISLATIVE REQUIREMENTS FOR ANNUAL REPORT AND REPORTING PROCESS FLOWCHART

- The Constitution (1996),
- Local Government: Municipal Structures Act (1998) (MsA) and amendments,
- Local Government: Municipal Systems Act (2000), (MSA) and amendments,
- Local Government: Municipal Planning and Performance Regulations (2001),
- Local Government: Municipal Finance Management Act (2003) (MFMA),
- Local Government: Municipal Systems Amendment Act (2003),
- Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006),
- MFMA Circular 11 (Annual Report Guidelines),
- MFMA Circular 13 (SDBIP),
- MFMA Circular 32 (Oversight Report),
- Municipal Public Accounts Committee Guidelines