



Annual Report 2022 - 2023

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ANNUAL PERFORMANCE REPORT

ANNUAL FINANCIAL STATEMENTS

AUDITOR GENERAL – AUDIT REPORT

AUDIT RECOVERY PLAN

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1. PREAMBLE

The annual report is an account of the Municipality's achievements in the year under review and, as with any rigorous reporting instrument, it can enhance the function of the municipality, it therefore does not hesitate to point out the Municipality's shortcomings and needs.

The purpose of an annual report is to:

1. Provide a record of activities within the municipality during the financial year under review.
2. Report on its performance against the suggested budget for that financial year.
3. Promote accountability to its communities for decisions made throughout the year

This report includes the following appendixes;

- Appendix A: Councilors: Committee Allocation and Council Attendance
- Appendix B: Committee and Committee Purpose
- Appendix C: Fourth year Administration structure
- Appendix D: Function of Municipality / Entity
- Appendix E: Ward Reporting
- Appendix F: Ward Information
- Appendix G: Recommendations of the Municipal Audit Committee
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CHAPTER 1

MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

The IDP of !Kheis Municipality, reflects our service delivery and developmental achievements and challenges, and is presented in recognition of our obligation to be an accountable and transparent organization. Such a report is required from South African municipalities in terms of various pieces of legislation, referring to Section 46 of the Local Government: The Municipal Systems Act, 2000 (Chapter5).

The year under review marked a period of growth, and stability both at an administrative and political level. Since I took office, several outstanding issues were solved and resolved, and we embarked on new projects to enhance the lives of our people. Sustainable basic service delivery on a daily basis is not negotiable and as such this municipality did not have any service protests in the year under review. The following progress is quite remarkable achievements:

Performance highlights over the review period include the following:

- a) Provision of potable water to 95% of households.
- b) Provision of sanitation to all households in the formal settlements.
- c) Council approves renewable energy projects and source to expand the sun harvesting program to benefit communities.
- d) Introduction of a co-operative development and support program to stimulate job creation.
- e) Creation of 10 full time equivalent jobs and 450 work opportunities through the Expanded Public Works (EPWP) and CWP Programs.
- f) Review the SDF, and LED Strategy and implementation of a number of policies to streamline the administration for !Kheis LM.
- g) The municipality rolled out 3000 erwe to cater for the backlog in housing needs. All technical reports and surveying were done and currently with the assistance of CoGSTHA internal services is implemented in Opwag and Groblershoop.
- h) The council held an investors summit with potential investors and approve ENOC K to invest in funded projects.
- J) Business plans were submitted to assist with bulk infrastructure.

Cllr. Davy Jacobs

Mayor



COMPONENT B: EXECUTIVE SUMMARY

MUNICIPAL MANAGER FOREWORD

Annual Reporting is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development objectives.

The preparation of this strategic document is the results of collaboration of both the political and technical components within our municipality and most importantly, the recognition of the needs and aspirations of members of the communities in all seven (7) towns constituting the six (6) wards of !Kheis Municipality.

The needs and dreams of our communities were taken into account during the sessions that were held in all wards (needs assessment), those needs were prioritized to the resources available (strategic planning) and will be translated into implementable actions (projects) to enhance and change the lives of the citizens in our communities and area of jurisdiction.

This document will serve as a guideline and instrument which must be used on a daily basis by both council and the administration to change the lives of the people living in the !Kheis Municipal area. Council Policies, Processes, Procedures, and by-laws were approved and implemented to diligently support and strengthen our core business which is service delivery.

Through commitment from our personnel, our IDP goals are achievable and targets can be reached within its available resources.

Acting Municipal Manager

Mr. D. Dolopi

MISSION AND VISION

VISION:

A beacon of basic service delivery

MISSION:

1. Creation of a conducive working environment
2. Attracting employees with the requisite skills and competencies
3. Effective and efficient management of resources
4. Deliver on identified community priorities
5. Develop reliable infrastructure for service delivery
6. Promote a conducive environment for safety and socio-economic development
7. Promote a transparent and accountable system of governance

BACKGROUND

The !Kheis Municipal Area was initially inhabited by the Khoi-San people, whom also had been the first permanent inhabitants of South Africa. The San, who lived a nomadic life, migrated through the area. The Korannas (Khoi group) arrived in the area during the 18th century. They were widely spread over the “Benede Oranje” area and consisted of various tribes, each with its own captain (leader). The groups who lived in the !Kheis area, was under leadership of Captain Willem Bostander and Klaas Springbok. Many of their descendants still live in the area today. Other Khoi-groups, such as the Griekwas, also migrated through the area and intermarried with the Korannas. Later Coloured stock farmers, as well as white hunters and farmers arrived.

The Korannas tenaciously protected their territory against English invaders, when the English wanted to shift the Colonial Northern Border up to the Orange River. A Full Time Equivalent several Northern Border wars, the Korannas power was broken and several Koranna leaders i.e. Dawid Diederiks, Jan Kivedo (Cupido), Karel Ruyter (Ruiters), Piet Rooi, Klaas Lukas, Jan Malgas, Thomas Pofadder, were caught between 1870 and 1879 by the English and held captive as political prisoners on Robben Island. (The very first people sent to Robben Island as political prisoners, were Khoi people). In 1883 Piet Rooi died as a prisoner on Robben Island.

The actions of the English against the Korannas left them without leaders, which largely led to the fall of the Koranna people. The fact that the Municipality was given the name !Kheis (A place to live) is indeed an acknowledgment to the native people who first migrated to this area.

The population of Kheis increased by 1 520 people, from 15 046 people in 2001 to 16 566 people in 2021. There were more females than males in the years 2001 and 2011 and more males than females in 2016 and 2021. Over the period from 2001 to 2021, the number of females increased by 663 persons, whilst that of males increased by 857 persons. Dawid Kruiper in the greater Upington area accounts for 42.4% of the total population in the district. This is followed by Kai Garib, Tsantsabane, Kgatelopele and Kheis local municipalities which accommodate 27.3%, 15.6%, 8.2% and 6.6% of the total population in the district respectively.

Over the period from 2001 to 2021, an increase of 1 690 persons is observed for the Coloured population group, from 13 189 persons in 2001 to 14 879 persons in 2021. The largest decrease was

observed in the White population group which decreased by 409 persons from 1 279 persons in 2001 to 870 persons in 2021. The Black African population group shows an increase of 314 persons from 423 persons to 737 persons over the same period.

The percentage distribution of the population of Kheis in 2021, shows the Coloured population group accounting for 89.8% of the total population in the municipality, followed by the White population group at 5.3%, then the Black African and Indian/Asian population groups each having a share of 4.5% and 0.5% respectively.

Core values of the municipality

The Municipality is committed to deliver services within the framework of *Batho Pele* principles, as outlined below:

- ***Courtesy and 'People First'***
Residents should be treated with courtesy and consideration at all times.
- ***Consultation***
Residents should be consulted about service and must receive quality, when possible.
- ***Service excellence***
Residents must be made aware of what to expect in terms of the level and quality of services provided.
- ***Access***
Residents should have equal access to the services to which they are entitled to.
- ***Information***
Residents must receive full and accurate information about their services.
- ***Openness and transparency***
Residents should be informed about government departments, operations, budgets and management structures.
- ***Redress***
Residents are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered.
- ***Value for money***
Public services should be provided economically and efficiently.

STRATEGIC OBJECTIVES

KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVE	DEVELOPMENT OBJECTIVE
KPA 1: Governance and Stakeholder Participation	SO 1. To promote proper governance and public participation	DO 1. Facilitate the establishment of good Governance practices within !Kheis (i.e. Audit Committee, Performance Audit Committee, Policies & Bylaws Oversight Committees (Internal & External))
		DO 2. Promote stakeholder participation through regular interaction with Stakeholders including wards and other spheres of government.
KPA 2: Services, Customer Care, Physical	SO 2. To ensure efficient infrastructure and energy supply and improve our	DO 3. Invest in new and existing infrastructure to extend the lifespan of municipal infrastructure including roads,

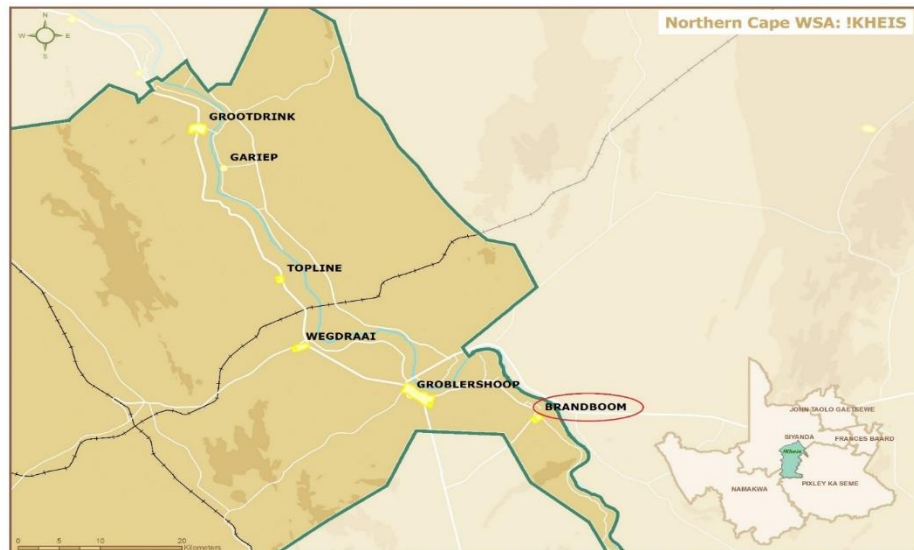
Infrastructure, and Energy Efficiency	public relations thereby pledging that our customers are serviced with dignity and care.	storm water, electricity, water, sanitation, public places, etc
		DO 4. Provide quality Basic and support services to all communities within! Kheis (i.e. electricity, water, sanitation, refuse, etc)
		DO 5. Promote and improve public relations through servicing customers with dignity and care
KPA 3: Economic Growth and Development	SO 3. To facilitate sustainable economic empowerment for all communities within !Kheis and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development.	DO 6. Create an environment for business establishment and support initiatives (i.e. Increase the number of businesses; entrepreneurial support)
		DO 7. Promote external investment opportunities in sectoral development (i.e. investment activities; Entrepreneurial business support programme)
		DO 8. Graduate people out of poverty by facilitating development and empowerment initiatives in order to create sustainable job opportunities
		DO 9. Market, develop and co-ordinate tourism in the !Kheis
		DO 10. Facilitate the development of sustainable land use, economic, spatial and environmental planning frameworks that will support and guide the development of a diversified, resilient and sustainable economy
KPA 4: Health, Safety and Environment	SO 4. To contribute to the health and safety of communities in !Kheis	DO 11. Provide safety to communities through law enforcement and prevention, mitigation, identification and management of environmental health, fire and disaster risks services to !Kheis
KPA 5: Financial Sustainability	SO 5. To ensure the financial sustainability of the municipality in order to fulfil the statutory requirements	DO 12. Enable and improve financial viability and management through well-structured budget processes, financial systems, and MFMA compliance (i.e. promote good budget and fiscal management; Unqualified audits)
KPA 6: Social and Community Development	SO, 6. To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled.	DO 13. Facilitate and ensure the development and empowerment of the poor and most vulnerable people through the implementation of Special Programmes (i.e. Gender, Elderly, Youth and Disabled)
		DO 14. Provision of Sustainable Human Settlements (housing)

		DO 15. Provide equal access to sport, park, recreational facilities and other public amenities to all residents in !Kheis
KPA 7: Institutional Transformation	SO 7. To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services.	DO 16. Aligning institutional arrangements in order to provide an effective and efficient support service in order to deliver on organisational objectives

CHAPTER 2

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

GEOGRAPHICAL AREA



!Kheis covers an area of approximately 7 225 squares kilometers. All the towns in the !Kheis Municipal area are situated next to the N10.

The area is drained by several ground levels and non-perennial rivers. These are mainly dry streams which are transformed into strong streams during very wet years. From there the water flows to the Orange River. Few hills/mountains also appear, like Asbestos Mountains. The area is part of the Nama-Karoo Biome.

The natural vegetation is characterized by Karoo plants, which adapted well to the environment, e.g. “Kokerboom”, “Witgat” and “Camel thorn” tree. Furthermore berg-field appears in the Asbestos Mountains with sand-field in between, especially where the Camel thorn and “Swarthaak” is the dominant tree species.

Demographic Profile

Demographics

Table 1: Population by sex, 2001-2021

2001			2011			2016			2021		
Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
7 521	7 525	15 046	8 196	8 343	16 538	8 408	8 229	16 637	7 632	7 933	15 565

Table 1 shows that the population of Kheis increased by 1 520 people, from 15 046 people in 2001 to 16 566 people in 2021. There were more females than males in the years 2001 and 2011 and more males than females in 2016 and 2021. Over the period from 2001 to 2021.

Figure 1: Distribution of the population of ZF Mgcawu district by local municipality, 2021

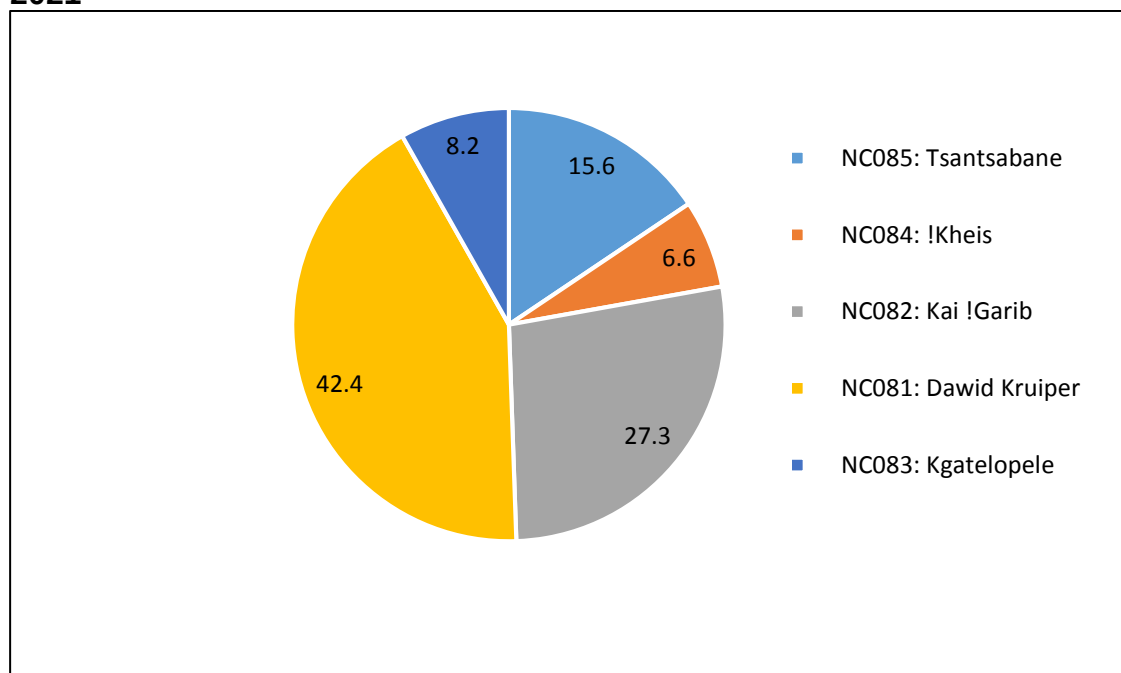


Figure 1 illustrates that !Kheis accounts for 42.4% of the total population in the district. This is followed by Kai Garib, Tsantsabane, Kgatelopele and Kheis local municipalities which accommodate 27.3%, 15.6%, 8.2% and 6.6% of the total population in the district respectively.

Figure 2: Percentage distribution of the population in Kheis municipality by sex, 2021

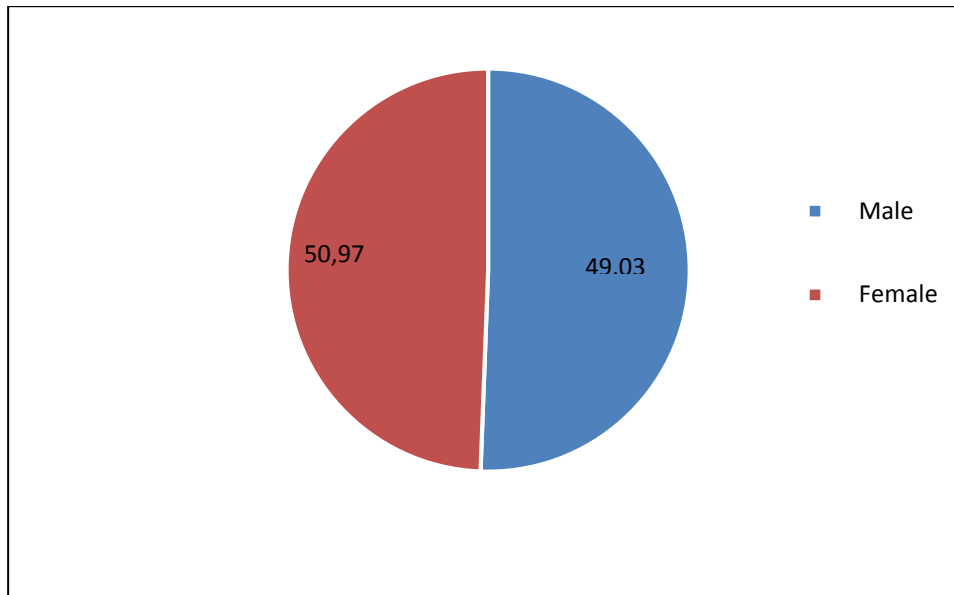


Figure 2 depicts a greater proportion of males than females in Kheis municipality, at 57% and 43% respectively.

Table 2: Population by group type, 2001-2021

NC084: !Kheis	2001	2011	2016	2021
Black African	423	745	1 144	737
Coloured	13 189	14 198	14 200	14 879
Indian or Asian	-	6	167	79
White	1 279	1 590	901	870
Other	-	-	226	-
Unspecified	155	-	-	-
Total	15 046	16 538	16 637	16 565

Table 2 summarizes the population by group type, where an increase is observed in the Coloured and the Black African population groups. Over the period from 2001 to 2021, an increase of 1 690 persons is observed for the Coloured population group, from 13 189 persons in 2001 to 14 879 persons in 2021. The largest decrease was observed in the White population group which decreased by 409 persons from 1 279 persons in 2001 to 870 persons in 2021. The Black African population group shows an increase of 314 persons from 423 persons to 737 persons over the period 2001 to 2021.

Figure 3: Percentage distribution of the population by group type, 2021

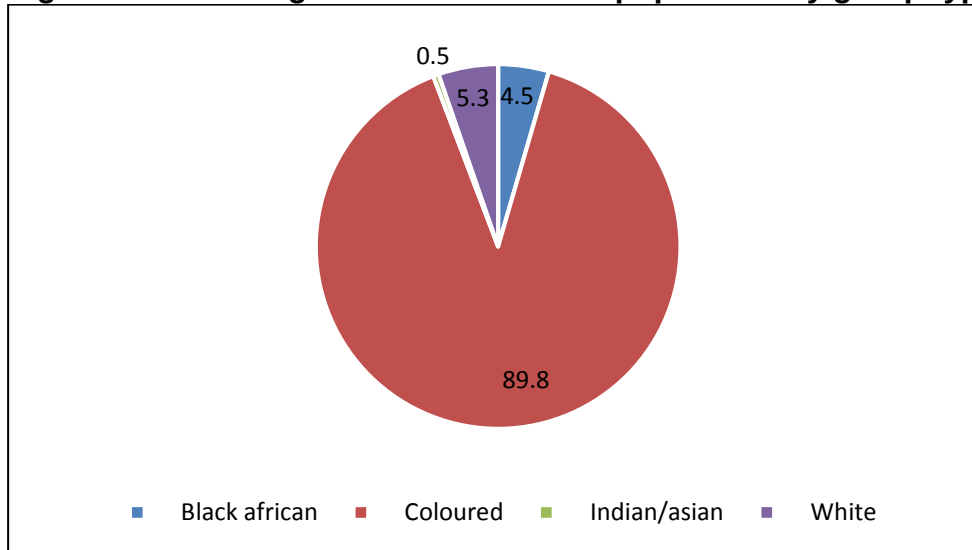


Figure 3 outlines the percentage distribution of the population of Kheis in 2021, where the Coloured population group accounts for 89.8% of the total population in the municipality, followed by the White population group at 5.3%, then the Black African and Indian/Asian population groups each having a share of 4.5% and 0.5% respectively.

Table 3: Population by 5 year age groups and sex, 2001-2021

NC084: !Kheis	2001			2011			2016			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
00 – 04	871	873	1 744	1 055	1 073	2 129	1 010	960	1 970	1 015	921	1 936
05 – 09	879	864	1 743	884	915	1 799	968	991	1 959	839	844	1 683
10 – 14	956	940	1 896	871	898	1 768	971	923	1 894	1 005	1 117	2 122
15 – 19	852	739	1 591	749	776	1 525	746	781	1 527	800	867	1 667
20 – 24	642	670	1 313	693	654	1 348	627	553	1 179	571	612	1 182
25 – 29	586	571	1 157	670	641	1 311	597	593	1 190	592	437	1 029
30 – 34	509	495	1 004	587	603	1 190	694	579	1 274	697	716	1 413
35 – 39	399	459	859	582	536	1 118	577	547	1 124	484	544	1 028
40 – 44	435	450	885	464	512	976	479	484	962	831	557	1 388
45 – 49	370	347	717	426	452	877	494	409	903	356	387	743
50 – 54	239	289	528	352	348	700	335	377	712	408	319	728
55 – 59	213	226	439	239	267	505	321	342	663	211	261	472
60 – 64	218	224	441	235	232	467	243	253	496	226	194	420
65 – 69	136	118	254	177	201	378	142	163	305	114	123	238
70 – 74	78	96	174	96	105	201	101	113	214	138	170	308
75 – 79	46	65	111	66	65	131	64	87	151	43	85	128
80 – 84	21	37	58	32	38	70	12	35	47	36	33	70
85+	13	21	34	17	28	44	28	38	66	12	-	12
Unspec.	57	40	97	-	-	-	-	-	-	-	-	-
Total	7 520	7 524	15 045	8 195	8 344	16 537	8 409	8 228	16 636	8 378	8 187	16 567

Table 3 above summarizes the population composition for Kheis municipality by five-year age groups. It shows a general increase in the population across the age groups between the period from 2001 and 2021 with the exception of those falling in the age groups of 5-9, 20-24, 25-29, 60-64, 65-69, and 85+ years where decreases are observed in the population. In 2001, females outnumbered males in the 0-4, 20-24, 35-39, 40-44, 50-54, 55-59, 60-64, 70-74, 75-79, 80-84 and 85+ age groups. In 2011, the total number of females and males increased, from 7 524 for females and 7 520 for males in 2001 to 8 344 for females and 8 195 for males in 2011. In 2021 the number of males outnumbered that of females in the age groups of 0-4, 25-29, 40-44, 50-54, 60-64, 80-84 and 85+ years.

Figure 4: Distribution of the total population by age group and sex, 2021

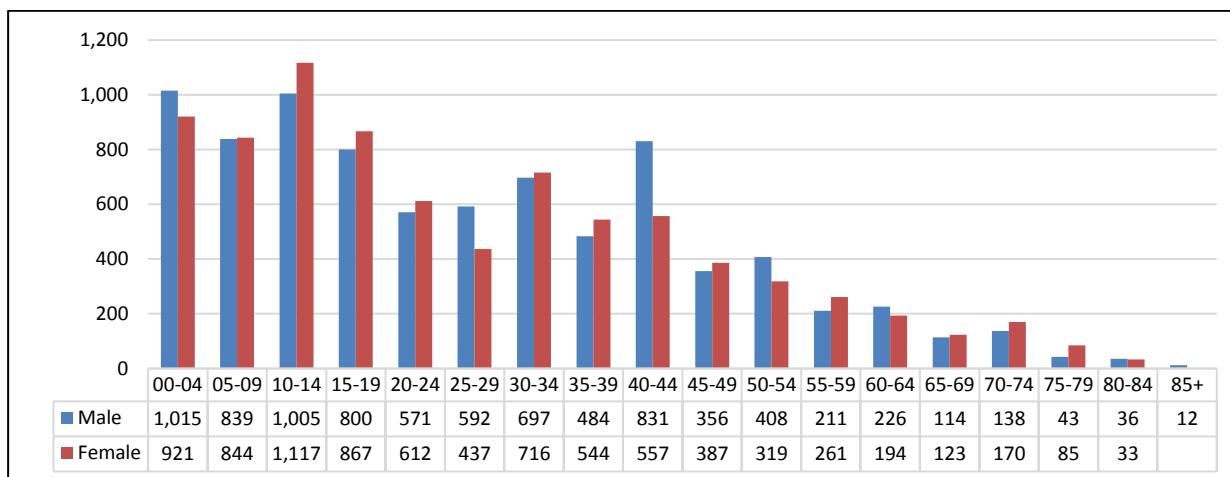


Figure 4 indicates that the greater proportion of the population in Kheis municipality is young, consisting mainly children (0-14 years) and youth (15-34 years).

Figure 5: Distribution of the total population by age and group type, 2021

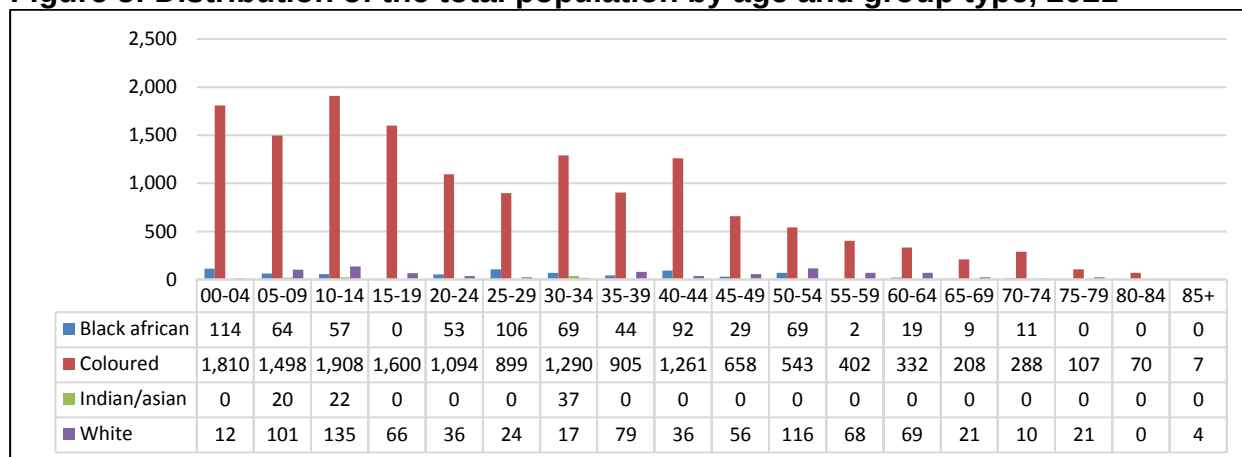


Figure 5 above outlines the population distribution of Kheis municipality by five-year age groups and population group type. It shows that the number of Coloureds across all age cohorts is considerably more than the other population groups combined. The population group with the second most number of persons in the municipality is the Black African population group followed by the White and Indian/ Asian population groups respectively.

Table 4: Distribution of persons aged 12 years and older by marital status, 2021

Marital status	Number	%
Legally married (include customary; traditional; religious etc)	2 816	23.5
Living together like husband and wife/partners	1 811	15.1
Divorced	123	1.0
Separated; but still legally married	54	0.4
Widowed	517	4.3
Single; but have been living together with someone as husband/wife/partner before	1 180	9.8
Single; and have never lived together as husband/wife/partner	5 488	45.8
Total	11 988	100.0

Table 4 shows that 45.8% of the population of Kheis is single and have never lived together as husband/wife/partner. This is followed by those who are legally married (include customary; traditional; religious etc.) at 23.5%, and those that are living together like

husband and wife/partners (15.1%). About 0.1% of the population is divorced, and 0.4% are separated but still legally married.

Table 5: Distribution of persons aged 1 year and older by language spoken most often in the household, 2021

Language spoken in household	Number	%
Afrikaans	15 795	96.7
English	135	0.8
IsiXhosa	89	0.5
IsiZulu	74	0.5
Setswana	183	1.1
Tshivenda	13	0.1
Other	51	0.3
Total	16 340	100.0

*Excludes "unspecified"

Table 5 shows that the language spoken mostly by households in Kheis municipality is Afrikaans, representing a total of 15 795 (96.7%) of households, followed by those who speak Setswana (1.1%) and English (0.8%). The least spoken language in Kheis is IsiXhosa, IsiZulu and Tshivenda at 0.5%, 0.5% and 0.1% each.

Table 6: Distribution of religious belief, 2021

Religious belief	Number	%
Christianity	16 054	96.9
Islam	52	0.3
Traditional African religion (e.g. ancestral; tribal; animis;etc)	29	0.2
No religious affiliation/belief	4	0.0
Other	427	2.6
Total	16 566	100.0

Table 6 shows that 96.9% of the population in Kheis follows the Christian religious belief, followed by those who follow Islam at 0.3%. About 2.6% of the population classified their religion as 'other'.

Table 7: Distribution of Christian denomination, 2021

Christian denomination	Number	%
Catholic	589	3.7
Anglican/Episcopalian	2 189	13.6
Baptist	7	0.0
Lutheran	49	0.3
Methodist	601	3.7
Presbyterian	24	0.1
Pentecostal/Evangelistic (e.g. Assemblies of God; Born Again Church of God in Christ; Rhema Church; Apostolic Faith Mission; Prophetic Ministry)	3 029	18.9
African Independent Church/African Initiated Church (e.g. Zion Christian Church; Apostolic Church; African Nazareth Baptist Church/Shembe)	646	4.0
Seventh Day Adventist	8	0.1
Mormon (e.g. Church of Jesus Christ of Latter Day Saints)	31	0.2
Reformed church (e.g. Dutch Reformed church; United Reformed Church; Christian Reformed Church)	388	2.4
Just a Christian/non-denominational	164	1.0
Other	8 329	51.9
Total	16 054	100.0

*Excludes "unspecified"

Table 7 shows that 18.9% of the population in Kheis who follow the Christian religion, belong to the Pentecostal/Evangelistic Church, followed by those forming part of the

Anglican/Episcopalian and Catholic Church at 13.6% and 3.7% respectively. The least followed religious denomination are the Baptist and Seventh Day Adventist at 0.0% and 0.1% respectively.

2.3.3 Migration

Table 8: Population by region of birth and population group type, 2021

Region of birth	Black African	Coloured	Indian/Asian	White	Total
Born in South Africa	639	14 849	42	861	16 390
SADC	98	15	-	10	124
Asia	-	-	37	-	37
Total	737	14 864	79	870	16 551

*Excludes "unspecified"

Table 8 shows that the majority of foreign nationals in Kheis municipality are Black African (98 persons) and they are mainly from the SADC region. The Indian/Asian population that is from outside South Africa mainly comes from Asia, with 37 persons residing in the municipality.

Table 9: Top sending countries by sex, 2021

Country	Number			Percent (%)		
	Male	Female	Total	Male	Female	Total
Bangladesh	37	-	37	31.3	-	23.0
Botswana	-	7	7	-	17.5	4.3
Mozambique	17	-	17	14.3	-	10.6
Malawi	40	19	58	33.2	45.2	36.0
Namibia	2	15	18	2.1	37.2	11.2
Zambia	23	-	23	19.1	-	14.3
Total	120	41	161	100.0	100.0	100.0

*Excludes "unspecified"

Table 9 shows that of those that were born outside of South Africa, 36.0% come from Malawi, followed by Bangladesh (23.0%), Zambia (14.3%), Namibia (11.2%), and Mozambique (10.6%).

Figure 6: Percentage distribution of persons born outside South Africa by age group, 2021

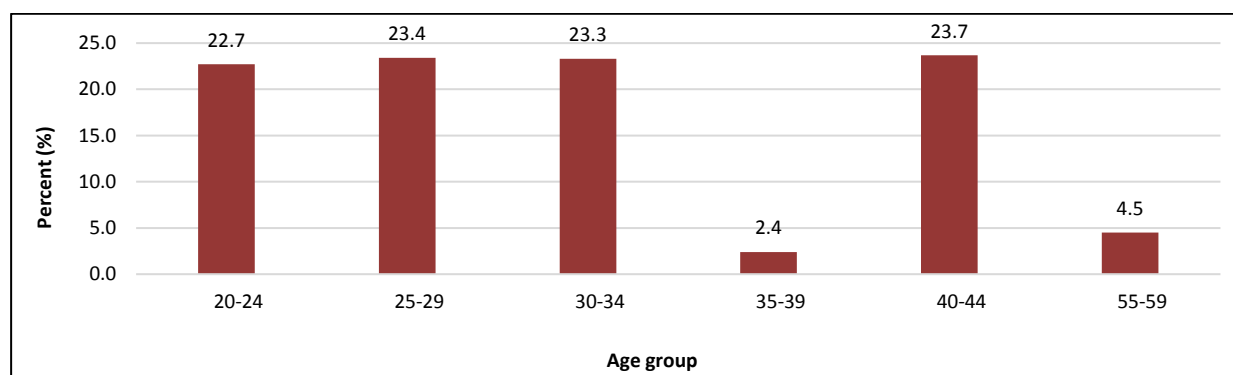


Figure 6 shows that the majority of foreign nationals residing in Kheis are mostly young, between the ages 20 to 34 years (69.4%).

Table 10: Reasons for moving to current place of residence, 2021

Reasons for moving to current place	Number	%
Education(e.g. Studying; schooling; training)	32	9.6
Job transfer/take up new job opportunity	10	3.0
Look for paid work	101	30.1
Moving as a household with a household member (for health	41	12.2
Moving to live with or be closer to spouse (marriage)	92	27.5
Other business reasons(e.g. expansion of business)	59	17.7
Total	336	100.0

*Excludes "do not know" and "unspecified"

Table 10 shows that among other reasons why people had moved to their current place of residence in Kheis, it's mainly to look for paid work (30.1%), moving to live with or be closer to spouse(marriage) (27.5%), and for other business reasons (e.g. expansion of the business) (17.7%) and education(9.6%).

2.3.4 Disability

Table 11: Disability type and degree of difficulty in functioning by sex, 2021

Disability type	Degree of difficulty	Male	Female	Total
Seeing	No difficulty	6 488	6 234	12 722
	Some difficulty	684	890	1 574
	A lot of difficulty	179	142	322
	Cannot do at all	12	-	12
	Do not know	-	-	-
	Total	7 363	7 266	14 630
Hearing	No difficulty	6 909	6 831	13 740
	Some difficulty	364	345	708
	A lot of difficulty	90	77	168
	Cannot do at all	-	14	14
	Do not know	-	-	-
	Total	7 363	7 266	14 630
Communication	No difficulty	7 197	7 041	14 238
	Some difficulty	139	152	290
	A lot of difficulty	27	74	101
	Cannot do at all	-	-	-
	Do not know	-	-	-
	Total	7 363	7 266	14 630
Walking or climbing stairs	No difficulty	6 923	6 722	13 645
	Some difficulty	301	378	679
	A lot of difficulty	139	156	295
	Cannot do at all	-	11	11
	Do not know	-	-	-
	Total	7 363	7 266	14 630
Remembering	No difficulty	7 083	6 957	14 039
	Some difficulty	223	218	441
	A lot of difficulty	58	92	149
	Cannot do at all	-	-	-
	Do not know	-	-	-
	Total	7 363	7 266	14 630
Self-Care	No difficulty	7 107	7 025	14 132
	Some difficulty	203	210	413
	A lot of difficulty	53	20	74
	Cannot do at all	-	11	11
	Do not know	-	-	-
	Total	7 363	7 266	14 630

*Excludes "unspecified"

Table 11 shows that the majority of persons in Kheis are mainly suffering from a sight disability/impairment, with about 322 persons having a lot of difficulty with seeing. This is then followed by those with a walking disability/impairment, where about 295 persons reported as suffering from such impairment, and those with a hearing impairment with 168 people reporting a lot of difficulty with hearing. Males are generally more prone to having disabilities than females in the municipality.

2.3.4 Education

Table 12: Highest level of education for person's aged 20 years and above, 2001-2021

	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Total
Number							
2001	2 103	2 346	911	1 660	520	311	7 851
2011	2 072	2 795	1 004	2 120	972	355	9 317
2016	1 232	2 360	894	2 945	1 278	413	9 122
2021	1 062	1 689	873	3 526	1 638	315	9 101
Percent (%)							
2001	26.8	29.9	11.6	21.1	6.6	4.0	100.0
2011	22.2	30.0	10.8	22.8	10.4	3.8	100.0
2016	13.5	25.9	9.8	32.3	14.0	4.5	100.0
2021	11.7	18.6	9.6	38.7	18.0	3.5	100.0

*Excludes "do not know" and "unspecified"

Table 12 shows an improvement in the level of education in Kheis over the period 2001 to 2021, where there was a decline in the percentage of people aged 20 years and above with no schooling from 26.8% in 2001 to 11.7% in 2021. There is also an increase observed in the percentage of people having a matric qualification over the period from 2001 to 2021 from 6.6% to 18.0.

Table 13: Highest level of education by population group for persons aged 20 years and above, 2021

	No schooling	Some Primary	Complete Primary	Some Secondary	Grade 12/Std 10	Higher	Total
Number							
Black African	103	85	63	109	126	16	502
Coloured	959	1 603	807	3 381	1 164	121	8 035
Indian/Asian	-	-	-	-	19	19	37
White	-	-	2	36	329	160	527
Percent (%)							
Black African	20.5	17.0	12.6	21.8	25.1	3.1	100.0
Coloured	11.9	20.0	10.0	42.1	14.5	1.5	100.0
Indian/Asian	-	-	-	-	50.0	50.0	100.0
White	-	-	0.5	6.8	62.4	30.3	100.0

*Excludes "do not know" and "unspecified"

Table 13 shows that a higher percentage of Black Africans have no schooling when compared to other population groups at 20.5%, followed by the Coloured population group with 11.9%. The White population group had the highest percentage of people with a matric qualification at 62.4% compared to 50.0% for Indians/Asians, 25.1% for Black Africans and 14.5% for Coloureds. The Indian/Asian population group had the highest percentage of people with a higher education qualification at 50.0% compared to 30.3%, 3.1% and 1.5% for the White, Black African and Coloured population groups respectively.

Table 14: Mode of transport used to go to educational institution, 2021

Mode of transport used	Number
Walking	3 122
Bicycle	30
Motorcycle/scooter	13
Minibus taxi/sedan taxi	32
Bakkie taxi	68
Bus (public)	194
Vehicle provided by institution	78
Vehicle provided by government for free	116
Vehicle hired by group of parents/students	96
Own car/private vehicle	483

*Excludes "do not know" and "unspecified"

Table 14 shows that 3 122 learners/students in Khies municipality walked to their educational institutions in 2021, followed by those who used their own car/ private vehicle (483). About 194 learners/students used a public bus as their main mode of transport when going to their educational institution.

2.3.5. Household information

Table 15: Number of households by household size, 2001-2021

	1	2	3	4	5	6	7	8	9	10+	Total
2001	421	565	486	506	413	260	201	125	117	112	3 206
2011	602	811	648	653	481	349	203	134	86	183	4 150
2016	773	845	649	633	430	280	236	117	95	142	4 200
2021	631	823	773	637	500	424	292	134	26	104	4 344

*Excludes "do not know" and "unspecified"

Table 15 shows that the total number of households in Kheis municipality increased over the period from 2001 to 2021, from 3 206 households to 4 344 households respectively. It shows an increase in the number of two-person households, from 565 households in 2001 to 823 households in 2021. There is a reduction in the number of households with 10 persons and above.

Table 16: Percentage distribution of households by household size, 2001-2021

	1	2	3	4	5	6	7	8	9	10+	Total
2001	13.1	17.6	15.2	15.8	12.9	8.1	6.3	3.9	3.6	3.5	100.0
2011	14.5	19.5	15.6	15.7	11.6	8.4	4.9	3.2	2.1	4.4	100.0
2016	18.4	20.1	15.5	15.1	10.2	6.7	5.6	2.8	2.3	3.4	100.0
2021	14.5	18.9	17.8	14.7	11.5	9.8	6.7	3.1	0.6	2.4	100.0

*Excludes "do not know" and "unspecified"

Table 16 shows that two-person households increased from 17.6% in 2001 to 18.9% in 2021, this is followed by three-person households at 17.8% of the total number of households in Kheis.

Table 17: Household head by sex, 2001-2021

	2001	2011	2016	2021
Male	2 511	3 156	2 793	2 844
Female	690	990	1 406	1 500
Total	3 201	4 146	4 199	4 344

Table 17 shows an increase in the number of both female and male-headed households over period from 2001 to 2021. The female-headed households experienced a higher increase than male-headed households. Female-headed households increased by 810 households over this period, compared to an increase of 333 households headed by males.

Table 18: Percentage distribution of households by sex of household head, 2001-2021

	2001	2011	2016	2021
Male	78.4	76.1	66.5	65.5
Female	21.6	23.9	33.5	34.5
Total	100.0	100.0	100.0	100.0

Table 18 shows an increase in the proportion of female-headed households in Kheis over the period from 2001 to 2021, where the proportion of female-headed households increased from 21.6% in 2001 to 34.5% in 2021. The proportion of male-headed households has decreased over this period from 78.4% to 65.5% respectively.

2.3.6 Perceptions on municipal services

Table 19: Household perceptions on difficulties facing the municipality, 2021

Difficulties facing the municipality	Number	Percent (%)
Lack of safe and reliable water supply	905	20.8
Cost of water	145	3.3
Lack of reliable electricity supply	287	6.6
Cost of electricity	228	5.2
Inadequate sanitation/sewerage/toilet services	427	9.8
Inadequate refuse/waste removal	188	4.3
Inadequate housing	488	11.2
Inadequate roads	58	1.3
Lack of/inadequate employment opportunities	185	4.3
Lack of/inadequate educational facilities	19	0.4
Violence and crime	4	0.1
Drug abuse	305	7.0
Alcohol abuse	24	0.6
Lack of/inadequate healthcare services	84	1.9
Lack of/inadequate public transport	18	0.4
Corruption	7	0.2
Other	139	3.2
None	833	19.2
Total	4 344	100.0

Table 19 shows that 20.8% of the households in Kheis reported a lack of safe and reliable water supply as being the major difficulty facing the municipality, with 11.2% reporting that inadequate housing is a problem in the municipality. About 9.8% reported inadequate sanitation/sewerage/toilet services, whilst 7.0% said that drug abuse was a problem in the municipality.

2.3.7 Housing and dwelling information

Table 20: Type of dwelling occupied by households, 2001-2021

	Formal dwelling	Informal dwelling	Traditional dwelling	Other	Total
2001	75.0	13.4	11.0	0.6	100.0
2011	78.7	15.1	5.7	0.4	100.0
2016	66.3	31.8	1.0	0.9	100.0
2021	59.3	16.5	24.3	-	100.0

*Excludes "do not know" and "unspecified"

Table 20 shows a decrease in the proportion of households staying in formal dwellings in Kheis. Households occupying formal dwellings decreased by 15.7% from 75.0% in 2001 to

59.3 in 2021. An increase is observed in the proportion of informal dwellings, from 13.4% in 2001 to 16.5% in 2021. The proportion of traditional dwellings shows an increase over this period.

Table 21 Tenure status of households, 2011-2021

	Owned	Rented	Occupied rent-free	Other	Total
2011	38.3	12.1	49.6	-	100.0
2016	67.1	15.4	15.9	1.5	100.0
2021	47.0	18.1	31.3	3.7	100.0

*Excludes "do not know" and "unspecified"

Table 21 shows an increase of 8.7% in the proportion of dwellings owned by households in Kheis, from 38.3% in 2011 to 47.0% in 2021. There is a decline in the proportion of households that are occupied rent-free, from 49.6% in 2011 to 7.5% in 2021

2.3.8 Household services

Table 22: Type of refuse removal used by households, 2001-2021

	Removed by local authority at least once a week	Removed by local authority less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Total
2001	48.1	0.2	5.1	44.6	1.6	0.4	100.0
2011	42.6	0.4	2.5	52.1	2.5	-	100.0
2016	53.0	1.2	1.1	26.1	15.8	2.8	100.0
2021	62.0	0.3	3.5	21.1	7.6	5.5	100.0

*Excludes "do not know" and "unspecified"

Table 22 shows an increase in the proportion of households in Kheis whose refuse is removed by a local authority at least once a week, from 48.1% in 2001 to 62.0% in 2021. There was an increase in the proportion of households that have no rubbish disposal from 1.6% in 2001 to 7.6% in 2021

Table 23: Type of sanitation facility used by households, 2001-2021

	Flush or chemical toilet	Pit latrine	Bucket latrine	None of the above	Total
2001	45.3	17.3	8.1	29.2	100.0
2011	47.8	18.5	0.5	33.2	100.0
2016	48.9	20.8	2.0	28.3	100.0
2021	45.1	40.1	1.8	13.0	100.0

*Excludes "do not know" and "unspecified"

Table 23 shows a decrease in the proportion of households that use a flush or chemical toilet in Kheis, from 45.3% in 2001 to 45.1% in 2021. There is an increase in the proportion of households using a pit latrine toilet, and a significant decrease in the proportion of households that use a bucket latrine, from 8.1% in 2001 to 1.8% in 2021.

2.3.9 Energy source

Table 24: Main source of energy used for lighting, 2001-2021

	Electricity	Gas	Paraffin	Candles	Solar	Other	Total
2001	58.3	0.2	5.9	34.8	-	0.8	100.0
2011	58.6	0.5	2.1	36.6	0.8	1.3	100.0
2016	64.3	0.2	2.0	30.5	3.0	-	100.0
2021	74.8	1.5	-	8.0	14.4	1.3	100.0

*Excludes "do not know" and "unspecified"

Table 24 shows an increase in the proportion of households using electricity for lighting, from 58.3% in 2001 to 74.8% in 2021. There is also an increase in the percentage of households that use renewable energy sources such as solar for lighting, from 0.0% in 2001

to 14.4% in 2021. A decrease is observed in the percentage of households that use candles for lighting, from 34.8% in 2001 to 8.0% in 2021.

2.3.10 Ownership of household goods

Table 25: Household ownership of goods, 2021

Ownership of goods	Number	% of total households
Refrigerator/Freezer	2 393	55.1
Electric/Gas stove	3 093	71.2
Vacuum cleaner/Floor polisher	559	12.9
Washing machine	1 612	37.1
Tablet/Phablet	414	9.5
Personal computer/Desktop Laptop	537	12.4
Satellite decoder	1 517	34.9
Motor vehicle	1 030	23.7
Television	2 952	68.0
Radio	1 825	42.0
DVD player/Blu-ray player	1 716	39.5
Home theatre system	505	11.6
Landline	390	9.0
Cell phone	3 016	69.4
Microwave oven	1 382	31.8
Geyser	447	10.3
Air conditioner	373	8.6

Table 25 shows that the majority of households in Kheis had ownership of the following goods; Electric/gas stove (71.2%), Cell phone (69.4%), Television (68.0%) and refrigerator/freezer (55.1%). Fewer households had ownership to the following goods; Landline (9.0%), Tablet/phablet (9.5%), and air conditioner (8.6%) amongst others.

2.3.11 Internet and postal services access

Table 26: Distribution of households by type of access to internet, 2021

Source for internet access	Number	Percentage (%)
Connection in the dwelling	438	10.1
Connection from a library	385	8.9
At school/university/college	647	14.9
Connection at place of work	272	6.3
Internet café 2km or less from dwelling	27	0.6
Internet café >2km from dwelling	39	0.9
Any place via cell phone	1 216	28.0
Any place via other mobile access service	710	16.3
Other	172	4.0

*Excludes "do not know" and "unspecified"

Table 26 shows that 28.0% of households in Kheis connect to the internet using a cell phone. About 16.3% connect to the internet at any place via other mobile access service, whilst 14.9% have access to the internet at school/university/college.

Table 27: Distribution of households by type of postal service used, 2021

Mail/post	Number	Percentage (%)
Delivered to the dwelling	1 933	44.5
Delivered to a post box/private bag owned by the household	1 097	25.3
Through a friend/neighbour/relative	244	5.6
Through a shop/school	168	3.9
Through a workplace	32	0.7
Do not receive mail	780	18.0
Other	90	2.1
Total number of households in Kheis	4 344	100.0

*Excludes "do not know" and "unspecified"

Table 27 shows that 44.5% of households in Kheis have their post delivered to their dwelling, 25.3% have their mail delivered to a post box/private bag owned by the household, whilst 18.0% of households do not receive mail.

2.3.12 Crime statistics and perceptions on safety

Table 28: Distribution of households by type of crime experienced, 2021

Type of crime experienced	Number	Percentage (%)
Home robbery	132	3.0
House breaking	61	1.4
Theft of motor vehicle/motorcycle	31	0.7
Other	17	0.4
Total number of households in Kheis	4 344	100.0

Table 28 shows home robbery as the leading type of crime experienced by households in Kheis (3.0%), followed by house-breaking and theft of motor vehicle/motorcycle at 1.4% and 0.7% of total households respectively.

Table 29: Household's feeling of safety when it's dark, 2021

	Feeling of safety when it's dark				
	Very safe	Fairly safe	A bit unsafe	Very unsafe	Total
Number	1 820	808	1 188	528	4 344
Percent (%)	41.9	18.6	27.3	12.2	100.0

Table 29 shows that 12.2% of households in Kheis feel very unsafe when it's dark, compared to 41.9% that feels very safe.

2.2.13 Agricultural activities

Table 30: Distribution of households by type of agricultural activity, 2021

Type of agricultural activity	Number	Percentage (%)
Livestock production	446	10.3
Poultry production	752	17.3
Grains and food crops	58	1.3
Industrial crops	17	0.4
Fruit production	25	0.6
Other	14	0.3
Total number of households in Kheis	4 344	100.0

Table 30 shows that 17.3% of households in Kheis engage in poultry production, followed by livestock production at 10.3% and grains and crops at 1.3%.

2.3.14 Food security

Table 31: Households that ran out of money to buy food in the 12 months preceding the survey, 2021

!Kheis	Number			Percent (%)		
	Yes	No	Total	Yes	No	Total
	1 589	2 741	4 330	36.7	63.3	100.0

*Excludes "do not know" and "unspecified"

Table 31 shows that over a third (36.7%) of households in Kheis ran out of money to buy food in the 12 months preceding the survey, with an estimated total of 1 589 households.

Table 32: Households that ran out of money to buy food for 5 or more days in the past 30 days, 2021

!Kheis	Number			Percent (%)		
	Yes	No	Total	Yes	No	Total
	958	626	1 584	60.5	39.5	100.0

*Excludes "do not know" and "unspecified"

Table 32 shows that 60.5% of households that reported having run out of money to buy food in Kheis, have ran out of money to buy food for 5 or more days, with an estimated total of 958 households.

2.3.15 Mortality

Figure 7: Main causes of death by district municipality in the Northern Cape, 2010-2015

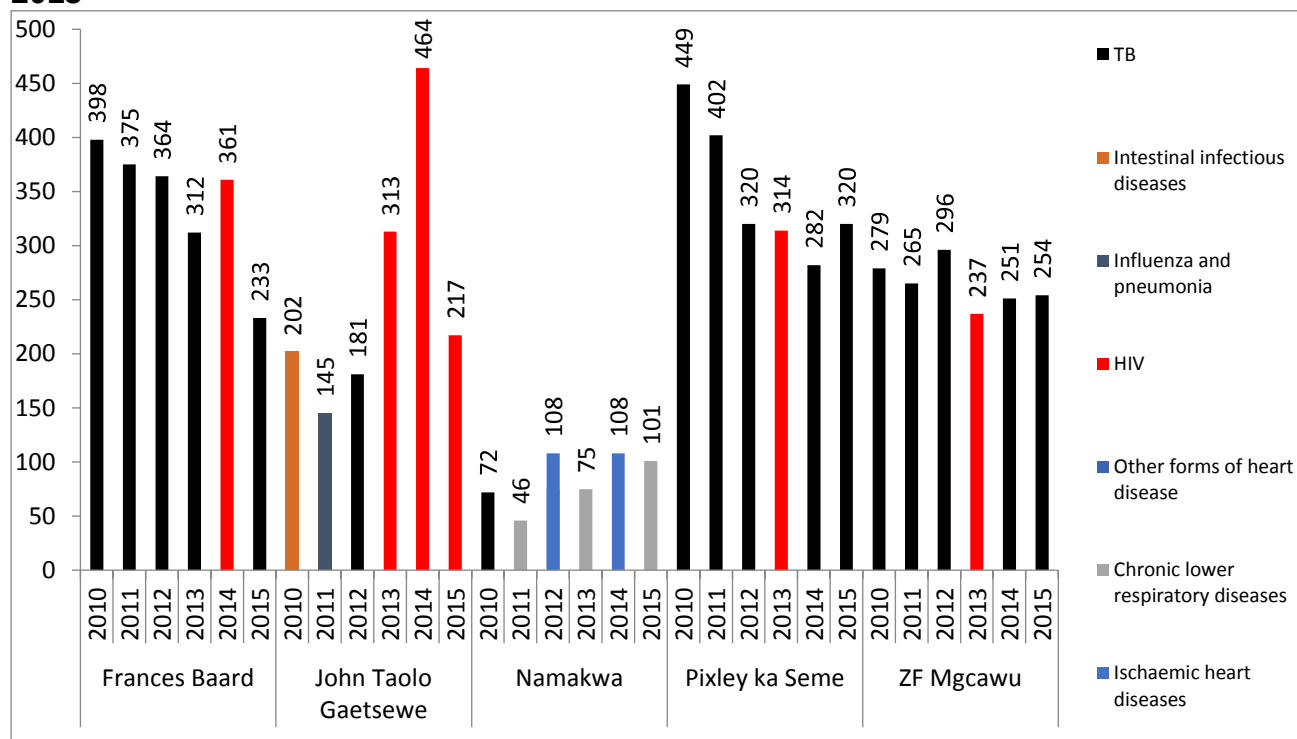


Figure 7 shows that over the years 2010, 2016 and 2012, TB was the main/leading cause of death with 279, 265, and 296 deaths in ZF Mgcawu district respectively over the three year period. It shows that HIV was the main cause of death in 2013, causing 237 deaths. TB was again the main cause of death in the recent years of 2014 and 2015 with 251 and 254 deaths reported respectively.

2.3.16 Indigence

Table 33: Number of households benefiting from indigent support system, 2021

ZF Mgcawu District Municipality	Indigent households registered with municipalities	Benefitting			
		Water	Electricity	Sewerage and sanitation	Solid waste management
!Kai !Garib Municipality	3 414	3 414	3 404	2 250	2 474
!Kheis Municipality	1 556	1 556	1 556	1 556	1 556
!Kheis Municipality	12 389	12 389	7 116	12 389	12 389
Kgatelopele Municipality	1 024	1 024	1 024	1 024	1 024
Tsantsabane Municipality	837	837	837	837	837
Total	19 220	19 220	13 937	18 056	18 280

Table 33 shows that the number of indigent households registered in the ZF Mgcawu district for the year 2021 is 19 220 units, with the !Kheis municipality having the highest number of such households at 12 389 units, followed by Kai Garib with 3 414 units, Kheis with 1 556 units and Kgatelopele with 1 024 households registered as indigent respectively. Tsantsabane local municipality has the least number of indigent households with 837 units.

It is to be noted that not all indigent households across the respective municipalities are benefiting from free basic services from the municipality however, with the exception of households in Kheis, Kgatelopele and Tsantsabane, where all indigent households are receiving free basic services from the municipality.

2.17 LOCAL ECONOMIC DEVELOPMENT

LED component

The following headings and content are based on the in-depth analysis conducted utilizing several sources. This will entail merely duplication of this exact component into the IDP.

LED Definition:

“Local economic development LED is an outcome: It is a continuous development process based on local initiatives and driven by local stakeholders. It involves identifying and using local resources and skills to stimulate economic growth and development. “Northern Cape Local Economic Development Manual (NCLEDM)” LED Enables:

LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include:

Ensuring that the local investment climate is functional for local businesses;

Supporting small and medium sized enterprises;

Encouraging the formation of new enterprises.

Attracting external investment (nationally and internationally);

Investing in physical (hard) infrastructure.

Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);

Supporting the growth of particular clusters of businesses.

Targeting particular parts of the city/town/region for regeneration or growth (areas based initiatives);

Supporting informal and newly emerging businesses; targeting certain disadvantaged groups.

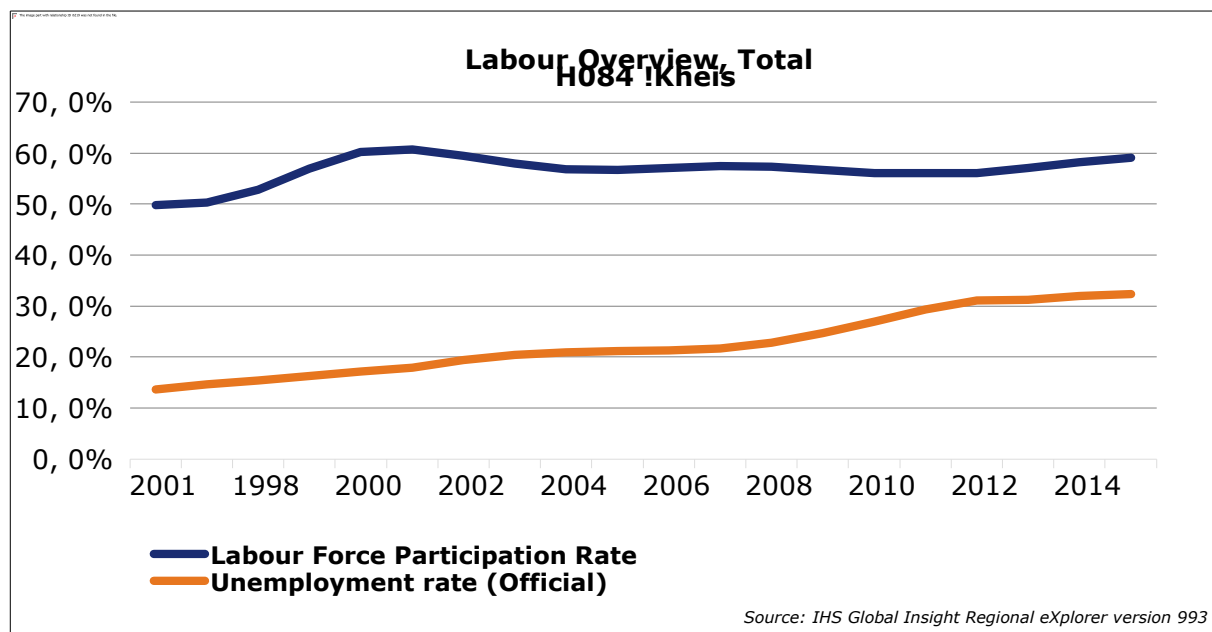
Vision, Mission and Objectives

The purpose of this Sub-section is to present the Strategic Development Pillars for the local economy of !Kheis. The Development Pillars are now presented as the core of the !Kheis LED Strategy. These “LED drivers” also serve as points of alignment with the relevant development policies.

The goal of LED in the Municipality was packaged (Section 1) in the LED Strategy of the municipality into the following Vision Statement:

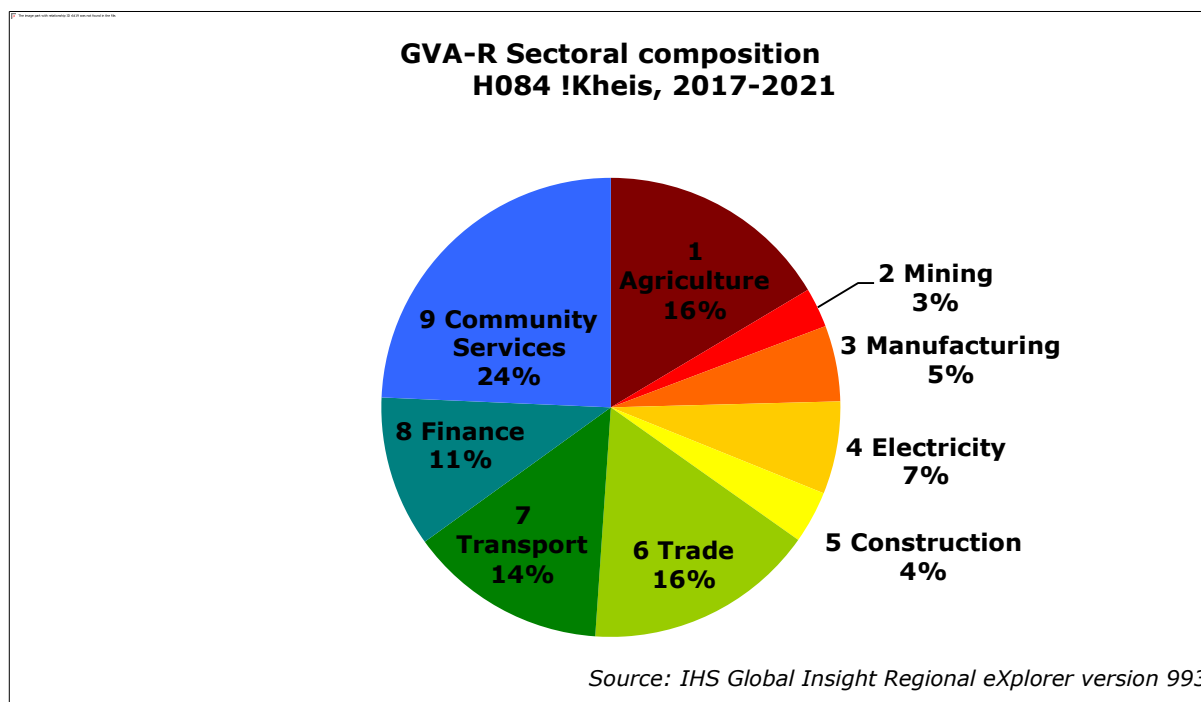
“A growing economy based on sustainable development that is export-orientated and builds on local community involvement while working towards employment creation.”

Key statistical data:



As per figure 1, above graph indicates that the employment rate in !Kheis municipal area has dramatically increase from 50% to 60% high from 2001 – 2011 and took a dip from 60% - 59% from 2002 - 2014 and that the unemployment rate has also increase in 2001 – 2003 from 18% - 21%, but remained constant at 21% from 2004 – 2007 and took a massive increase from 2008 – 2014 from 21% – 32% due to exporting in the agriculture industry.

The reason why the unemployment rate is above 20% in the !Kheis area is caused by the fact that only a very small percentage of people are highly skilled and are currently attending any tertiary education at higher institutions and the seasonal economic activities taking place in the agriculture sector which has a direct impact on the skills development levels and employment rate in the area.



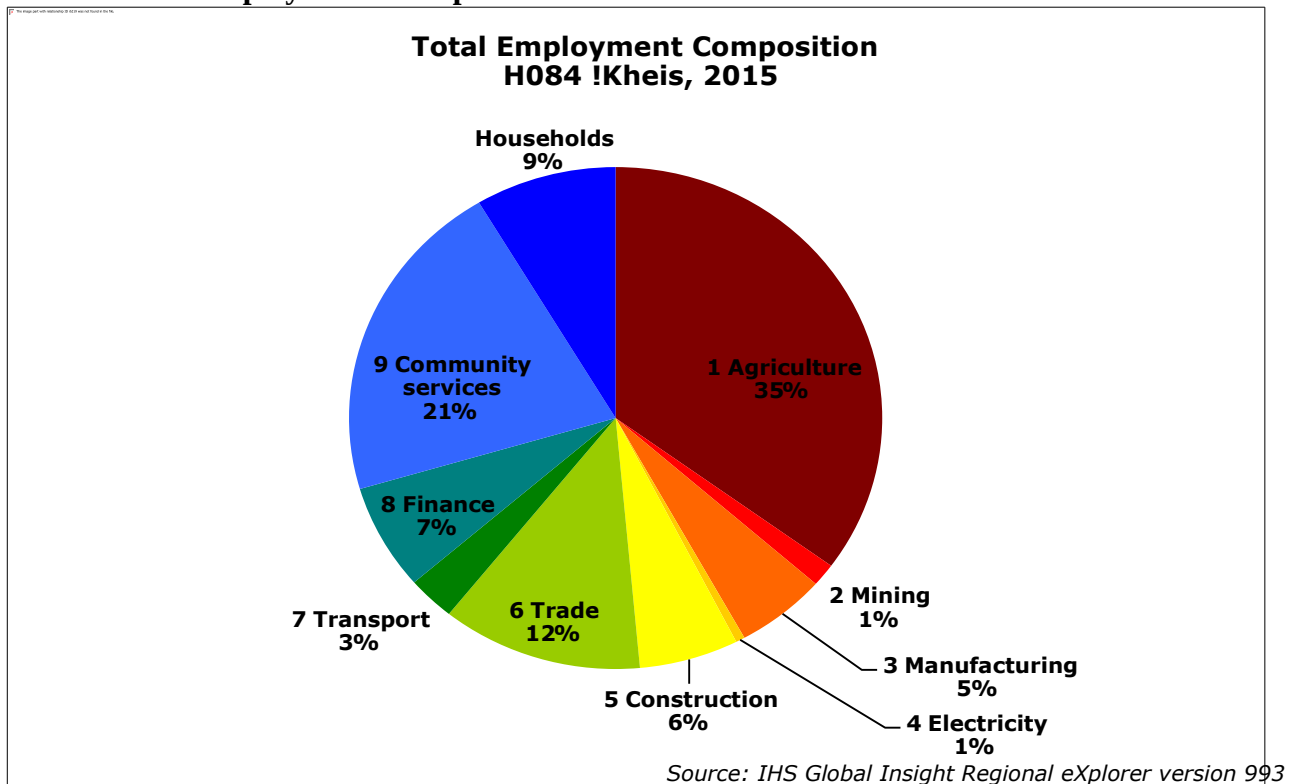
As per figure 2, the highest contributing sector was community services with 24% to the total economy and agriculture being the second highest contributing sector with 16% and the lowest two contributing sectors to the total economy in the area are mining at 3% and construction at 4% in 2015.

A large number of residents are dependent on government pensions, implying that a large part of the residents of !Kheis earn less than R 2000-00 per month and that in itself has a negative influence on the payment of services.

Livestock is marketed at Groblershoop, Upington, Johannesburg and Cape Town. Cotton, corn, wheat, tomatoes, peanuts, musk melons and pumpkins are cultivated under irrigation from the Orange River.

In the irrigation sector, focus is mainly placed on the cultivation of table grapes. There are also two wine cellars in the area, i.e. at Grootdrink and Groblershoop. High quality table wine is produced at these wine cellars, as well as quality grape juice. The products of these wine cellars have already received several national and international awards. Several permanent jobs are created through these wine cellars.

Total Employment Composition

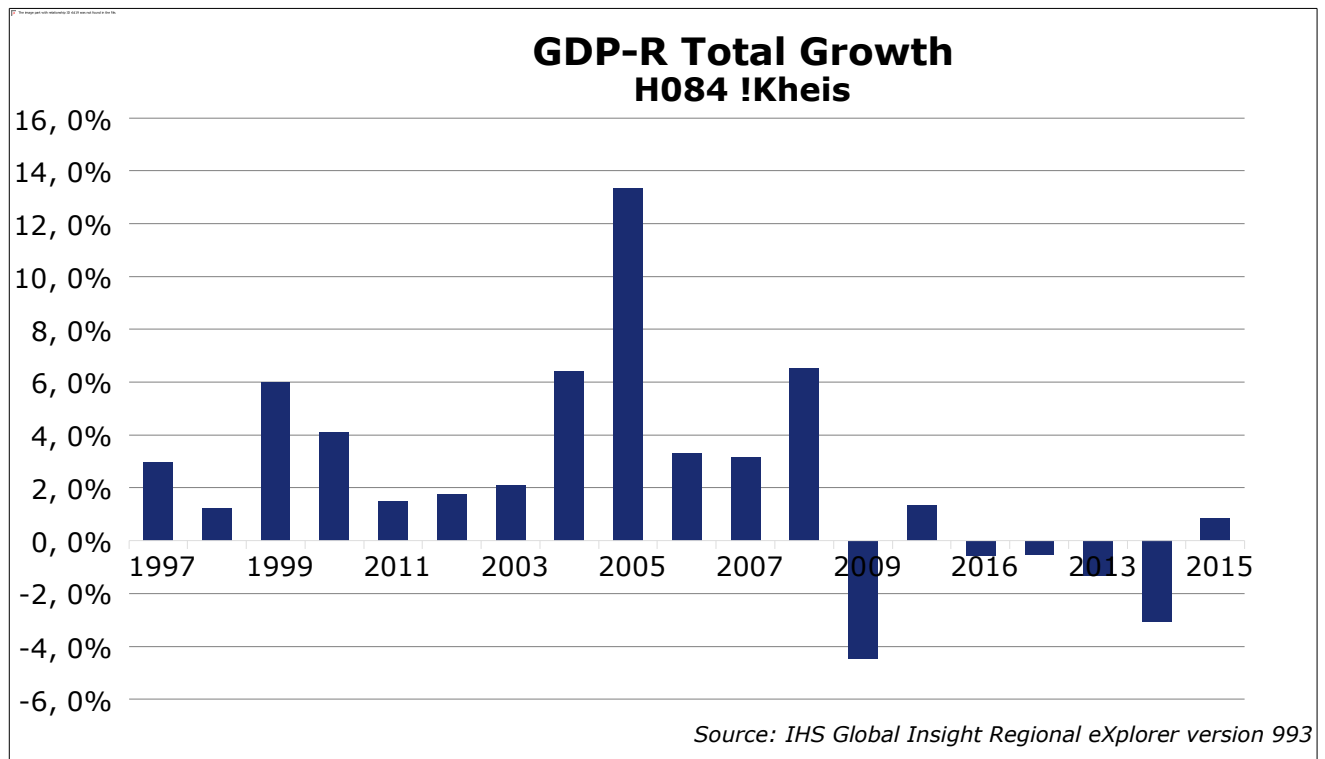


As Figure 3, the highest employer in the !Kheis municipal area in 2015 are a Percentage of 21%, followed by public sector (Community service) with an employment rate of 21% and the lowest sectors respectively are the mining and electricity sector at 1%.

The agricultural sector is still the main economic sector. The commercial farmers, farm especially with sheep for meat production, while the emerging farmers also farm with sheep and goats. Provincial Government and Farm Africa are involved by capacitate the emerging farmers in sustainable farming and bookkeeping.

An abattoir is available at Groblersshoop, where all livestock from the area, as well as other areas, are slaughtered. ±180 permanent jobs are created through the abattoir.

The utilization of solar energy to drive both the green economy as well as local economic development has been identified at the district level as a strategic development opportunity, while the development of a recycling programme is promoted at the local municipal level as having the potential to alleviate poverty through job creation (!Kheis Local Municipality, 2013). Tourism is also listed as a potential growth strategy, with a focus on cultural, agricultural and eco-tourism opportunities within the municipality.



As per Figure 4, Gross Domestic Product Stood at 13.5% in 2005 and drastically dropped to -4.2% in 2009, but with a slow growth rate till 2014 from -4.2 to -3% compared to 2009, but had a positive growth rate in 2015 of 1%.

In 2009 the municipality GDP contribution decrease to record of -4% low due to the increase in the price of meat which resulted in a decline of meat exporting as at it might be due to the outbreak of Foot and Mouth Disease and stock theft.

Major development projects planned within the municipal area are poised to continue to have a positive impact on its economy over the next 10 to 15 years. Despite the positive outlook the Municipality is still faced with high levels of unemployment and poverty, little or no diversification in the economy and a declining resource base.

Opportunities and Thrust / Pillar:

Table Project Pillars and Programmes

Thrust	Programme	Project
Agriculture and Rural Development	Agro-Processing Development	Maintenance of rural roads to facilitate transport to/from

Thrust	Programme	Project
		Farms (scraping of gravel roads) Pecan nut production and possible oil processing Essential oils production Cotton farming and beneficiation (including oil) Establishing a game Reserve (hunting and Venison Production)

	Emerging Farmer Support	Mentorship programmes for Emerging farmers Development of water provision infrastructure to communal farmland. Availing farmland for emerging farmers Introduction of new technologies and production methods (e.g. hydroponics and aquaculture) Demarcation of training plots/ demonstration plots
SMME Development	Business Development & Support	SMME & Entrepreneurial Incubator Informal Traders Market
	Local Business Promotion	Paving of main roads in local towns. Development of a Place Marketing Strategy
Tourism Development	Tourism Marketing and Development	Development and marketing of tourism packages Development of unique tourism products (such as 4x4 routes, hunting and team building camps) Tourism Route Development & Marketing Developing of a Tourism Marketing Strategy
	Improving the Tourism Infrastructure	Upgrading the Boegoeberg Dam resort Upgrading of roads leading to tourism destinations
Thrust	Programme	Project
		Developing a Local Tourism Information Centre
Investment Promotion	Infrastructure Development	Water transport infrastructure development. The upgrading of water canals. Beneficiation initiatives based on the “Working for water” projects. Upgrading of transport infrastructure Upgrading of the local clinic to a hospital The construction of a dam or reservoir Upgrading the capacity of the Boegoeberg Dam

LED Action Plan

Thrust	Activity	Responsibility
Agriculture and Rural Development	Maintenance of rural roads to facilitate transport to / from farms (scraping of gravel roads) Pecan nut production and possible oil processing Essential oils production Cotton farming and beneficiation (including oil) Establishing a game Reserve (hunting and Venison Production)	Department of Agriculture and Rural Development.
Emerging Farmer Support	Mentorship programmes for emerging farmers Development of water provision infrastructure to communal farm land Availing farm land for emerging farmers Introduction of new technologies and production methods (e.g. hydroponics and aquaculture) Demarcation of training plots/ demonstration plots	!Kheis LM NC Dept. of Agriculture & Rural Development NC Dept. of Water Affairs
SMME Development	SMME & Entrepreneurial Incubator Informal Traders Market	!Kheis LM SEDA Business Chambers Independent Power Producers
Tourism Development	Development and marketing of tourism packages Development of unique tourism products (such as 4x4 routes, hunting and team building camps) Tourism Route Development & Marketing Developing of a Tourism Marketing Strategy Upgrading the Boegoeberg Dam resort Upgrading of roads leading to tourism destinations Developing a Local Tourism Information Centre	!Kheis LM Dept. of Economic Development & Tourism Business Chambers

Investment Promotion	Water transport infrastructure development the upgrading of water canals Beneficiation initiatives based on the “Working for water” projects Upgrading of transport infrastructure Upgrading of the local clinic to a hospital. The construction of a dam or reservoir Upgrading the capacity of the Boegoeberg Dam	!Kheis LM Planning and Development Directorate NC Dept. of Health NC Dept. of Public Work ZF Mgcawu District Municipality
Green Energy (Renewable energy/ Solar Power)	Development policies to become an IPP for solar generation. Support SMME’s to provide services to the IPP’s in the area. Identify procurement initiatives for SMME’s for local beneficiation.	Dept. of Energy IPP’s Office Northern Cape Provincial Government !Kheis LM Independent power producers

RECOMMENDATIONS

The following recommendations will crucial to enhance LED in !Kheis:

- Finalize the project list. It is of vital importance to include projects under the Mining, Agriculture and Tourism and Renewable Energy thrusts.
- Finalize the action plan.
- Include relevant LED component as proposed in IDP, this will specifically focus on Agriculture and Agro processing, Mining, Tourism and Renewable Energy. The proposed LED component for the !Kheis Local Municipality IDP is from pg. 22 and can merely be copy and pasted from this document to the IDP.
- Utilize the above mentioned to reduce Red Tape and create a conducive investment destination Review and update LED strategy.

SOLAR CORRIDOR AND SPECIAL ECONOMIC DEVELOPMENT ZONE

The municipality is in the middle of the Presidential Infrastructure Coordinating Committee (PICC), Strategic Infrastructure Program (SIP) and is therefore part of the Special Economic Development Zone of the Solar Corridor. !Kheis Municipal area could benefit from a number of programs that are not available to other municipalities, and must be incorporated in the approach in the IDP.

Solar energy is a natural resource like water, mining, iron and copper. A lot of macro solar projects is happening around the municipality. Micro solar opportunities can assist sustainability of the municipality by attracting new businesses and in the provision of basic services to residents. The Municipal area has a high solar radiation which can open enormous potential of green technology and innovation such as powering solar vehicles to render basic services. This resource can be a major advantage to assist the poor rural communities in the creation of jobs and providing electricity to under privilege families and business opportunities. The current Solar Plant operating in the Municipal area is ran by Bokpoort SCP (Aqua Power).

HEALTH

Overview (Department of Health: Northern Cape)

The mission of the Northern Cape Department of Health is to provide quality health care services; promote a healthy, caring and responsible society; and offer caring, multi-skilled professionals who will integrate comprehensive services, using evidence-based care strategies and partnerships to maximize efficiencies for the benefit of all.

The Department's strategic goals are: provision of strategic leadership and creation of a social compact for effective health service delivery; improved quality management and patient care across the system through, inter alia, developing the Department's human resources; improved health outcomes in managing both communicable and non-communicable diseases; reduction of maternal, infant and child mortality; an efficient health management information system; attainment of a positive audit outcome for both financial and non-financial management; and an improved and accelerated infrastructure development programme.

The low morale and high mortality profile of the !Kheis Local Municipality demonstrates our health challenges, the escalating diseases of lifestyle (non-communicable diseases), the unabated increase in the number of accidents and injuries, and the persistently high incidence of infectious diseases (mainly TB and HIV and AIDS) contribute to years of life lost. !Kheis area has health facilities available in all towns.

Each clinic has access to professional and auxiliary nurses but there is no doctor for the entire municipal area. Standby services and Emergency services are available after hours or over weekends when facilities are closed. The nearest hospital is 120km from Groblershoop. Only two ambulances is available for emergencies in the whole area and the absence of a medical doctor is a huge concern. The service of a state doctor visit happens on an ad-hoc base; monthly and only for two hours a day. The matter had been referred to a higher level.

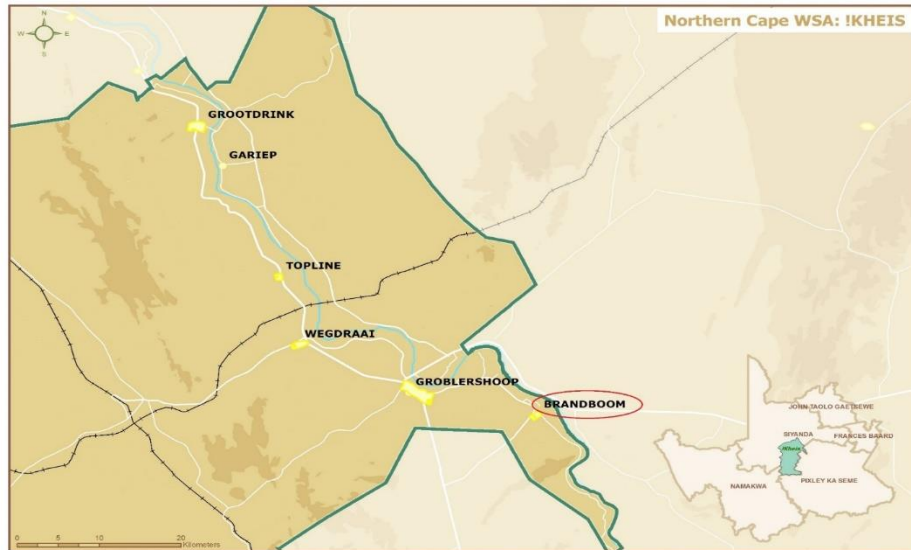
DISASTER MANAGEMENT AND FIRE & EMERGENCY

The Disaster Management Act, 2002 Act No 57 of 2002 states that the municipality is responsible for the coordination of disaster events in conjunction with ZF District Municipality. The function includes disaster preparedness, contingency planning and disaster response.

The location of the Municipality, along the Orange River, makes it vulnerable for disasters like floods, the latest recorded flood occurred in 2016. Another common disaster in the area is fires that can originate from the scorching heat of the sun, the large number of informal settlements using candles for light and open fires for cooking and lack of safety awareness and education within the communities.

Ensuring the safety of citizens is therefore of utmost importance. Although, in the !Kheis Municipal area Disaster Management is a District function. Therefore the Council of the District may declare a disaster. The District Council must consult with the local municipality and politicians. The District Council will consider existing legislation and capacity before declaring a disaster.

NATURAL ENVIRONMENT



!Kheis covers an area of approximately 7 225 squares kilometres. All the towns in the !Kheis Municipal area are situated next to the N10. The area is drained by several ground levels and non-perennial rivers. These are mainly dry streams which are transformed into wet streams during very wet years. From there the water flows to the Orange River. Few hills / mountains also appear, like the Asbestos Mountains. The area is part of the Nama-Karoo Biome. The natural vegetation is characterized by karoo plants, which adapted well to the environment, e.g. “Kokerboom”, “Witgat” and the Camel thorn tree. Furthermore; berg field appears in the Asbestos Mountains with sand-field in between, especially where Camel thorn and “Swarthaak” is the dominant tree species.

CLIMATE CHANGE

Climate change already causes and will continue to cause a number of challenges which are linked to global impacts such as increased temperatures, extreme weather events (e.g. flooding and drought), sea level rise and climate variability. Climate change is associated with an increase in average global temperatures, leading to changes in rainfall patterns, and is likely to have significant impacts in some parts of the world, especially Africa. Indications are that climate change will result in worse floods and droughts, reduce production and worsen diseases. In South Africa the predictions are bad – we could lose the entire Cape Floral Kingdom and most of the mammal species for which the Kruger National Park is famous.

It is against this growing concern that efforts should be made to improve the scientific understanding of what drives the earth-atmosphere system, producing such changes, identify those areas that may be particularly vulnerable to environmental changes, and to improve adaptation and mitigation to enable people and plant and animal communities to better live with climate change. The !Kheis area falls within a rain shadow. The average rainfall is 130mm per year. Conditions are related to those of a semi-desert.

SPATIAL PLANNING AND DEVELOPMENT

Spatial planning is important as it guides development within the municipal area. It is used as the basis to unlock infrastructure delivery, protecting agricultural land and environmental assets, identify strategic economic areas, managing development growth and rural land use management. A suite of plans is used to achieve the above objective, such as Spatial Development Framework, Spatial Development Plans, Local Area Plans, Functional Area Plans and Land Use Management Schemes. The KLM SDF is an indicative, strategic planning document that provides strategic guidance on the future economic and spatial development of the municipality. As such, it does not

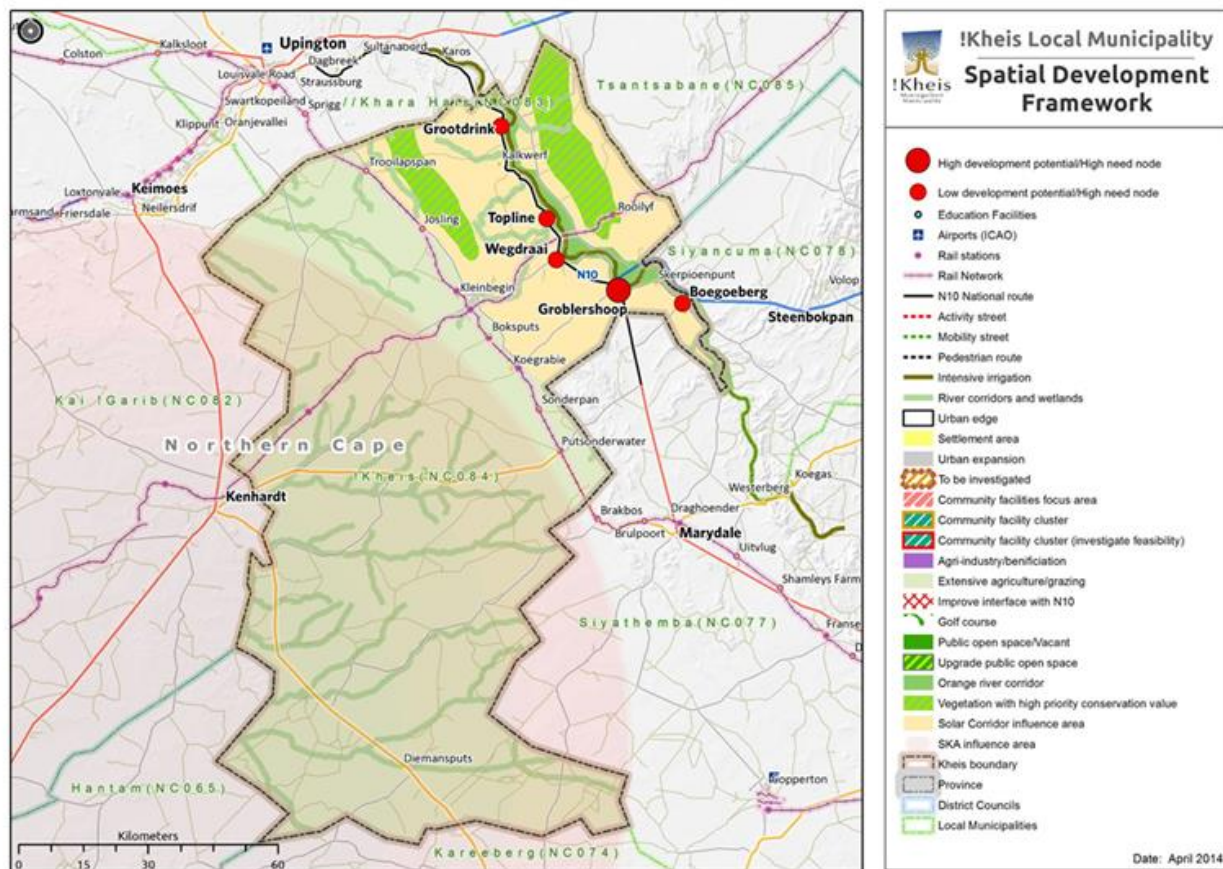
seek to, but may make statements about the development or use of individual properties in settlements, or farms and farm portions. It, does, however, definitely:

- Make strong *policy statements* about larger areas in which similar needs are prevalent, development possibilities exist, development challenges are experienced and economic activities and human settlement take place and could take place;
- Provide a *future spatial development vision, set of spatial development objectives and spatial development strategies* to which all investment and spending actions must be directed; and
- Set out an *implementation framework* and a series of *development indicators* with which to measure progress towards the realization of the development objectives and the spatial development vision.

Together these three components provide officials, politicians and non-State actors with:

- A *proactive guide* for future spatial development investment decisions by both the State and the non--- State actors active in the municipality;
- A ‘*strategic check-list*’, in the form of a simple, very easy measuring rod with which test and establish whether a proposed development option or spatial development application will contribute to the realization of the municipal vision; and
- A *set of strategic actions* to be undertaken during the next five years to ensure movement towards the realization of the municipality’s vision over the next twenty to thirty years.

Below is a map of the !Kheis Municipal area as identified in the Spatial Development Framework.



The following projects were identified in the roll-out of the SDF:

- Identify and avail more land for development purposes. (Done)
- Conduct Geo-tech studies in all towns. (Done)
- Conduct EIA's (Environmental Impact Assessments) in the whole municipal area. (Done)

- Land measurement for development or residential purposes. (Done)
- Deeds registration. (In process)
- Township establishment in all areas. (Done)
- Development of a Land Use Management Scheme (Done)

ENVIRONMENT AND NATURE CONSERVATION

Overview

The mission of the Northern Cape Department of Environment and Nature Conservation is to conserve and protect the natural environment for the benefit, enjoyment, and welfare of present and future generations by integrating sustainable utilization with socio-economic development.

The Department's strategic-orientated goals are environmental quality and biodiversity management; socio-economic benefits and employment creation; cooperative governance and administration; environmental education; research; and compliance and enforcement.

FINANCIAL MANAGEMENT

The annual financial statements have been compiled within the prescribed period. These statements have been prepared on an additional cost convention and is in accordance with Generally Recognized Accounting Practice (GRAP), issued by the Accounting Standards Board according; Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003).

Audit activities by the Auditor-General are ongoing, based on the preparation and submission of the Annual Financial Statements. !Kheis Municipality received a Disclaimer of Opinion for the year under review. However, the Audit Recovery Plan addresses the audit queries and put forward a plan to work towards a clean Audit Report by the following year. The Audit recovery plan highlights the following key aspects; quality of submitted AFS, Section 71 reports, quality of annual performance, SCM processes, financial health, Information Technology and Human Resources Management. This plan will be addressing the shortcomings.

GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Political oversight role reside within the Municipal Council. In Terms of the Section 79 and 80 of the Municipal Systems Act (Act 117 of 1998). The Municipal Council Comprises of Five different political components, namely:

- African National Congress (ANC);
- Democratic Alliance (DA); and
- Congress of the People (COPE).
- Economic Freedom Fighters (EFF).
- Independent Councilors (IDC)

3.1.5 Councilors

WARD NUMBER	NAME	POLITICAL PARTY		Council Position
1	Cllr. Anisia Jacoba Ludick		ANC	Chair: Economic Development & Infrastructure
2	Cllr. Hendrik Phillipus van Wyk		ANC	ZFM District Representative & Chair Socio Economic & Health
3	Cllr. Paul Vries		INDEPENDENT	Ward Councillor
4	Cllr. Mervin Malgas		INDEPENDENT	Ward Councillor
5	Cllr. Jessica Lodewyk		ANC	Whip of Council & Ward Councillor
6	Cllr. Jurgen Hendrik Jooste		DA	Ward Councillor

7	Cllr. Davy Jacobs		ANC	(PR) Mayor & Chairperson of Financial Viability & EXCO
8	Cllr. Karel Shaun Boer		ANC	PR Councillor & Chairperson MPAC
9	Cllr. Rolf Valton Mondrey Christie		DA	PR Councillor
10	Cllr. Koos Esau		COPE	PR Councillor
11	Cllr. John Balies		EFF	Speaker of Council

3.2 Administrative Structure

The Administrative structure is in the process of reviewing, job descriptions drafted and evaluated, and staff placed in the correct job at the correct level.

3.2.1 Acting Municipal Manager – Mr. M.P Dichaba

The municipal manager is responsible for the design and execution of all arrangements regarding the compilation and implementation of the IDP. The municipal Manager is, subject to the policy directions of the municipal council, responsible and accountable for-

- the implementation of the IDP and the monitoring of progress with implementation of the plan; and
- The formation and development of an administration equipped to carry out the task of implementing the IDP.
- Monitoring the the targets set out in the Service Delivery and Budget Implementation Plan (SDBIP)

3.2.2 Heads of Departments and officials

Their role is to -

- provide relevant technical, sector and financial information for analysis for determining priority issues;
- Contribute technical expertise in the consideration and finalisation of strategies and identification of projects; and provide departmental operational and capital budgetary information.

1. Director: Human Capital and Client Services – **Mr. C.S. van Eck**
2. Director: Technical & Essential Services – **Mr. Desmond Dolopi**
3. Director: Chief Financial Officer – **Mr. Donovan Block**

3.3 Committee Services

This section is a support function to Council and all internal committees and is situated in the Department of Corporate Services. The agendas and minutes of all Council meetings are compiled within this section; it is a challenge to fulfil this function to adhere to the Bylaw on Municipal Council's Rules of Order for Internal Arrangements. Training in report writing and taking of minutes is needed for the staff to deliver an excellent service for the Council and the Committees.

Departmental Construction

!Kheis Municipality is a “B” category municipality which are managed by the Municipal Manager, Chief Financial Officer, Corporate Manager, Technical Services Manager and Human Capital and **Client Services.**

COMPONENT B: INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

!Kheis Local Municipality r Municipality does not operate at National Intergovernmental level.

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The Municipality serves on the Premier's inter-governmental forum. It meets quarterly. It is attended by the biggest municipalities in every region.

!Kheis Municipality also serves on the Regional Communication Forum which is coordinated by the Z.F Mgcawu District Municipality.

The municipality also serves on the Provincial Communications forum. This forum is made up of all the category B municipalities and the District municipalities in the Northern Cape Province.

The forum is a platform where municipalities assist each other in their programs and activities.

It assists the municipality to report at a provincial level about its programs and communication activities. The meetings are held on a quarterly basis.

These meeting are convened by the South African Local Government Association – SALGA in the Northern Cape. The municipality made regular contributions to SALGA's provincial publication and forum meetings.

DISTRICT INTERGOVERNMENTAL STRUCTURES

The Intergovernmental Government Structures is convened by the ZF Mgcawu District Municipality.

The Structure meets regular and invites were send to the !Kheis Municipality for the 2022/2023 financial year.

The structure is made up of municipalities and government departments in the ZF Mgcawu district. They meet to assist each other in their programs and activities. The structure is chaired by the Speaker of the district municipality who ensures that political guidance and support is given to the programs and activities that are presented.

CHAPTER 2

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Chapter 7 of the Constitution of the Republic of South Africa, 2001, highlights the objectives and shows the importance of Local Government.

Section 152 (e) of the Constitution emphasizes the importance of the community involvement in this sphere of government. In the strife for good governance the Municipality must budget for community consultations, participation, and empowerment.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) in Section 16(1) requires a municipality to establish and organize its administration to facilitate a culture of accountability amongst its staff. Also, Section 16(1) states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory

governance. Furthermore Section 18(1)(d) requires a municipality to supply its community with information concerning municipal governance, management, and development.

The !Kheis Municipality has adopted a Public Participation Policy this policy provides a framework for the public participation in the municipality. It supports the commitment of the National Government to deepen democracy, which is embedded in the Constitution. One of the pledges we make in this policy is to have a form of participation which is genuinely empowering to the community of DKM.

As the municipality public participation is encouraged because it is a legal requirement. We embark on different processes to involve the community as much as possible. As part of our programs, the Chief Financial Officer and the Finance Team went out in the preparation of the budget; we had community meetings in all wards and received different inputs regarding the budget process. The IDP process also involves the communities it is a very lengthy and transparent process in the reviewing of the IDP document, this is one of the most important sessions we embark on as the Municipality. Ward base meetings happens on a monthly basis in the Wards, and it give the Ward Councilors an opportunity to interact with the people in the specific ward. The Municipality has developed a strategic plan in ensuring that all scheduled services delivery programs are rolled out weekly and that we strictly follow our work scheduled in all different services delivery units. A broader view of community participation the Legislation on Local Government set clear mechanism for the establishment of the Ward Committees as a structure to liaise with the Municipalities.

Municipalities are obliged to develop lasting and successful models by ensuring that participation takes place through these established structures and as are institutionalized. They are a creation of legislation, the Municipal Structures Act, giving effect to the Constitution of the South Africa. Its role is to facilitate participatory democracy, disseminate information; help rebuild partnership for better service delivery, and assist with problems experienced by the people at Ward level.

1. Public Meetings
2. !Kheis Website
3. Local Paper
4. Council Meetings
5. Personal engagement.
6. IDP Participation and Alignment

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
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

Risk Management

Managing business risks associated with in the municipality is an ongoing process involving different levels within the organization. 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. Inherent risks are risks before the implementation of controls and Residual risks are risks after implementation of control measurements to mitigate the likelihood and impact of risks. The municipality has developed risk-based audit plans, which have been the result of the identification of risks, formulation of a Risk Plan, Risk Charter, and Risk Register. All the risk related plans and charters will be submitted via the Audit Committee to Council for adoption. The overall risk management is being championed by the management team of the municipality.

Anti-Corruption and Fraud

The primary objective of this strategy is to prevent fraudulent conduct before it occurs. The fundamental advantage of prevention of fraudulent conduct advances two main purpose of criminal law: deterring future criminal conduct and protecting the public from dangerous offenders. The characteristic of successful fraud enforcement is its effectiveness not only in apprehending those who have already violated the law, but also in preventing others from committing acts of fraud. In South Africa, Common Law defines fraud as “the unlawful and intentional making of a misrepresentation which causes actual and or potential prejudice to another”.

The term “fraud” is also used in a wider sense by the public. In this regard, the term is used in this document in its widest possible meaning and is intended to include all aspects of economic crime and acts of dishonesty. In other words, fraud can be described as any conduct or behavior of which a dishonest representation and/or appropriation forms an element.

The general offence of corruption is contained in Section 3 of The Prevention and Combating of Corrupt Activities Act. This section provides that any person who gives or accepts or agrees or offers to accept/receive any gratification from another person to influence such other person in a manner that amounts to:

- The illegal or unauthorized performance of such other person’s powers, duties, or functions; • An abuse of authority, a breach of trust, or the violation of a legal duty or a set of rules; • The achievement of an unjustified result; or • Any other unauthorized or improper inducement to do or not to do anything is guilty of the offence of Corruption.

Corruption in its wider meaning, and as referred to in this document, includes any conduct or behavior where a person accepts, agrees, or offers any gratification for him/her or for another person where the purpose is to act dishonestly or illegally. Such behavior also includes the misuse of material or information, abuse of a position of authority or a breach of trust or violation of duty.

This plan was developed and adopted by council. The following strategies are in place:

- The audit committee is in place and fully functional.
- Internal auditor does checks and balances daily.
- Daily, weekly, and monthly balances
- Section 79 committees in operation

- Internal strategies to ensure compliance.

THE MAIN PRINCIPLES OF THE FRAUD PREVENTION ARE THE FOLLOWING –

- Creating a culture which is intolerable to corruption / fraud.
- Deterrence of corruption and fraud.
- Preventing corruption/fraud which cannot be deterred.
- Detection of corruption/fraud.
- Fraud prevention plan/strategy.
- Investigating detected corruption/fraud.
- Taking appropriate action against fraudsters e.g. prosecution, disciplinary action, and;
- Applying sanctions, which include redress in respect of financial losses

SUPPLY CHAIN MANAGEMENT

OVERVIEW 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.

The municipality is 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 communication media that they may have access to. This system will level the playing field for all suppliers and ensure that the amount of irregular expenditure will be minimized.

National Treasury introduced the Central Supplier Database (CSD) and suppliers are sourced through the commodities which they are registered for suppliers are also routed on a continuous basis. The Municipality also advertises all tenders on E-portal to reach a wider range of suppliers who can deliver the required services of !Kheis Municipality.

The SCM Policy was adopted by the Council of !Kheis Municipality in May 2022 in terms of Section 111 of the MFMA, 2003 (Act No.56 of 2003). The SCM policy is implemented. The policy was reviewed; work shopped and was adopted by council during May 2022.

COMMITTEES: The Municipality has established the following bid committees

Bid Specifications Committee
Bid Evaluation Committee
Bid Adjudication Committee

BY-LAWS: COMMENT ON BY-LAWS:

No new Policies & By-Laws were adopted by Council during 2022/2023.

Website Address: www.kheis.co.za

<i>Municipal Website: Content of currency material</i>		
<i>Documents published on Municipal Website</i>	<i><yes/no></i>	<i>Publishing date</i>
<i>Annual and Adjustment budget</i>	<i>Yes</i>	<i>Annually</i>
<i>Budget related policies</i>	<i>Yes</i>	<i>Annually</i>
<i>SBDIP</i>	<i>Yes</i>	<i>Annually</i>
<i>Previous year annual report</i>	<i>Yes</i>	<i>Annually</i>
<i>Section 71 reports</i>	<i>Yes</i>	<i>Monthly</i>
<i>Quarterly Report</i>	<i>Yes</i>	<i>Quarterly</i>
<i>Tenders</i>	<i>Yes</i>	<i>When necessary</i>
<i>IDP</i>	<i>Yes</i>	<i>Annually</i>
<i>Oversight Reports</i>	<i>Yes</i>	<i>Annually</i>
<i>Policies</i>	<i>Yes</i>	<i>When necessary</i>
<i>Vacancies</i>	<i>Yes</i>	<i>When necessary</i>

PUBLIC SATISFACTION

The council meet the people quarterly to address and ensure customer satisfaction. A questionnaire was circulated to the communities to request council operation satisfaction.

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

1.1 Key Performance Areas of the Municipality

This chapter identifies the critical elements within the seven Key Performance Areas (KPA's). It should be recognised that it is a corporate function, and its responsibility lies with the Corporate Centre and the Executive Management Team. It also attaches the proposed strategic objectives within each KPA with targets - including and linked to national and provincial objectives and targets. The section therefore articulates the 5-year focus of the IDP and priority emphasis in each one of the KPA's.

The following are the KPA's and a brief description thereof aimed, for the purposes of improved service delivery:

Taking cognisance of the political, national, provincial and district policies and plans, the following KPA's were identified for !Kheis and adopted by Council:

- **KPA 1:** Governance and Stakeholder Participation
- **KPA 2:** Services, Customer Care, Physical Infrastructure and Energy Efficiency
- **KPA 3:** Economic Growth and Development
- **KPA 4:** Health, Safety and Environment
- **KPA 5:** Financial Sustainability
- **KPA 6:** Social and Community Development
- **KPA 7:** Institutional Transformation

KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVE	DEVELOPMENT OBJECTIVE
KPA 1: Governance and Stakeholder Participation	SO 1. To promote proper governance and public participation	DO 1. Facilitate the establishment of good Governance practices within !Kheis (i.e. Audit Committee, Performance Audit Committee, Policies & Bylaws Oversight Committees (Internal & External))
		DO 2. Promote stakeholder participation through regular interaction with Stakeholders including wards and other spheres of government.
KPA 2: Services, Customer Care, Physical Infrastructure, and Energy Efficiency	SO 2. To ensure efficient infrastructure and energy supply and improve our public relations thereby pledging that our customers are serviced with dignity and care.	DO 3. Invest in new and existing infrastructure to extend the lifespan of municipal infrastructure including roads, storm water, electricity, water, sanitation, public places, etc.
		DO 4. Provide quality Basic and support services to all communities within! Kheis (i.e. electricity, water, sanitation, refuse, etc.)
		DO 5. Promote and improve public relations through servicing customers with dignity and care
KPA 3: Economic Growth and Development	SO 3. To facilitate sustainable economic empowerment for all communities within !Kheis and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development.	DO 6. Create an environment for business establishment and support initiatives (i.e. Increase the number of businesses; entrepreneurial support)
		DO 7. Promote external investment opportunities in sectoral development (i.e. investment activities; Entrepreneurial business support programme)
		DO 8. Graduate people out of poverty by facilitating development and empowerment initiatives in order to create sustainable job opportunities
		DO 9. Market, develop and co-ordinate tourism in the !Kheis
		DO 10. Facilitate the development of sustainable land use, economic, spatial and environmental planning frameworks that will support and guide the development of a diversified, resilient and sustainable economy
KPA 4: Health, Safety and Environment	SO 4. To contribute to the health and safety of communities in !Kheis	DO 11. Provide safety to communities through law enforcement and prevention, mitigation, identification and management of environmental health, fire and disaster risks services to !Kheis

KPA 5: Financial Sustainability	SO 5. To ensure the financial sustainability of the municipality in order to fulfil the statutory requirements	DO 12. Enable and improve financial viability and management through well-structured budget processes, financial systems, and MFMA compliance (i.e. promote good budget and fiscal management; Unqualified audits)
KPA 6: Social and Community Development	SO, 6. To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled.	DO 13. Facilitate and ensure the development and empowerment of the poor and most vulnerable people through the implementation of Special Programmes (i.e. Gender, Elderly, Youth and Disabled)
		DO 14. Provision of Sustainable Human Settlements (housing)
		DO 15. Provide equal access to sport, park, recreational facilities and other public amenities to all residents in !Kheis
KPA 7: Institutional Transformation	SO 7. To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services.	DO 16. Aligning institutional arrangements in order to provide an effective and efficient support service in order to deliver on organisational objectives

Performance Highlights per Service Delivery Category 2022 - 2023

Component A: BASIC SERVICES

1.1 WATER PROVISION

Access to portable water is essential to maintain a healthy lifestyle. !Kheis Municipality is the Water Service Authority responsible for water services and waste water services in Groblershoop, Boegoeberg, Opwag, Topline, Gariep, Grootdrink and Wegdraai with each town having its own Water Treatment Works (WTW). The WTW in Gariep needs extra capacity to cater for the growing population and new households in that area. The municipality has identified the need for long term water security in all these towns and has submitted a Refurbishment Business Plan to Bokpoort CSB which was approved by the Board in June 2022. The refurbishment works on the plants with the exception of Gariep commenced in September 2022.

Energy efficient pumps and metering systems were installed at all WTWs to save energy. The project was sponsored by the European Commission in partnership with the South African National Energy Development Institute (SANEDI).

The municipality commenced with bulk water supply projects in Groblershoop and Boegoeberg to refurbish pumps, storage tanks and increasing pipeline diameters. These refurbishments were funded

the Department of Water and Sanitation to the tune of R13.5m and was completed by end of September 2022.

The table below indicates the water service delivery level for the !Kheis area

Water Service Delivery Levels	
Household	
Description	2022/23 Actual No.
<u>Water:</u> (above min level)	900
Piped water inside dwelling	5250
Piped water inside yard (but not in dwelling)	
Using public tap (within 200m from dwelling) Other water supply (within 200m)	0
Minimum Service Level and Above sub-total	0
Minimum Service Level and Above Percentage	
<u>Water:</u> (below min level)	4200
Using public tap (more than 200m from dwelling)	900
Other water supply (more than 200m from dwelling)	100
No water supply	0
Below Minimum Service Level sub-total	
Below Minimum Service Level Percentage	
Total number of households*	5250
To include informal settlements	T004

The table below indicates Capital Expenditure for Water Services relating to the 2022/23 financial year

Capital Expenditure 2022/2023 financial year: Water Services					
R'000					
Capital Project	2022/2023				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Brandboom water reticulation	R 4,000.000,00	R 8,5000,00	R 7,634,874,30	R 3,634,874,30	R 6,500,00,00
Received additional funding from WSIG					

1.2 SANITATION PROVISION

The majority of households are connected to septic tanks and French latrines and the table and graph below indicated the Access to Sanitation within the !Kheis area.

Construction of sewer reticulation in Grootdrink and Sternham was undertaken during the year review. The project was funded by the Municipal Infrastructure Grant (MIG) with a total cost of R18.8m which includes consultation fees and construction costs.

Sanitation Service Delivery Levels Household	
Household	
Description	2022/2023
	Outcome
<u>Sanitation/sewerage:</u> (above minimum level)	
Flush toilet (connected to sewerage)	1200
Flush toilet (with septic tank)	2500
UDS	0
Pit toilet (NOT ventilated)	1550
Other toilet provisions (above min. service level)	0
Minimum Service Level and Above sub-total	5250
Minimum Service Level and Above Percentage	100.0%
<u>Sanitation/sewerage:</u> (below minimum level)	0
Bucket toilet	
Other toilet provisions (below min. service level)	0
No toilet provisions	0
Below Minimum Service Level sub-total	0
Below Minimum Service Level Percentage	0.0%
Total households	5250
T007	

The table below indicates Capital Expenditure for Sanitation Services relating to the 2021/22 financial year

Capital Expenditure 2022/23 financial year: Sanitation Services					
R' 000					
Capital Projects	2022/23				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value

Total	R 6,563,003,38	-	R 9,723,892,90	(R 3,187,889,52)	R 18,859,651,79
Groblershoop and Sternham sewer reticulation pump station	R 3,793,903,99	-	R 4,268,482,61	(R 474,578,62)	R 9,530,959,40
Grootdrink sewer reticulation pump station	R 2,769,099,39		R 5,455,474,29	(R 2,686,374,90)	R 9,328,692,39
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					T 008

1.3 ELECTRICITY

Electricity is provided by Eskom for the entire municipal area. For the year under review the design phase for 305 households in Duineveld, 125 in Opwag and 150 in Boegoeberg was completed. The project is funded through the Integrated National Electrification Program (INEP) aimed at connecting new households to the grid. The program has commenced in Opwag and material has already been supplied.

Electricity Service Delivery Levels	
Description	Household 2022/23 Actual No.
<u>Energy:</u> (above minimum level)	5250
Electricity (at least min. service level)	0
Electricity – Solar panels (min. service level)	0
Minimum Service Level and Above sub-total Minimum Service Level and Above Percentage	99.0%
<u>Energy:</u> (below minimum level)	–
Electricity (< min. service level)	–
Electricity - prepaid (< min. service level)	–
Other energy sources	
Below Minimum Service Level sub-total	–
Below Minimum Service Level Percentage	0.0%
Total number of households	5250
	T010

1.4 WASTE MANAGEMENT

Currently the Municipality operates on Five (5) licensed landfill sites in Groblershoop, Wegraai, Topline, Grootdrink and Boegoeberg. In the 2020/2021 financial year the municipality applied for MIG funding to establish well-constructed compliant landfill sites. The !Kheis Municipality is in the process of drafting its own Waste Management Plan, Policies and Implementation Plan which will be tabled to the Council in the 2022/2023 financial year. As part of the waste management plan process, relevant landfill sites will be designated as overloading stations with one compliant licensed landfill site.

The Waste Management Plan will be in line with the National Waste Strategy. The plan covers the following goals:

- Promote, educate and raise awareness towards integrated waste management
- Improve waste information
- Promote green technologies
- Ensure the effective and efficient delivery of integrated waste management services
- Improve regulatory compliance

AREA	TYPE OF SERVICE /FREQUENCY	RECEPTACLES	Number of Households
Brandboom	Weekly	Plastic bags	609
Duineveld	Weekly	Plastic bags	305
Gariep	Weekly	Plastic bags	323
Grobbershoop Town	Weekly	Plastic bags	100
Grootdrink	Weekly	Plastic bags	830
Opwag	Weekly	Plastic bags	112
Sternham	Weekly	Plastic bags	389
Topline	Weekly	Plastic bags	528
Uitbreiding 1	Weekly	Plastic bags	201
Uitbreiding 2	Weekly	Plastic bags	300
Wegdraai	Weekly	Plastic bags	636
Witblok	Weekly	Plastic bags	65
			4307
T011			

Refuse Removal Service Delivery Levels	
Households	
Description	2022/23 Actual No.
<u>Solid Waste:</u> (minimum level)	5250
Removal at least once a week	5250
Minimum Service Level and Above sub-total Minimum Service Level and Above Percentage	100.0%
<u>Solid Waste:</u> (below minimum level)	
Removed less frequently than once a week	–
Using communal refuse dump	–
Using own refuse dump	–
Other rubbish disposal	–
No rubbish disposal	0.0%
Below Minimum Service Level sub-total	0.0%
Below Minimum Service Level Percentage	0.0%
Total number of households	
T012	

1.5 HOUSING

The municipality has developed Human Settlement Plan which outlines the overall housing projects in the municipal area. The Human Settlement Plan entails the following technical work:

- Geotechnical assessment
- Contour Survey
- Draft Planning Layout
- Bio-diversity assessment
- Bulk services Report
- Widened the existing urban edges

The municipality has developed a housing selection policy which was tabled to Council and approved. This policy regulates the housing waiting list and the allocation of housing. This policy enables the council to determine the demand for housing.

The policy also assists with the transfer of land to beneficiaries as title deed holders. The central objective of this policy is to achieve timeous transfer of title deeds to housing beneficiaries in new housing projects with the assistance of COGSTHA.

The table below indicates Housing Backlog and provision in housing pipeline as per the Housing Pipeline and Pre-feasibility Report

Town	Waiting List	GAP Housing R 3501-R 15 000	Provided in pipeline
Brandboom	213		
Gariep	80		
Grobbershoop	510	94	
Grootdrink	150		
Opwag	200	Town establishment	
Topline	58		25
Wegdraai	200		50
TOTAL	1 411	94	75
T014			

The first 25 houses were allocated for Topline in the 2020/2021 financial year with another 50 for Wegdraai.

1.6 Free Basic Services and Indigent Support

Free Basic Services to Low Income Households										
	Number of households									
	Total	Households earning less than R3,500 per month								
			Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
		Total	Access	%	Access	%	Access	%	Access	%
2020/21	-	3400	1,556	45.5%	1,556	45.5%	1,556	26%	1,556	45.5%

2021/22	5,656	3560	978	27.5%	978	27.5%	978	27.5%	978	27.5%
2022/23	5,656	3560	964	27%	964	27%	964	27%	964	27%
										T 016

FBE supplied by Eskom and charging the municipality

1.7 Road and Storm Water

1.7.1 ROADS

The road infrastructure in the municipality is mainly gravel roads with only 16 kilometres paved. Extended Public Works funding was utilized to pave approximately 600 meters of the main street linking the town to N10 and acting as a connecting road the CBD, the police station and the municipal offices. Plans are in place to also upgrade Visser street which connects the town to the Post Office and Home Affairs. The road will also serve as a buffer to the planned shopping complex earmarked opposite the post office which has been delayed because Eskom cannot guarantee addition supply.

The table below indicates Capital Expenditure for Road Services relating to the 2021/22 financial year

Capital Expenditure 2021/22 financial year: Road Services					
R' 000					
Capital Projects	2021/22				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R4,576,634.28	-	R 1,130,485.00	R 3,446,149,28	
Internal Streets Sternham Phase 4	R 3,576,634.28	R 3,576,634.28	R 161,714.33	R 3,414,919,95)	R 3,576,634.28
Off finishing the upgrading of Main Street in Groblershoop town	R1,000,000	R1,000,000-	R 968,770.67	96%	R1,000,000
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.					T 017

1.8 Planning and Development

1.8.1 PLANNING

The Municipality reviewed and adopted its Spatial Development Framework (SDF) in August 2015 and developed a Land use Management Scheme (LUMS).

The purpose of the SDF is to give guidance for future development in each town and is limited within the urban edge of each town. The SDF will be reviewed for the second version by CoGSTHA and funded by the DBSA. The SDF makes specific recommendations concerning the following elements:

- Bio – regions;
- Spatial Planning Categories (SPCs) for Land Use Management;
- Sustaining the economy;
- Major infrastructure projects;

- Major Tourism Destinations;
- Land Reform;
- Urban Related Development

The table below indicates the number of applications for land use development relating to the 2020/21 2022/2023 financial year

Applications for land use development		
Detail		
	2021/22	2022/23
Planning application received	05	01
Determination made in year of receipt	05	01
Determination made in following year	0	0
Applications withdrawn	01	0
Applications outstanding at year end	0	01
		T020

1.9 LOCAL ECONOMIC DEVELOPMENT

The Local Economic Development (LED) Strategy together with the terms of reference (TOR) were approved in 2022. The LED strategy was outdated, and the Department of Economic Development and Tourism provided assistance with the review of the Strategy. The LED forum is fully functional for the year under review with three meetings taking place. The TOR was adopted and presented to the LED Forum.

Expanded Public Works program (EPWP) and over the 2019/2020, 2020/2021 and 2022/2023 financial years, the municipality partially met the annual targets set for EPWP jobs:

The tables below indicate the Target, actuals and Grants Allocated targets for EPWP

EPWP WORK OPPORTUNITIES					
YEAR	TARGET	TARGET ACHIEVED	TARGET full time equivalent	ACHIEVED full time equivalent	GRANT ALLOCATED
2020/21	98	43			R1 000 000.00
2021/22	122	119	1	1*	R1 000 000.00
2022/23	135	59	1	1*	R1 000 000.00
					T021

*Full time data capture for EPWP

1.10 Community and Social Services

1.10.1 Libraries, Community Facilities and Other

The municipality renders the library service on an agency basis for the Provincial Government (DSAC) which is funded 100% through a grant. The municipality views the libraries as key to developing the human capital, encouraging people to equip themselves with knowledge and skills in order to lead quality lives.

The table below indicates library users and stock

Libraries	Users	Stock
Boegoeberg	100	R 80 000
Groblershoop	350	R 600 000
Topline	80	R 40 000
Grootdrink	155	R 60 000
Gariep	40	R 30 000
T023		

Table 22 - Library users and stock

1.10.2 CEMETERIES

The municipality has identified the need to develop new cemeteries due to capacity and life expectancy of the current cemeteries. The area (land) for the new cemeteries in Groblershoop and Topline has been identified. The process of re-zoning of the land is the first phase and will be tabled to council for approval. The Environmental Impact Assessment will be done on the approval of council.

1.10.3 CHILD CARE, AGED CARE, SOCIAL PROGRAMMES

!Kheis Municipality is committed to ensure that special programs (Gender, Elderly, Youth, Disabled, HIV/Aids etc.) are rolled out in the municipality in partnership with the district municipality, national and provincial government departments as well as other social partners. The municipality currently does not have a functional unit through which it can initiate, develop, and implement such programs on its own given the human and capital constraints.

1.10.4 POPULATION AND DEMOGRAPHICS

!Kheis has the smallest population in the ZF Mcawu District. The table below indicates that in 2011 there was a total population of 16 821 and in 2016 a total population of 16 637 in the municipal area.

Description	Census 2011	Census 2016	Census 2021
Population	16 538	16 637	16 566

Table 023 - Population - Census 2011/2016/ 2021

!Kheis Municipality	AGE					
	0-4	5-14	15-34	35-65	>65	Total
2021	1 970	3 853	5 170	5 165	478	16 636
% of Total	11.84%	23.16%	31.08%	31.05%	2.87%	100%

T024

The latest figures of 2021 indicate an actual decline in population which can be attributed to migrate on patterns and natural attrition. The population of !Kheis increased by 1 520 people, for 15 046 in 2001 to 16 566 in 2021. There were more females in the years 2001 and 2011 an more males than females in 2016 and 2021. Over the period from 2001 to 2021, the number of females increased by 663, whilst males increased 857 persons. The language spoken mostly by households in !Kheis municipality is Afrikaans, representing a total number of 15 795 (96.7%) of households, followed by those who speak Setswana (1.1%) and English (0.8%)

1.11 EDUCATION

The level of education in the municipality over the period 2001 to 2021 improved, however there was a decline in the percentage of people aged 20 years and above with no schooling from 26.8% in 2001 to 11.7% in 2021. There is also an increase observed in the percentage of people having matric qualification over the period from 2001 to 2021 from 6.6% to 18.0%.

	2011	2016	2021
No schooling	2072	1232	1062
Some primary	2795	2360	1689
Completed primary	1004	894	873
Some secondary	2120	2945	3526
Grade 12	972	1278	1638
Higher	355	413	315

T025

1.12 DISASTER MANAGEMENT

!Kheis Municipality does not have a functional disaster management structure. The function is the competency of the District Municipality. However the Municipality do have an approved Disaster Management Plan and a Disaster Management Recovery Plan in place terms of the Section 53 Disaster Management Act.

1.13 SPORT AND RECREATION

Supporting the growth of a culture of a healthy sporting society is important to the Municipality. Due to financial constrains the Municipality has put out the sporting field on a notarial lease to ensure effective maintenance and

community participation. The Provincial Government Sport and Recreation is involved in supporting clubs within the !Kheis Municipal area.

Supporting the growth of a culture of a healthy sporting society is important to the municipality and with its modest budget it maintains the following sports fields and has made a commitment in this budget and the next budget to commit resources for upgrading.

1.14 OTHER

1.14.1 PROPERTY, LEGAL, RISK MANAGEMENT AND PROCUREMENT SERVICES

Property Rates Management:

The property rates department manages and controls the Property Rates and related data on the municipal financial system. The Property Rates Section's main focus is to ensure that accurate property rates, specific property data, refuse disposal, sewerage service provisioning / consumption of water and electricity and also availability charges are effectively raised and collected from consumers / property owners.

1.14.2 Legal Services

The municipality has developed risk based audit plans, which have been the result of the identification of risks, formulation of a Risk Plan, Risk Charter, and Risk Register. All the risk related plans and charters will be submitted via the Audit Committee to Council for adoption. The overall risk management is being championed by the management team of the municipality. Departmental champions have also been identified and will be trained on risk management principles in line with the risk management plans.

1.14.3 Procurement processes

All procurement is undertaken through a centralized Supply Chain Management Unit operating under the direct supervision of the CFO. Proper Supply Chain Management (SCM) processes and internal controls need to be enforced. The SCM Policies have been reviewed and adopted in May 2023.

1.15 FINANCIAL SERVICES

1.15.1 INSTITUTIONAL TURNAROUND PLAN

Below are the key milestones reached for the period under review;

- Council has adopted and approved the final budget for the 2022/2023 financial year. The budget has been approved by National Treasury as mSCOA compliant..
- We have managed to correct the configuration of the data strings on the Financial System which led to disclaimable items with Treasury.
- The parameters for reporting which led to incorrect Section 71 reports and C schedules have been corrected to depict a true reflection of the activities of the municipality.

1.15.2 OPERATION CLEAN AUDIT

- The municipality has with the assistance of Provincial Treasury designed an Audit Readiness Tool for the 2022/2023 financial year.
- The concept framework for the Annual Financial Statement (AFS) is already in place.
- The Audit Committee chaired by a Chartered Accountant has been approved by Council at its Special Council meeting on Friday, 28 June 2022.
- The AFS will be done internally with the assistance of Provincial Treasury and desktop review by National Treasury.

1.16 HUMAN RESOURCES SERVICES (MUNCIPAL WORKFORCE)

The municipality currently has 134 employees, of which 4 are Section 57 employees, 124 permanent and 6 contract employees. (Information provided by HR as at 15 May 2023)

In the 2022/2023 financial year, management initiated a process to review the macro-structure to ensure alignment with the municipal strategic objectives (IDP) to ensure compliance and effective and efficient service delivery. This exercise highlighted a number of critical areas that management needs to address to ensure optimal service delivery. Examples of these are as follows:

- Low morale
- Inadequate relevant skills levels
- Inadequate qualifications
- Lack of clarity regarding roles and responsibilities (middle management and supervisors)
- Lack of discipline
- Disparity on remuneration levels

Some of the above concerns have subsequently been addressed in implementing the following initiatives:

- Job descriptions for all staff have been developed
- Training plans have been developed to identify skills needs.
- Work Place Skills Plan has been developed and will be implemented in the next financial year
- Present the code of conduct to staff

1.16.1 SKILLS TRANSFER

The following staff has completed the Minimum Municipal Competency Level qualification:

- Municipal Manager
- Chief Finance Officer
- Community Service Manager
- Technical Manager
- Human Resource Manager
- Head Supply Chain
- Manager Supply Chain
- Supply Chain Officer
- Assets Manager
- Assistant Account Expenditure
- Assistant Account Income
- Budget and Treasury Officer
- Budget and Treasury Manager
- Risk Officer
- Payroll Officer

1.16.2 STAFF ESTABLISHMENT

Table 14 - 2022/19 Permanent Employee

2022/23 Permanent Employees				
Description	2022/23			
	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
Water	23	22	1	95
Waste Water (Sanitation)	6	6	0	100
Electricity	3	2	1	0
Waste Management	10	7	1	95
Housing	5	3	2	66
Technical Service	6	6	0	100
Transport / Vehicle Maintenance	1	1	0	100
Planning	2	2	0	100
Local Economic Development	2	2	0	100
Planning (Strategic & Regulatory) (ID)	2	2	0	100
Municipal Manager	15	9	5	50
Community & Social Services	16	13	3	81
Environmental Protection	2	0	2	100
Health			0	
Security and Safety (Traffic)	3	2	0	100
Sport and Recreation	0	0	0	0
Corporate Services	21	18	1	100
Finance	40	32	7	82
Totals	156	132	22	85

The below table indicates the status of HR policies and plans

	Name of Policy	Completed	Date adopted by council
1	HR Plan	Completed with Salga	Yes
2	Affirmative Action	NO	
3	Attraction and Retention	NO	
4	Code of Conduct for employees	YES	USE BCE-ACT REGULATIONS
5	Delegations, Authorization & Responsibility	YES	
6	Disciplinary Code and Procedures	YES	USE SALGBC AGREEMENTS
7	Essential Services	Yes	
8	Employee Assistance / Wellness	Yes	
9	Employment Equity	YES	
10	Exit Management	NO	
11	Grievance Procedures	YES	USE SALGBC AGREEMENTS
12	HIV/Aids	YES	
13	Human Resource and Development	YES	
14	Information Technology	YES	
15	Job Evaluation	In Process	
16	Leave	YES	
17	Occupational Health and Safety	Yes	
18	Official Housing	NO	

19	Official Journeys (S & T)	YES	
20	Official transport to attend Funerals	NO	
21	Official Working Hours and Overtime	NO	
22	Organizational Rights	NO	
23	Payroll Deductions	YES	
24	Performance Management and Development	YES	
25	Recruitment, Selection and Appointments	YES	
26	Remuneration Scales and Allowances	YES	
27	Resettlement	NO	
28	Sexual Harassment	YES	
29	Skills Development	YES	
30	Smoking	YES	
31	Special Skills (Scarce Skills)	YES	
32	Work Organization	NO	
33	Uniforms and Protective Clothing	YES	
T030			

The below table indicates the number and cost of injuries on duty during the 2022/23 financial year.

Number and Cost of Injuries on Duty 2022/23					
Type of injury	Injury Leave Taken Days	Employees using injury leave No.	Proportion employees using sick leave %	Average Injury Leave per employee Days	Total Estimated Cost R'000
Required basic medical attention only (Temporary Workers)	0	0	0	0	Information not available
Temporary total disablement	0	0	0	0	Information not available
Permanent disablement	0	0	0	0	Information not available
Fatal	0	0	0	0	Information not available
Total	0	0	0	0	0
					T 031

The table below indicates the number of days and Cost of Sick Leave for 2022/23 financial year

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave Days	Proportion of sick leave without medical certification %	Employees using sick leave No.	Total employees in post* No.	*Average sick leave per Employees Days	Estimated cost R' 000
Unskilled (Levels 1-2)	110	0%	All	85	1.29	Information not available
Semi - Skilled (Levels 7 - 4)	96	0%	All	26	3.69	Information not available
Highly skilled – Middle Management (levels 3 -1)	133	0%	All	20	6.65	Information not available
Senior management S56	1	0%	All	6	0.17	Information not available
MM ,S57	12	0%	All	2	6	Information not available
Total	352	0%	134	139	2.53	0
* - Number of employees in post at the beginning of the year *Average is calculated by taking sick leave in column 2 divided by total employees in column 5						
						T032

The below table indicates the disciplinary action taken on cases of Financial Misconduct

Disciplinary Action Taken on Cases of Financial Misconduct			
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalized
Traffic Officer	Fraud	Employee suspended until case finalized	September 2022

1.17 INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES

The primary purpose of the Information Systems and Technology section is the provision of Information and Communication Technologies (ICT) services which will enable an efficient and effective administration. The ICT policy was reviewed and adopted in November 2021; the ICT policies are reviewed annually.

Projects already implemented by the ICT unit include:

- The ICT division has put out a tender for the procurement for the upgrading of the network.
- Implementation of SAMRAS payroll module and the Asset modules to adhere to the requirements of MSCOA minimize risk and data strings compliance.
- Established a disaster recovery site as well as offsite storage for back-up tapes at the Sternham pay-point office.
- All required compliance documents reflect on the municipal website.

CHAPTER 3

COMPONENT B: PLANNED TARGETS AND ACTUAL RESULTS FOR 2022/23 FINANCIAL YEAR

1.1. Overall Performance for the Municipality

Status	Description	No of Indicators Achievements
😊	Target achieved and exceeded	31
😐	Target almost achieved and needs further intervention	7
😞	Target not achieved and needs further intervention	12
		50
		T037

Overall Performance of the Municipality



Figure 1

1.2 Performance per Municipal Objective

1.2.1. ACCESS TO AFFORDABLE AND RELIABLE MUNICIPAL INFRASTRUCTURE AND SERVICES

Status	Description	No of Indicators Achievements
😊	Target achieved and exceeded	14
😐	Target almost achieved and needs further intervention	6
😞	Target not achieved and needs further intervention	4
		T038

1.2.2. ACCESS TO MUNICIPAL SOCIAL AND ECONOMIC DEVELOPMENT INITIATIVES

Status	Description	No of Indicators Achievements
😊	Target achieved and exceeded	2
😐	Target almost achieved and needs further intervention	1
😞	Target not achieved and needs further intervention	1
		T039

1.2.3. EFFICIENT AND EFFECTIVE GOVERNANCE WITH HIGH LEVEL OF COMMUNITY PARTICIPATION

Status	Description	No of Indicators Achievements
😊	Target achieved and exceeded	5
😐	Target almost achieved and needs further intervention	0
😞	Target not achieved and needs further intervention	0

1.2.4. A FINANCIALLY SUSTAINABLE AND VIABLE MUNICIPALITY WITH WELL MAINTAINED ASSETS

Status	Description	No of Indicators Achievements
😊	Target achieved and exceeded	11
😐	Target almost achieved and needs further intervention	5
😞	Target not achieved and needs further intervention	5

Municipal Strategic Objectives (IDP)

Top Level SDBIP/Institutional Scorecard Performance Indicators 2022/2023

Strategic Focus Area / SFA# National Key Performance Area								
		Count	SO#	Strategic Objective	Count	PR#	Priority	Count
SFA1	Basic Service Delivery	17	SO1	To improve and maintain current basic service delivery through specific infrastructural development projects	15	PR01	Water	3
						PR02	Sanitation	2
						PR03	Integrated Human Settlements	
						PR04	Electricity	1
						PR05	Roads and storm water management	
			SO2	To promote a safe and healthy environment through the protection of our natural resources	2	PR06	Environmental Conservation	1
						PR07	Disaster management	2
SFA2	Local Economic Development	6	SO3	To create an enabling environment for social and economic growth	6	PR08	Decent employment opportunities and job creation	2
						PR09	Youth development	2
						PR10	Rural development	0
						PR11	Opportunities for women and people living with disability	0
						PR12	HIV/AIDS Awareness Programs	0
SFA3	Municipal Financial Viability and Transformation	12	SO4	To grow the revenue base of the municipality	12	PR13	Sound Financial Planning	12
SFA4	Municipal Transformation and Organizational Development	3	SO5	To structure and manage the municipal administration to ensure efficient service delivery	3	PR14	Institutional capacity building	3
SFA5	Good Governance and Public Participation	12	SO6	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication	12	PR15	Ward committees System	4
						PR16	Responsive and accountable system of Local Government	12

TECHNICAL SERVICES

No.	See Code tables						Key Performance Indicator	Indicator Definition	Unit of Measurement	Annual Target 2022 / 2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Multi Year	2023 / 2024	2024 / 2025
	IDP	SO	PR	MKPA / NKPA	NO	NDP	PSO										
5.2	01	01		BSD	14	02	02	Upgrading of Gariep Water treatment Works	The indicator reflects the progress percentage of the project by 30 June 2023	Percentage of progress of the Project by 30 June 2023	100%	-	-	50%	50%	Yes	-
5.2	01	01		BSD	14	02	02	Upgrade of Bulk water Brandboom	The indicator reflects the progress percentage of the project by 30 June 2023	Percentage of progress of the Project by 30 June 2023	100%	-	-	40%	60%	Yes	

³ Performance indicators number **one to fifteen** are required in terms of the Local Government:

Municipal Planning and Performance Regulations, 2001: Regulation 10

General Key Performance Indicators. See

NT budget tables SA9

⁴ Performance indicators number **one to fifteen** are required in terms of the Local Government:

Municipal Planning and Performance Regulations, 2001: Regulation 10

General Key Performance Indicators. See

NT budget tables SA9

5.2	01	01		BSD	14	02	02	The number of single residential properties with access to basic level of Water	The indicator reflects the number of residential properties that the Municipality is aware of which are connected to the municipal water infrastructure network (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators	3800	3800	3800	3800	3800	3800	Y	4000	4200
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5.2	01	02	BSD	13	02	02	Construction of sewer reticulation, pump station and rising main to oxidation points in Wegdraai	The indicator reflects the percentage of progress registered towards the implementation of the project. (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators	Percentage of progress of the Project completed by 30 June 2023	100%	-	-	-	-	Yes	-	-
5.2	01	02	BSD	02	02	02	The number of single residential properties with access to basic level of Sanitation	The indicator reflects the number of residential properties that the Municipality is aware of which are connected to the municipal water infrastructure network (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators	Number of residential properties which are billed Sanitation	2800	2800	2800	2800	2800	Y	3100	3100
5.2	01	06	BSD	14	02	02	The number of single residential properties with access to basic level of Refuse Removal	The indicator reflects the number of residential properties that the Municipality is aware of which are connected to the municipal water infrastructure network (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (a) General key performance indicators		2800	2800	2800	2800	2800	Y	3100	3100
5.2	01	03	BSD	14	02	05	Upgrading of Sports facility in Grootdrink	The indicator reflects the percentage of progress registered towards the implementation of the project. (A10) – Local Government: Municipal Planning and Performance Management	Percentage of progress of the Project completed by 30 June 2023	100%	-	-	30%	70%	N	-	-

⁵ Performance indicators number **one to fifteen** are required in terms of the Local Government: Municipal Planning and Performance Regulations, 2001: Regulation 10 General Key Performance Indicators. See NT budget tables SA9

								Regulations, 2001: Regulation 10 (a) General key performance indicators									
5.2	01	05	BSD	03	01	01	Create job opportunities through Extended Public Works Program (EPWP)	The indicator reflects the number of FTE's employed.	The number of jobs created	45	30	7	8	0	N	60	75
5.2	01	01	BSD	13	06	13	100% Water quality level obtained as per SANS parameters by 30 June 2023.	The indicator reflects the percentage of the consumable quality of water, as per SANS parameters.	Percentage of Water quality by 30 June 2023	100%	25%	25%	25%	25%	N	100%	100%
5.2	05	14	MTOD	15	05	01	Submission of Fleet management reports	The Indicator reflects the fuel management and roadworthiness of Municipal fleet	The number of reports submitted by 30 June 2023.	4	1	1	1	1	N	4	4
5.2	05	14	MTOD	15	05	01	Submission of repairs and maintenance report	The indicator reflects the maintenance on roads, water and sanitation pipe leaks, water meters , mechanical and electrical works	The number of reports submitted by 30 June 2023.	4	1	1	1	1	N	4	4
5.2	05	14	MTOD	15	05	01	Review and approval of technical related policies and plans	The indicator reflects the review and approval of all technical related policies and plans	Approval of all technical related policies	2	0	0	0	2	N	4	4

BUDGET AND TREASURY OFFICE

	See Code tables							Key Performance Indi cator	Indicator Definition	Unit of Measurement	Annual Target 2022 //2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Multiy ear	2023 2024	2024 2025
	IDP	SO	PR	MKPA / NKPA	NO	NDP	PSO											
5	5.2	01	04	BSD	04	02	02	The number of formal single residential properties with access to free basic services: ELECTRICITY	This indicator relates to the Pre-Paid Electricity Tariff Electrification Housing Scheme (Limited to 20A) limited to 400kWh and first 50kWh free – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	The Number of indigent households receiving Free basic Electricity	1500	375	375	375	375	Y	-	-
6	5.2	01	01	BSD	13	02	02	The number of formal single residential properties with access to free basic services: WATER	This indicator reflects the 100% social rebate granted in respect to the annual water availability fee charged to qualifying homeowners of single residential properties. (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	The Number of indigent households receiving Free basic Water	1500	375	375	375	375	Y	-	-

7	5.2	01	02	BSD	13	02	02	The number of formal single residential properties with access to free basic services: SANITATION/ SEWERAGE	This indicator reflects the 100% social rebate granted in respect to the annual sanitation fee charged to qualifying homeowners of single residential properties. (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	The Number of indigent households receiving Free basic Sanitation	1500	375	375	375	375	Y	-	-
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8	5.2	01	06	BSD	04	03	02	The number of formal single residential properties with access to free basic services: SOLID WASTE/ REFUSE	This indicator reflects the 100% social rebate granted in respect to the annual solid waste fee charged to qualifying homeowners of single residential properties. (A10) – Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (b) General key performance indicators	The Number of indigent households receiving Free basic Refuse	1500	375	375	375	375	Y	-	-
9	10.1	04	13	MFVT	15	02	06	The percentage of a Municipality's capital budget spent on budgeted capital projects	Percentage reflecting year-to-date spend/total budget, less any contingent liabilities relating to the capital budget. The total budget is the Council approved adjusted budget at the time of the measurement.	The percentage of capital budget	100%							

								Contingent liabilities are only identified at the year-end. - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (c) General key performance indicators									
10.	10.0	05	14	MTOD	15	01	05	Review and approval of budget related policies and plans	The indicator reflects the review and approval of all budget related policies and plans	The indicator reflects the review and approval of all budget related policies and plans	21	18	18				

11	10	04	13	MFVT	15	06	03	Approval of the original budget	The Indicator reflects the original budget approved by council within the legislative deadline as per applicable prescripts.	Approval of budget before 30 June 2023.	1	1	-	-	-	N	1	1
12	10	04	13	MFVT	15	06	03	The adjustment budget is approved by council within the legislative deadline	The Indicator reflects the adjustment budget approved by council within the legislative deadline as per applicable prescripts.	Approval of adjustment budget before end of February 2023.	1	-	-	1	-	N	1	1
13	10	04	13	MFVT	15	06	03	Submission of section 71 Reports to the relevant stakeholders within 10 working days after each month	The indicator reflects the submission of section 71 reports to the relevant stakeholders within the prescribed timeframe.	The number of section 71 reports submitted by 30 June 2023	12	3	3	3	3	N	12	12

14	10	04	13	MFVT	15	06	03	Submission of section 72 Reports to the mayor and provincial treasury within 10 working days after each month	The indicator reflects the submission of section 72 reports to the relevant stakeholders within the prescribed timeframe.	The number of section 72 reports submitted by 30 June 2023	1	-	-	1	-	Y	1	1
15	10	04	13	MFVT	15	06	03	Submission of section 52 Reports to the mayor and provincial treasury within 10 working days after each month	The indicator reflects the submission of section 52 reports to the relevant stakeholders within the prescribed timeframe.	The number of section 52 reports submitted by 30 June 2023	1	1	1	1	1	Y	1	1
16	10	04	13	MFVT	15	06	03	Monthly outstanding debtors' reports submitted to council	The indicator reflects the submission of outstanding debtors reports to the council for approval	The number of reports submitted to council by 30 June 2023	12	3	3	3	3	Y		
17	10	04	13	MFVT	15	06	03	Submission of SCM reports submitted to the relevant stakeholders within 10 working days after each month	The indicator reflects the submission of Supply Chain reports to the relevant stakeholders within the prescribed timeframe.	The number of SCM reports submitted by 30 June 2023	4	1	1	1	1	Y	4	4

18	10	04	13	MFVT	15	06	03	Performance of monthly bank reconciliations	The indicator reflects performance of monthly bank reconciliations for internal and financial controls purposes.	Monthly bank reconciliation reports conducted by 30 June 2023	12	3	3	3	3	Y	12	12
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19	10	04	13	MFVT	15	03	02	Performance of monthly creditors reconciliations	The indicator reflects performance of monthly creditor's reconciliations for internal and financial controls purposes.	Quarterly reconciliation reports conducted by 30 June 2023	12	3	3	3	3	Y	12	12
20	10	04	13	MFVT	15	03	02	Performance of monthly debtors' reconciliations	The indicator reflects performance of monthly debtor's reconciliation for internal and financial controls purposes.	Monthly debtor's reconciliation reports conducted by 30 June 2023	12	3	3	3	3	Y	12	12
21	10	04	13	MFVT	15	03	02	Performance of monthly asset and inventory' reconciliations	The indicator reflects performance of monthly asset and inventory reconciliations for internal and financial controls purposes.	Monthly asset and inventory reconciliation reports conducted by 30 June 2023	12	3	3	3	3	Y	12	12
22	10	04	13	MFVT	15	09	16	Financial viability measured in terms of outstanding debtors at 30 June 2023.	The indicator reflects the percentage of outstanding debtors as at 30 June 2023.	Percentage of outstanding service debtors	75%	15%	20%	-	-	N	-	-

23	10	04	13	MFVT	15	09	06	Financial viability as expressed by the following ratio: Debt Coverage	The ratio measures the ability to cover debt service payments with own revenue to aid in determining the financial viability of the Municipality (SA8) - Local Government Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (g) General key performance indicators	Debt : Coverage as at 30 June 2023	31.1	25.1	15.2	-	31.1	Y	51.8	55.9
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24	10	04	13	MFVT	15	09	06	Financial viability as expressed by the following ratio: Cost Coverage	To calculate the ability to cover fixed cost with available cash to aid in determining the financial viability of the Municipality (SA8) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (g) General key performance indicators	Cash/cost coverage as at 30 June 2023	(3.8)	(0.4)	(0.1)	-	(3.8)	Y	(7.1)	(10.2)
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25	10	04	13	MFVT	15	09	06	Financial viability as expressed by the following ratio: Outstanding Service Debtors to Revenue	To calculate the ratio of service debtor to service revenue to aid in determining the financial viability of the Municipality (SA8) - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (g) General key performance indicators.	Outstanding service debtor to revenue as at 30 June 2023	95.3	75.2	85.9	-	95.3	Y	95.3	93.1
23	10.2	04	14	MFVT	15	09	06	Debtor's Payment Level	The debtor's payment level directly relates to the municipality's capacity to collect amounts due with regard to rates, service and sundry charges and is fundamental to maintain positive cash flows and ensuring stability and long term financial viability. (SAB) Investigate further processes to increase the debt collection rate including the restructuring of the Income Department.	Level of Collection rate achieved	40	25	15	-	40	Y	40	40

HUMAN CAPITAL AND CLIENT SERVICES

No.	See Code tables							Key Performance Indicator	Indicator Definition	Unit of measurement	Annual Target 2022-2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Multi-Year	2023 2024	2024 2025
	IDP	SO	PR	MKPA / NKPA	NO	NDP	PSO											
1	7.2.1	01	03	BSD	04	04	02	Review Human Settlement Plan by council	The Human Settlements Plan sets out the programs and projects relating to the human settlement development in the municipal area.	Review and approval of Human Settlements Plan by 30 June 2023	1	-	-	1	-	Y	-	-
2	Chapter 8	05	14	MTOP	04	09	02	Review of Spatial Development Framework (SDF)	The SDF is a core component of the 4th Generation IDP process, of !Kheis Local Municipality. The plan aims at making	Review and approval of Spatial development	1	-	-	-	1	Y	-	-

								by council	spatial provision for IDP and other strategic planning objectives of the organization in line with the principles of Sustainable Development.	framework by 30 June 2023								
3	7.1	06	07	BSD	04	03	02	Review of the Disaster Management Plan by council	A plan to pro-actively identify risks and prevent disasters from happening or mitigate the impact of such disasters if it cannot be avoided. The Disaster Management Plan is reviewed annually.	Review and approval of Disaster management Plan by 30 June 2023	1	-	-	-	1	Y	1	1
4	CHAPTER 7	06	16	GGPP	15	11	06	Review of Land-Use Management Scheme by council	The LUMS Set out the procedure and conditions relating to usage and development of Land in the municipal area.	Review and approval of land-use management scheme by 30 June 2023	1	-	-	-	1	Y	-	-
5	7.1	05	14	MTOD	15	05	01	The Percentage budget spent on implementation of workplace skills plan. (WSP)	Public Service employers in the national and provincial spheres of government are required in terms of Section 30 of the Skills Development Amendment Act to budget at least one percent [1%] of their payroll for the education and training of their employees measured against training budget. - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (f) General key performance indicators	Percentage of budget spent on WSP	1	-	-	-	1	Y	1	1
6	Page 93 5.2	05	14	MTOD	15	05	01	Review and approval of Human Resource related policies and plans	The indicator reflects the review and approval of all HR related policies and plans	The review and approval of all HR related policies and plans by 30 June 2023	2	-	-	1	1	Y	2	4
7	Page 93 5.2	05	14	MTOD	15	01		Workplace Skills Plan Submitted to LGSETA	The indicator reflects the Submission of the WSP within the prescribed timeframe.	Submission WSP by 30 April 2023	1	-	-	-	1	Y	1	1

8	Page 93 5.2	05	14	MTOD	15	01		Submission of Annual Employment Equity Plan to Department of Labor	The indicator reflects the Submission of the Annual Employment equity plan within the prescribed timeframe.	Submission of Annual Employment equity plan by 15 January 2023	1	-	-	1	-	Y	-	-
9	Page 93 5.2	05	14	MTOD	15	01	05	Submission of Quarterly Employment Equity Plans to Department of Labor & STATS SA	The indicator reflects the Submission of the quarterly Employment equity plan within the prescribed timeframe	Submission of Quarterly Employment equity plans	4	1	1	1	1	Y	4	4
10	Page 93 5.2	05	14	MTOD	15	01	05	Implementation of the Municipality's budget actually spent on its Workplace Skills Plan	The indicator reflects the actual budget spent against the Workplace Skills Plan	Percentage of Budget spent on WSP	1%	-	-	-	1%	Y	1%	1%
11	Page 93 5.2	05	14	MTOD	15	01	05	Implementation of Skills Development Training programs from LGSETA	The indicator reflects skills development training programs implemented through LGSETA	The number of Skills development training programs implemented	2	-	-	1	1	Y	2	4
12	Page 93 5.2	05	14	MTOD	15	01	05	Monthly Review of Salary and third party Reconciliations	The indicator reflects the review of monthly salary and third party payments reconciliations.	Monthly salary and third party reconciliations	12	3	3	3	3	N	12	-
13	Page 93 5.2	05	14	MTOD	15	01	05	Monthly Leave Reconciliation	The indicator reflects the monthly leave reconciliations.	Monthly leave reconciliations	12	3	3	3	3	N	12	-
14	Page 93 5.2	05	14	MTOD	15	01	05	Ordinary and special council Meetings held	The indicator reflects ordinary and special council meetings	The number of ordinary and special council meetings held by 30 June 2023	4	1	1	1	1	N	4	
15	Page 93 5.2	05	14	MTOD	15	01	05	MPAC meetings held	The indicator reflects MPC meetings held	The number of MPAC meetings held	4	1	1	1	1	N	4	-

16	Page 93 5.2	05	14	MTOD	15	01	05	Conduct daily back-up of all systems and data basis in terms of the IT policy	The indicator reflects the daily back-ups of all systems and database	The number of daily back-up reports	12	3	3	3	3	N	12	-
17	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of Disciplinary cases held	The indicator reflects the number of reduction of disciplinary cases held	The number of disciplinary cases held	2	-	1	-	1	N	2	-
18	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of Court Cases held	The indicator reflects the number of reduction of court cases held	The number of court cases held	2	-	1	-	1	N	2	-
19	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of Terminations and dismissals	The indicator reflects the number of reduction of terminations and dismissals	The number of terminations and dismissals	4	1	1	1	1	N	4	-
20	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of COVID 19 related cases	The indicator reflects the number of reduction of COVID 19 related cases	The number of COVID 19 cases	4	1	1	1	1	N	4	-
21	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of Medical Examination	The indicator reflects the number of reduction of occupational health and safety related cases.	The number of OHS cases	4	1	1	1	1	N	-	-
22	Page 93 5.2	05	14	MTOD	15	01	05	Motor Vehicle Registration & Licensing	The indicator reflects the of motor vehicle registration and licensing	The number of motor vehicle registration and licensing's	4	1	1	1	1	N	-	-
23	Page 93 5.2	05	14	MTOD	15	01	05	Learners and drivers licenses.	The indicator reflects the learners and drivers licenses	The number of learners and drivers licensing	4	1	1	1	1	N	-	-

5	7.1	05	14	MTOD	15	05	01	The Percentage budget spent on implementation of workplace skills plan. (WSP)	Public Service employers in the national and provincial spheres of government are required in terms of Section 30 of the Skills Development Amendment Act to budget at least one percent [1%] of their payroll for the education and training	Percentage of budget spent on WSP	1	-	-	-	1	Y	1	1
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								of their employees measured against training budget. - Local Government: Municipal Planning and Performance Management Regulations, 2001: Regulation 10 (f) General key performance indicators										
6	Page 93 5.2	05	14	MTOD	15	05	01	Review and approval of Human Resource related policies and plans	The indicator reflects the review and approval of all HR related policies and plans	The review and approval of all HR related policies and plans by 30 June 2023	2	-	-	1	1	Y	2	4
7	Page 93 5.2	05	14	MTOD	15	01		Workplace Skills Plan Submitted to LGSETA	The indicator reflects the Submission of the WSP within the prescribed timeframe.	Submission WSP by 30 April 2023	1	-	-	-	1	Y	1	1
8	Page 93 5.2	05	14	MTOD	15	01		Submission of Annual Employment Equity Plan to Department of Labor	The indicator reflects the Submission of the Annual Employment equity plan within the prescribed timeframe.	Submission of Annual Employment equity plan by 15 January 2023	1	-	-	1	-	Y	-	-
9	Page 93 5.2	05	14	MTOD	15	01	05	Submission of Quarterly Employment Equity Plans to Departments of Labor & STATS SA	The indicator reflects the Submission of the quarterly Employment equity plan within the prescribed timeframe	Submission of Quarterly Employment equity plans	4	1	1	1	1	Y	4	4

10	Page 93 5.2	05	14	MTOD	15	01	05	Implementation of the Municipality's budget actually spent on its Workplace Skills Plan	The indicator reflects the actual budget spent against the Workplace Skills Plan	Percentage of Budget spent on WSP	1%	-	-	-	1%	Y	1%	1%
11	Page 93 5.2	05	14	MTOD	15	01	05	Implementation of Skills Development Training programs from LGSETA	The indicator reflects skills development training programs implemented through LGSETA	The number of Skills development training programs implemented	2	-	-	1	1	Y	2	4

12	Page 93 5.2	05	14	MTOD	15	01	05	Monthly Review of Salary and third party Reconciliations	The indicator reflects the review of monthly salary and third party payments reconciliations.	Monthly salary and third party reconciliations	12	3	3	3	3	N	12	-
13	Page 93 5.2	05	14	MTOD	15	01	05	Monthly Leave Reconciliation	The indicator reflects the monthly leave reconciliations.	Monthly leave reconciliations	12	3	3	3	3	N	12	-
14	Page 93 5.2	05	14	MTOD	15	01	05	Ordinary and special council Meetings held	The indicator reflects ordinary and special council meetings	The number of ordinary and special council meetings held by 30 June 2023	4	1	1	1	1	N	4	-
15	Page 93 5.2	05	14	MTOD	15	01	05	MPAC meetings held	The indicator reflects MPC meetings held	The number of MPAC meetings held	4	1	1	1	1	N	4	-
16	Page 93 5.2	05	14	MTOD	15	01	05	Conduct daily back-up of all systems and data basis in terms of the IT policy	The indicator reflects the daily backups of all systems and database	The number of daily back-up reports	12	3	3	3	3	N	12	-

		05	14	MTOD	15	01	05	Reduction of Disciplinary cases held	The indicator reflects the number of reduction of disciplinary cases held	The number of disciplinary cases held	2	-	1	-	1	N	2	-
18	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of Court Cases held	The indicator reflects the number of reduction of court cases held	The number of court cases held	2	-	1	-	1	N	2	-
19	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of Terminations and dismissals	The indicator reflects the number of reduction of terminations and dismissals	The number of terminations and dismissals	4	1	1	1	1	N	4	-
20	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of COVID 19 related cases	The indicator reflects the number of reduction of COVID 19 related cases	The number of COVID 19 cases	4	1	1	1	1	N	4	-

21	Page 93 5.2	05	14	MTOD	15	01	05	Reduction of Medical Examination	The indicator reflects the number of reduction of occupational health and safety related cases.	The number of OHS cases	4	1	1	1	1	N	-	-
22	Page 93 5.2	05	14	MTOD	15	01	05	Motor Vehicle Registration & Licensing	The indicator reflects the of motor vehicle registration and licensing	The number of motor vehicle registration and licensing's	4	1	1	1	1	N	-	-
23	Page 93 5.2	05	14	MTOD	15	01	05	Learners and drivers licenses.	The indicator reflects the learners and drivers licenses	The number of learners and drivers licensing	4	1	1	1	1	N	-	-

OFFICE OF THE MUNICIPAL MANAGER

No.	See Code tables							Key Performance Indicator	Indicator Definition	Unit of Measurement	Annual Target 2022-2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Multi-Year	2023 2024	2024 2025
	IDP	SO	PR	MKPA / NKPA	NO	NDP	PSO											
1	7.3.5	03	09	LED	03	01	01	Review of LED strategy	The indicator reflects the review of LED strategy	Review and approval of LED strategy by 30June 2023	1	-	-	-	1	N	-	-
2	7.3.5	06	09	LED	03	01	01	LED forum meetings	The indictor reflects LED forum meetings held.	The number of LED forum meetings held	4	1	1	1	1	N	-	-
3	Chapter 8	06	15	GGPP	15	11	06	Integrated Development Plan Review	The indictor reflects the review of the integrated development plan	Review and approval of Draft IDP before 31 March 2023	1	-	-	-	1	N	1	1
4	Chapter 8	06	15	GGPP	15	11	06	Publishing of the final IDP on the municipal website	The indicator reflects the publishing of the IDP within 10days after council approval	The approval of the IDP before the 30 June 2023	1	1	-	-	-	Y	1	-

5	Chapter 8	06	15	GGPP	15	11	06	Facilitate bi-annual public participation sessions to obtain inputs for IDP and budget process	The indicator reflects public participation meeting/sessions held	The number of public participation meetings held	2		1	1		Y	2	-
6	Page 93	05	14	MOTD	15	01	05	Development of performance agreements for section 57 managers	The indicator reflects the development of performance agreements for section 57 managers	The number of signed performance agreements for section 57 managers	4	1	1	1	1	Y	-	-
7	Page 93	05	14	MOTD	15	01	05	Conduct performance evaluations for section 57 managers	The indicator reflects evaluation of section 57 managers performance agreements	Evaluation points awarded to each Section 57 Managers Performance Agreements	4	1	1	1	1	Y	4	-
8	7.7	05	14	MTOD	15	09	06	Submission of quarterly performance reports	The indicator reflects submission of quarterly performance reports	The number of reports submitted	4	1	1	1	1	Y	4	-
9	05	14	15	MTOD	09	06	05	Submission of mid-term assessment report	The indicator reflects the submission of mid-term assessment report within the prescribed timeframe.	Submission of mid-term assessment report before 25 January 2023	1	-	-	1	-	Y	1	-
10	7.7	05	14	MTOD	15	09	06	Review of the Risk Management Strategy and Policy; and Risk Management Committee Charter for the 2022 / 2023 financial year	The indicator reflects the review of risk management planning documents.	Review and approval of risk management planning documents before 30 June 2023	1	1	-	-	-	Y	1	1
11	7.7	05	14	MTOD	15	09	06	Performance of annual risk assessments	The indicator reflects performance of annual risk assessments	The number of risk assessments performed	1	1	-	-	-	Y	1	-

12	7.7	05	14	MTOD	15	09	06	Compilation of three-year risk-based audit plan, internal audit charter, methodology and policy	The indicator reflects the review of internal audit planning documents	Review and approval of internal audit planning documents	4	-	-	-	4	Y	4	-
13	7.7	05	14	MTOD	15	09	06	Submission of quarterly internal audit reports to the audit committee	The indicator reflects the submission of quarterly internal audit reports.	The number of quarterly internal audit reports submitted	4	1	1	1	1	Y	1	-
14	7.7	05	14	MTOD	15	09	06	management meetings held	The indicator reflects the number of MANCO meetings held	The number of MANCO meetings held	4	1	1	1	1	Y	4	-
15	7.7	05	14	MTOD	15	09	06	Local Labor Forum Meetings held	The indicator reflects the number of MPAC meetings	The number of MPAC meetings held	4	1	1	1	1			

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

Organisational Performance Management is the process through which performance objectives for the Municipality are translated into the Service Delivery and Budget Implementation Plan (SDBIP). !Kheis Municipality had no Performance Management System in place. Directorates' performance is monitored in Component 3 of the SDBIP.

COMPONENT A: STAFF ESTABLISHMENT

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

2022/2023 Permanent Employees				
Description	2022/2023			
	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
Water	28	26	2	93
Waste Water (Sanitation)	5	5	0	100
Electricity (Maintenance)	7	7	0	100

Waste Management (Refuse Removal)	10	10	0	100
Housing	3	3	0	100
Technical Service (Administration)	2	2	0	100
Finance Interns	5	5	0	100
Transport / Vehicle Maintenance (Fleet)	1	1	0	100
Planning (EPWP)	1	1	0	100
Local Economic Development	1	1	0	100
Planning (Strategic & Regulatory) (IDP)	1	1	0	100
Municipal Manager	5	4	1	80
Human Capital and Client Services	27	25	2	93
Health	1	1	0	100
Security and Safety (Traffic)	3	3	0	100
Finance	33	28	5	85
Councilors	11	11	0	100
Totals	144	134	10	
T 032				

• Table 14 - 2021/19 Permanent Employee

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.1 INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

Middle Management meetings as well as Staff meetings of divisions were held to consult with workers on a regular basis. Managers do Quarterly Performance Evaluations of all workers as part of the Key Performance Area of Managers.

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE LEVELS

4.2 POLICIES

The below table indicates the status of HR policies and plans

	Name of Policy	Completed	Date adopted by council
1	HR Plan	YES	29 June 2022 Reviewed June 23
2	Code of Ethics	YES	29 June 2022 Reviewed June 23
3	Disciplinary Code and Procedures	YES	29 June 2022 Reviewed June 23

4	Employee Wellness	YES	29 June 2022 Reviewed June 23
5	HIV/Aids	YES	29 June 2022 Reviewed June 23
6	Job Evaluation	YES	29 June 2022 Reviewed June 23
7	Leave	YES	29 June 2022 Reviewed June 23
8	Occupational Health and Safety	YES	29 June 2022 Reviewed June 23
9	Absenteeism	YES	29 June 2022 Reviewed June 23
10	Advertisements	YES	29 June 2022 Reviewed June 23
11	Cellular phone	YES	29 June 2022 Reviewed June 23
12	Bereavement	YES	29 June 2022 Reviewed June 23
13	Alcohol and drug abuse	YES	29 June 2022 Reviewed June 23
14	Consequence management	YES	29 June 2022 Reviewed June 23
T033			

4.3 INJURIES, SICKNESS AND SUSPENSIONS

The table below indicates the number of days and Cost of Sick Leave for 2022/23 financial year

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Unskilled (Levels 1-2)	180	0%	14	48	29	Information not available
Semi - Skilled (Levels 7 - 4)	97	0%	14	44	32	Information not available
Highly skilled – Middle Management (levels 3 -1)	76	0%	14	19	74	Information not available
MM ,S57	0	0%	0	0	0	Information not available
Total	353	0%	42	111		0
* - Number of employees in post at the beginning of the year *Average is calculated by taking sick leave in column 2 divided by total employees in column 5						
T035						

The below table indicates the number and period of suspensions over the 2022/2023 financial year.

Number and Period of Suspensions 2022/2023				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalized	Date Finalized
General Worker (Mervin Speelman)	Abscondment	28 April 2023	The employee received a charge sheet	28 April 2023
General Worker – (Jacob Jaars)	Misconduct	31 January 2022	The employee was issued with a final written warning letter.	05 May 2023
Head : Licensing (Desery Links)	Financial Misconduct	26 February 2022	The employee was issued with a suspension letter. (Verdict Not Guilty, Criminal case was withdrawn)	September 2022

Summary of municipal workforce levels	Audited Actual
Councilors	11
Municipal Manager	0
Section 57 & 56	3
Middle management	11
Other staff (Clerical, laborers, etc.)	93
Total Personnel Number	134

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

Component D: Managing the municipal workforce expenditure

Disclosure on Employee's, Councilor's and Senior Management Benefits

The national norm on salary expenditure is 35%. !Kheis Municipality's salary expenditure are 55%
Employees

Description	Amount
Salaries & Wages	21 554 414.00
Contributions towards UIF, pensions and medical aids	3 986 438.00
Travel, motor car, accommodation , subsistence and other allowances	2 922 150.00
Housing benefits and allowances	141 513.00
Overtime payments	136 446.00
Performance and other bonuses	1 694 666.00
Other employee related costs	301 140.00
Total Employee Related Costs	30 736 767.00

Councilors

Description	Amount
Mayor	658 021
Councilors	2 431 414
Total Councilor's remuneration	3 089 435

Senior Management

Description	Municipal Manager	Chief Financial Officer
Annual Remuneration	0	748 281
Travel, motor car, accommodation, subsistence	0	261 898
Contributions towards UIF, pensions and medical aids	0	155 555
Total	0	1 165 734

CHAPTER 5: FINANCIAL PERFORMANCE

1. Annual Financial Statements and Related Financial Information

The annual financial statements have been compiled within the prescribed period and are attached hereto as Component A. The financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise.

These annual financial statements have been prepared in accordance with Generally Recognized Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003)

Component A: Statement of Financial Performance – Refer to annual financial statements

Component B: Spending against Capital Budget – Refer to annual financial statements

Component C: Cash flow Management and Investments – Refer to annual financial statements

Component D: Other Financial Matters – Refer to annual financial statements

CHAPTER 6: AUDITOR GENERAL AUDIT FINDINGS

1. Audit Report on Financial Statements.

Audit activities by the Auditor-General are ongoing, based on the preparation and submission of the Annual Financial Statements. !Kheis Municipality received a Disclaimer of opinion for the year under review. Please find attached audit report.

2. Audit Recovery Plan.

Recovery Plan addresses the audit queries and put forward a plan to work towards **an** clean Audit Report by the year 2023. The audit recovery plan highlights the following key aspects; quality of submitted AFS, Section 71 reports, quality of annual performance, SCM processes, financial health, IT technology and HR management. This plan will be addressing the shortcomings of the

municipality and also possible solutions to address these shortcomings. Please find attached detailed audit recovery plan.

3. CONCLUSION

In the year ahead (2022/23), the Municipality will:

- Develop an integrated approach and review of programmes on community involvement and service delivery.
- Establish partnerships with companies to ensure the expanding on green technologies and sunlight harvesting.
- Review the effectiveness of the Community Development Workers and ensure the effective participation of COGSTA into municipal CDW programmes and activities.
- Strengthen the **Communication** Strategy to ensure effective co-ordination and **implementation**.
- Execute the revenue collection strategy to ensure sustainable income for the municipality.
- Develop and implement a comprehensive strategy and programme to ensure the registration of the indigent.
- Fulfil the goals and customer care model in line with Batho-Pele **Principles**.
- Expand on the risk and asset management programme.
- Implement the proposals raised in the Auditor-General's Report and implement the turnaround strategy to ensure progress towards a clean audit.
- Ensure an effective growth in internal professionalism by implementing the personal career developing strategy.