



2022/2023

DRAFT ANNUAL REPORT

NOVEMBER 2023

This Annual Report is compiled in terms of the Local Government: Municipal Finance Management Act, No. 56 of 2003, in addition to the Local Government: Municipal Systems Act, No. 32 of 2000. The purpose of this report is to provide an analysis on the progress made in terms of service delivery for the 2022/2023 financial year concerning the activities of the municipality, and performance reporting in line with the service delivery and budget implementation plan.



VISION

Prince Albert, an area characterised by high quality of living and service delivery.

MISSION

To enable all stakeholders and sectors in the municipal space to add value to the community, whether intellectual, social, economical, etc in order to ensure high quality of living and service delivery fostering citizen centric ownership.

VALUES

The value system of Prince Albert Municipality describes the relationship between people within the municipality as well as the relationship between the Municipality and its customers. This involves a description of all practices applied and the values placed on certain principles.

DEVELOPMENT STRATEGY

To ensure a sustainable Prince Albert, where all sectors is aligned for the betterment and benefit of the municipal area as a whole. To create an enabling environment for the inhabitants of Prince Albert towards guaranteed job opportunities and thus a better livelihood and citizen satisfaction.

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Table of Contents

CHAPTER 1: INTRODUCTION AND OVERVIEW	14
COMPONENT A: EXECUTIVE MAYOR’S FOREWORD	14
1.1 EXECUTIVE MAYOR’S FOREWORD.....	14
COMPONENT B: EXECUTIVE SUMMARY	16
1.2 MUNICIPAL MANAGER’S OVERVIEW	16
MUNICIPAL OVERVIEW	18
1.2.1 DEMOGRAPHICS AND SOCIO-ECONOMIC OVERVIEW	19
1.2.1.1 DEMOGRAPHIC PROFILE.....	20
1.2.1.1.1 HOUSEHOLD PROFILE	21
1.2.1.2 SOCIO ECONOMIC PROFILE	22
1.3 SERVICE DELIVERY OVERVIEW.....	25
1.3.1 BASIC SERVICES DELIVERY PERFORMANCE HIGHLIGHTS.....	25
1.3.2 BASIC SERVICES DELIVERY CHALLENGES	26
1.3.3 PROPORTION OF HOUSEHOLDS WITH ACCESS TO BASIC SERVICES.....	28
1.4 FINANCIAL VIABILITY	29
1.4.1 STATEMENT OF FINANCIAL PERFORMANCE OVERVIEW	29
1.4.2 FINANCIAL VIABILITY HIGHLIGHTS	30
1.4.3 FINANCIAL VIABILITY CHALLENGES	30
1.4.4 CAPITAL EXPENDITURE.....	31
1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW	32
1.5.1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT HIGHLIGHTS	32
1.5.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES.....	33
1.5.3 MUNICIPAL MINIMUM COMPETENCY	34
1.6 AUDITOR GENERAL REPORT	35
1.7 STATUTORY ANNUAL REPORT PROCESS	36
CHAPTER 2: GOVERNANCE	38
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	38
2.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION HIGHLIGHTS	38
2.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES.....	39
2.3 POLITICAL GOVERNANCE.....	40
2.4 ADMINISTRATIVE GOVERNANCE STRUCTURE	45

COMPONENT B: INTERGOVERNMENTAL RELATIONS	47
2.5 INTERGOVERNMENTAL RELATIONS	47
2.5.1 PROVINCIAL INTERGOVERNMENTAL STRUCTURES	47
COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION	49
2.6 PUBLIC MEETINGS	49
2.7 WARD COMMITTEES	51
2.7.1 WARD COMMITTEE MEETINGS	52
2.7.1.1 WARD 1: LEEU GAMKA; PRINCE ALBERT ROAD AND FARMS	52
2.7.1.2 WARD 2: PRINCE ALBERT (PRINCE ALBERT SOUTH, KLAARSTROOM AND FARM AREAS)	53
2.7.1.3 WARD 3: PRINCE ALBERT	53
2.7.1.4 WARD 4: RINCE ALBERT, RONDONSKRIK, AND WEST-END	53
2.7.2 WARD COMMITTEE FUNCTIONALITY	54
2.8 REPRESENTATIVE FORUMS	54
2.8.1 LOCAL LABOUR FORUM	54
COMPONENT D: CORPORATE GOVERNANCE	55
2.9 RISK MANAGEMENT	55
2.9.1 RISK MANAGEMENT COMMITTEE	56
2.9.2 STRATEGIC RISKS	56
2.9.3 OPERATIONAL RISKS	57
2.10 ANTI-CORRUPTION AND ANTI-FRAUD	58
2.10.1 DEVELOPED STRATEGIES	58
2.11 SUPPLY CHAIN MANAGEMENT	59
2.11.1 COMPETITIVE BIDS IN EXCESS OF R200, 000	59
2.11.2 DEVIATION FROM NORMAL PROCUREMENT PROCESSES	61
2.11.3 LOGISTICS MANAGEMENT	61
2.12 BY-LAWS AND POLICIES	62
2.13 WEBSITE	63
2.13.1 COMMUNICATION	63
2.14 MUNICIPAL OVERSIGHT COMMITTEES	66
2.14.1 AUDIT COMMITTEE	66
2.14.2 AUDIT COMMITTEE MEMBERS AND MEETING DATES	67
2.15 INTERNAL AUDIT	67
2.15.1 INTERNAL AUDIT PLAN COVERAGE	68
CHAPTER 3: SERVICE DELIVERY PERFORMANCE	69

COMPONENT A: OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION	69
3.1 INTRODUCTION	69
3.2 LEGISLATIVE REQUIREMENTS	69
3.3 PERFORMANCE SYSTEM	70
3.3.1 APPROVAL OF THE 2022/2023 TOP LAYER SDBIP	70
3.3.2 PERFORMANCE MANAGEMENT FRAMEWORK	71
3.3.3 THE IDP AND THE BUDGET	71
3.3.4 PERFORMANCE AGREEMENTS	72
3.3.5 PERFORMANCE REPORTING, MONITORING, AND REPORTING	72
3.4 2022/2023 ANNUAL PERFORMANCE REPORT	73
COMPONENT B: BASIC SERVICES	103
3.5 INTRODUCTION	103
3.6 WATER PROVISION	103
3.6.1 WATER SERVICES: HIGHLIGHTS	105
3.6.2 WATER SERVICES: CHALLENGES	106
3.6.3 WATER SERVICE (PIPED WATER) DELIVERY LEVELS	106
3.6.4 ACCESS TO FREE BASIC WATER	108
3.6.5 EMPLOYEES: WATER SERVICES	108
3.6.6 CAPITAL EXPENDITURE: WATER SERVICES	109
3.7 WASTE WATER (SANITATION) PROVISION	110
3.7.1 KLAARSTROOM	110
3.7.2 LEEU-GAMKA	110
3.7.3 PRINCE ALBERT	110
3.7.4 HIGHLIGHTS: WASTE WATER (SANITATION) PROVISION	111
3.7.5 CHALLENGES: WASTE WATER (SANITATION) PROVISION	111
3.7.6 SANITATION SERVICE DELIVERY LEVELS	112
3.7.7 EMPLOYEES: SANITATION SERVICES	113
3.7.8 CAPITAL EXPENDITURE: SANITATION SERVICES	113
3.8 ELECTRICITY	114
3.8.1 HIGHLIGHTS: ELECTRICITY	114
3.8.2 CHALLENGES: ELECTRICITY	115
3.8.3 ELECTRICITY SERVICE DELIVERY LEVELS	115
3.8.4 EMPLOYEES: ELECTRICITY	116
3.8.5 CAPITAL EXPENDITURE: ELECTRICITY	117
3.9 WASTE MANAGEMENT	117

3.9.1	HIGHLIGHTS: WASTE MANAGEMENT	118
3.9.2	CHALLENGES: WASTE MANAGEMENT	119
3.9.3	WASTE MANAGEMENT SERVICE DELIVERY LEVELS	119
3.9.4	EMPLOYEES: WASTE MANAGEMENT	120
3.9.5	CAPITAL EXPENDITURE : SOLID WASTE MANAGEMENT	121
3.10	HOUSING	121
3.10.1	KLAARSTROOM	123
3.10.2	PRINCE ALBERT	123
3.10.3	HIGHLIGHTS: HOUSING	124
3.10.4	CHALLENGES: HOUSING	124
3.10.5	HOUSEHOLDS WITH ACCESS TO BASIC HOUSING	125
3.10.6	HOUSING WAITING LIST	125
3.10.7	HOUSING EXPENDITURE	126
3.11	FREE BASIC SERVICES AND INDIGENT SUPPORT	126
COMPONENT C: ROADS		130
3.12	ROADS	130
3.12.1	INTRODUCTION TO ROADS	130
3.12.2	HIGHLIGHTS: ROADS	131
3.12.3	CHALLENGES: ROADS	131
3.12.4	FINANCIAL PERFORMANCE ON ROADS	132
3.12.5	EMPLOYEES: ROADS	133
COMPONENT D: PLANNING AND LOCAL ECONOMIC DEVELOPMENT		134
3.13	PLANNING	134
3.13.1	INTRODUCTION TO PLANNING	134
3.13.2	HIGHLIGHTS: PLANNING	135
3.13.3	CHALLENGES: PLANNING	135
3.13.4	SERVICE STATISTICS: LAND USE DEVELOPMENT	136
3.14	LOCAL ECONOMIC DEVELOPMENT	136
3.14.1	SMME DEVELOPMENT	137
3.14.2	BROADBAND	139
3.14.3	HIGHLIGHTS: LED	141
3.14.4	CHALLENGES: LED	141
3.14.5	LED STRATEGY	142
3.14.6	EXPANDED PUBLIC WORKS PROGRAMME (EPWP)	142
COMPONENT E: COMMUNITY AND SOCIAL SERVICES		143

3.14.7	LIBRARIES.....	143
3.14.7.1	INTRODUCTION.....	143
3.14.7.2	HIGHLIGHTS: LIBRARIES.....	143
3.14.7.3	CHALLENGES: LIBRARIES.....	144
3.14.7.4	SERVICE STATISTICS FOR LIBRARIES.....	144
3.14.7.5	EMPLOYEES: LIBRARIES.....	145
3.14.8	CEMETERIES.....	146
3.14.8.1	INTRODUCTION.....	146
3.14.8.2	HIGHLIGHTS: CEMETERIES.....	146
3.14.8.3	CHALLENGES: CEMETERIES.....	146
3.14.8.4	EMPLOYEES: CEMETERIES.....	147
COMPONENT F: ENVIRONMENTAL PROTECTION.....		148
3.15	AIR QUALITY CONTROL.....	148
3.15.1	HIGHLIGHTS: AIR QUALITY MANAGEMENT.....	149
3.15.2	CHALLENGES: AIR QUALITY CONTROL.....	149
COMPONENT F: HEALTH.....		150
3.16	HEALTH.....	150
COMPONENT G: SECURITY AND SAFETY.....		150
3.17	SAFTEY AND SECURITY.....	150
3.17.1	LAW ENFORCEMENT.....	150
3.17.2	TRAFFIC SERVICES.....	151
3.17.3	HIGHLIGHTS: TRAFFIC SERVICES.....	151
3.17.4	CHALLENGES: TRAFFIC SERVICES.....	152
3.17.5	PERFORMANCE SERVICE STATISTICS FOR TRAFFIC SERVICES.....	152
3.17.6	EMPLOYEES: TRAFFIC SERVICES.....	154
3.17.7	FIRE SERVICES AND DISASTER MANAGEMENT.....	154
3.17.7.1	HIGHLIGHTS: FIRE SERVICES AND DISASTER MANAGEMENT.....	155
3.17.7.2	CHALLENGES: FIRE SERVICES AND DISASTER MANAGEMENT.....	155
3.17.7.3	SERVICE STATISTICS FOR FIRE SERVICES.....	156
3.17.7.4	EMPLOYEES: FIRE SERVICES AND DISASTER MANAGEMENT.....	156
COMPONENT H: SPORT AND RECREATION.....		158
3.18	INTRODUCTION.....	158
3.18.1	SPORT AND RECREATION.....	158
3.18.2	HIGHLIGHTS: SPORT AND RECREATION.....	158

3.18.3	CHALLENGES: SPORT AND RECREATION.....	159
3.18.4	SERVICE STATISTICS FOR SPORT AND RECREATION	159
COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES		160
3.19	INTRODUCTION.....	160
3.19.1	EXECUTIVE AND COUNCIL.....	160
3.19.1.1	HIGHLIGHTS: EXECUTIVE AND COUNCIL.....	161
3.19.1.2	CHALLENGES: EXECUTIVE AND COUNCIL.....	162
3.19.2	FINANCIAL SERVICES.....	162
3.19.2.1	HIGHLIGHTS: FINANCIAL SERVICES.....	162
3.19.2.2	CHALLENGES: FINANCIAL SERVICES.....	163
3.19.2.3	DEBT RECOVERY STATISTICS.....	163
3.19.2.4	EMPLOYEES: FINANCIAL SERVICES.....	164
3.19.3	HUMAN RESOURCE SERVICES.....	165
3.19.4	HIGHLIGHTS: HUMAN RESOURCES	165
3.19.5	CHALLENGES: HUMAN RESOURCES	165
COMPONENT J: MISCELLANEOUS.....		166
MUNICIPAL FARM		166
CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II).....		167
ORGANISATIONAL DEVELOPMENT PERFORMANCE		167
COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL.....		167
4.1	INTRODUCTION.....	167
4.1.1	EMPLOYEE TOTALS, TURNOVER AND VACANCIES	168
4.2	EMPLOYMENT EQUITY.....	169
4.2.1	VACANCY RATE.....	170
4.2.2	TURNOVER RATE	171
COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE.....		172
4.3	INTRODUCTION.....	172
4.4	HR POLICIES AND PLANS.....	172
4.5	INJURIES, SICKNESS AND SUSPENSIONS	173
4.6	SICK LEAVE.....	174
COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE.....		176
4.7	SKILLS DEVELOPMENT AND TRAINING	176
4.8	MFMA COMPETENCY LEVELS TRAINING.....	176

CHAPTER 6: AUDITOR-GENERAL REPORT	178
APPENDICES	179
Appendix A: Councillors, Committee Allocation and Council Attendance	180
Appendix B: Committee and Committee Purpose	180
Appendix C: Third Tier Administrative Structure	180
Appendix D: Functions of Municipality//Entity	180
Appendix E: Ward Reporting	180
Appendix F: Ward Information	180
Appendix G: Recommendations of the Municipal Audit Committee	180
Appendix I: Municipal Entity/Service Provider Performance Schedule	180
Appendix J: Disclosure of Financial Interest	180
Appendix K: Revenue Collection Performance	180
Appendix K (i) Revenue Collection Performance by Vote	180
Appendix K (ii) Revenue Collection Performance by Source	180
Appendix L: Conditional Grants Received: Excluding MIG	180
Appendix M: Capital Expenditure – New & Upgrade/ Renewal Programmes: Including MIG	180
Appendix M (i) Capital Expenditure – New Assets Programme	180
Appendix M (ii) Capital Expenditure – Upgrade/ Renewal Programme	180
Appendix N: Capital Programme by Project current year	180
Appendix O: Capital Programme by project by Ward current year	180
Appendix P: Service Connection Backlogs at Schools and Clinics	180
Appendix Q: Service Backlogs Experienced by the Community where another Sphere of Government is Responsible for Service Provision	181
Appendix R: Declaration of Loans and Grants Made by the Municipality	181
Appendix S: Declaration of Returns not Made in due Time under MFMA S71	181
Appendix T: National and Provincial Outcome for local government	181
VOLUME II: ANNUAL FINANCIAL STATEMENTS	182

Tables

Table 1 - Ward Demarcation	19
Table 2 - Total Population: Person Indicators.....	20
Table 3 - Total Population: Broad Age Groups.....	20
Table 4 - Total Households.....	21
Table 5 - Socio-Economic Education Profile.....	22
Table 6 - Socio-Economic Poverty Profile.....	22
Table 7 - Socio-Economic Health Profile.....	23
Table 8 - Socio-Economic Safety and Security Profile.....	23
Table 9 - Socio-Economic Access to Basic Service Delivery Profile	23
Table 10 - Socio-Economic Road Safety Profile	23
Table 11 - Socio-Economic Labour Profile.....	23
Table 12 - Socio-Economic Largest Three Sectors Profile.....	24
Table 13 - Socio-Economic Risk Profile	24
Table 14 - Basic Service Delivery Highlights	25
Table 15 - Basic Service Delivery Challenges.....	28
Table 16 - Households with Minimum Level of Basic Services.....	28
Table 17 - Financial Overview.....	29
Table 18 - Financial Viability Highlights	30
Table 19 - Financial Viability Challenges.....	31
Table 20 - Total Capital Expenditure.....	31
Table 21 - Municipal Transformation and Organisational Development Highlights	33
Table 22 - Municipal Transformation and Organisational Development Challenges.....	34
Table 23 - Audit Outcomes	35
Table 24 - Statutory Annual Report Process	37
Table 25 - Good Governance and Public Participation Performance Highlights.....	39
Table 26 - Good Governance and Public Participation Performance Challenges	40
Table 27 - Council per Political Affiliation	41
Table 28 - Council Meetings.....	42
Table 29 - Section 80: Finance Committee.....	43
Table 30 - Section 80: Personnel and Transformation Committee	43
Table 31 - Section 80: Technical Services Committee.....	44
Table 32 - Section 80: Community Services and Development Committee	44
Table 33 - Administrative Governance Structure	45
Table 34 - Strategic Functions	46
Table 35 - Public Communication Platforms.....	50
Table 36 - Ward 1: Ward Committee Meetings	52
Table 37 - Ward 2: Ward Committee Meetings	53
Table 38 - Ward 3: Ward Committee Meetings	53
Table 39 - Ward 4: Ward Committee Meetings	53
Table 40 - Functioning of Ward Committee	54
Table 41 - Local Labour Forum Composition.....	54
Table 42 - Risk Management Committee	56
Table 43 – Strategies.....	58
Table 44 - BIDS in Excess of R200, 000.....	59
Table 45 - BID Specification Meeting Attendance.....	59
Table 46 - BID Evaluation Meeting Attendance.....	59

Table 47 - BID Adjudication Meeting Attendance	60
Table 48 - Ten Highest Bids Awarded	60
Table 49 - Awards made by the Accounting Officer	60
Table 50 - Bidder Appeals	60
Table 51 - Unsolicited Bids	61
Table 52 - Summary of Deviations	61
Table 53 - By-Laws and Policies.....	62
Table 54 - Website Checklist.....	63
Table 55 - Communication Platforms.....	65
Table 56 - Audit Committee Members and Meeting Dates.....	67
Table 57 - Internal Audit Plan Coverage	68
Table 58 - Internal Audit Functions Performed.....	68
Table 59 - 2022/2023 Performance Summary of Results.....	73
Table 60 - 2022/2023 Performance Overall Results.....	73
Table 61 - Water Services Highlights.....	105
Table 62 - Water Services Highlights.....	106
Table 63 - Water Service Delivery.....	107
Table 64 - Access to Free Basic Water	108
Table 65 - Employees: Water Services	108
Table 66 - Capital Expenditure: Water Services	109
Table 67 - Waste Water Highlights.....	111
Table 68 - Waste Water Challenges	112
Table 69 - Sanitation Levels	112
Table 70 - Employees: Sanitation Services	113
Table 71 - Capital Expenditure: Sanitation Services	113
Table 72 - Highlights: Electricity.....	114
Table 73 - Electricity: Challenges	115
Table 74 - Electricity Service Delivery Levels.....	116
Table 75 - Employees: Electricity	116
Table 76 - Capital Expenditure: Electricity	117
Table 77 - Waste Management Highlights	118
Table 78 - Challenges: Waste Management.....	119
Table 79 - Waste Management Service Delivery Levels	120
Table 80 - Employees: Waste Management.....	120
Table 81 - Capital Expenditure: Solid Waste	121
Table 82 - Housing: Highlights	124
Table 83 - Challenges: Housing.....	124
Table 84 - Households with Access to Basic Housing	125
Table 85 - Housing Waiting List	125
Table 86 - Housing Expenditure	126
Table 87 - Free Basic Service (Indigent Households).....	127
Table 88 - Free Basic Services: Electricity.....	127
Table 89 - Free Basic Services: Water	128
Table 90 - Free Basic Services: Sanitation	128
Table 91 - Free Basic Services: Refuse Removal	129
Table 92 - Financial Performance (Free Basic Services)	129
Table 93 - Highlights: Roads	131
Table 94 - Challenges: Roads.....	131

Table 95 - Tarred Road Infrastructure	132
Table 96 - Capital Expenditure: Roads.....	133
Table 97 - Employees Roads.....	133
Table 98 - Planning Highlights	135
Table 99 - Planning Challenges.....	135
Table 100 - LED Highlights.....	141
Table 101 - LED Challenges	141
Table 102 - Library Highlights	143
Table 103 - Library Challenges.....	144
Table 104 - Library Statistics.....	144
Table 105 - Employees: Libraries.....	145
Table 106 - Cemeteries Highlights	146
Table 107 - Cemeteries Challenges.....	146
Table 108 - Employees: Cemeteries.....	147
Table 109 - Air Quality Highlights	149
Table 110 - Air Quality Challenges.....	149
Table 111 - Law Enforcement Data.....	151
Table 112 - Traffic Highlights	152
Table 113 - Traffic Challenges	152
Table 114 - Traffic Service Statistics.....	153
Table 115 - Employees: Traffic Services.....	154
Table 116 - Highlights Fire Services and Disaster Management.....	155
Table 117 - Challenges Fire Services and Disaster Management.....	155
Table 118 - Fire Services and Disaster Management Data.....	156
Table 119 - Employees: Fire Services and Disaster Management	157
Table 120 - Highlights Sport and Recreation.....	158
Table 121 - - Challenges Sport and Recreation	159
Table 122 - Sport and Recreation Service Statistics	159
Table 123 - Executive and Council Highlights	161
Table 124 - Executive and Council Challenges.....	162
Table 125 - Financial Services Highlights	162
Table 126 - Financial Services Challenges.....	163
Table 127 - Employees: Financial Services.....	164
Table 128 - Human Resource Highlights.....	165
Table 129 - Human Resource Challenges	165
Table 130 - Treintjies Rivier Agricultural Asset.....	166
Table 131 - Occupational Levels	168
Table 132 - Department Race.....	169
Table 133 - National KPIs– Municipal Transformation and Organisational Development.....	169
Table 134 - Occupational Categories.....	170
Table 135 - Vacancy Rate per Post	170
Table 136 - Turnover Rate.....	171
Table 137 - HR Policies and Plans.....	172
Table 138 - Sick Leave.....	175

Figures

CHAPTER 1: INTRODUCTION AND OVERVIEW

COMPONENT A: EXECUTIVE MAYOR'S FOREWORD

1.1 EXECUTIVE MAYOR'S FOREWORD



As Executive Mayor of Prince Albert, I am pleased to present our Annual Report for the 2022/23 financial year.

The Annual Report reflects the Municipality's performance over the past financial year (1 July 2022 to 31 June 2023) in terms of meeting the objectives set out in our 5th Generation Integrated Development Plan (IDP) 2022 – 2027, which Council had adopted on 20 May 2022. It also highlights our challenges and explains how we are addressing them.

In addition, the Report covers our contribution towards achieving the strategic priorities of the Western Cape Provincial Strategic Plan (VIP): 2019 – 2024, as well as the National Development Plan 2030. Each of our seven strategic objectives and key performance indicators are aligned to these Plans.

The first half of the year under review was marked by political uncertainty, as well as administrative shortcomings. However, the by-election results on 14 September 2022 ushered in a stable Council which recommitted itself to the Vision, Mission and Strategic Objectives of the IDP, with a clear focus on quality and cost-effective service delivery to residents, and on the financial sustainability of the Municipality. Council appointed Mr Aldrick Hendricks as Municipal Manager on 2 March 2023. And for the first time, we appointed a Director, Technical Services, Mr Zolile Nongene, on 1 June 2023. Other key positions in the Administration were also filled.

Despite the challenges of the 2022/23 financial year, the Auditor-General issued Prince Albert Municipality with an unqualified audit opinion, with no material finding, in other words, a clean audit. Thank you to everyone who contributed to open, accountable government and sound financial management.

We face an array of challenges, not least of which is our aging infrastructure, in particular our old electricity network and aging, poorly constructed and maintained roads, exacerbated by a historic lack of stormwater management, in our economic hub of Prince Albert. Our small operational budget and limited own funds for capital projects (we are the second smallest municipality in the Western

Cape) means effective planning and working smarter with what we have, ensuring that we generate revenue to enable us to tackle these projects and looking elsewhere to raise the funds.

I would like to thank all residents and property owners who pay their Municipal services accounts and property taxes diligently every month. You ensure that we can deliver services. We provide subsidised basic services to households that prove that they are not able to pay. However, residents who can pay but do not, must pay for the services they use. I appeal to residents in Leeu-Gamka and Klaarstroom to work with us to solve the low payment rates in their communities.

In conclusion, thank you to our residents, ward committees, partnering organisations and stakeholders, the Council, the Speaker, portfolio committee chairpersons, the executive management team and all the Municipal staff members for your participation and support during the 2022/23 financial year.

EXECUTIVE MAYOR
LINDA JAQUET

COMPONENT B: EXECUTIVE SUMMARY

1.2 MUNICIPAL MANAGER'S OVERVIEW

Prince Albert Municipality, the jewel of the Karoo is a Grade 1 Municipality, committed to fulfilling its constitutionally mandated functions and powers. This is all done with limited financial and human resources amongst an ever-growing community need and within a severely constricted macro-economic environment. Prince Albert Municipality is a Category B Municipality with powers and functions assigned in terms of Section 155 and 156 of the Constitution of the Republic of South Africa, 1996, these powers and functions are encapsulated in Parts B of Schedules 4 and 5. Chapter 3 of the Local Government: Municipal Systems Act, No. 32 of 2000 makes provision for municipal powers and functions. As a Local Government authority, the Prince Albert Municipality is vested in realising its mandate within the available resources.

The Prince Albert Municipality is committed to observe, foster, and enhance good governance, in order to ensure the delivery of quality and affordable services to the community at large. The Municipality has good intergovernmental relations with the Department of Local Government and the Department Provincial Treasury in the Province who provides continuous support and is committed to the course for giving effect to their Constitutional mandate in supporting the Municipality of Prince Albert. Notwithstanding, there are continuous engagements with the various Sector Departments to assist the Municipality with projects and programmes for the betterment of the Greater Prince Albert Municipal Area.

The Municipality received an unqualified audit opinion with findings, the Municipality maintained its unqualified audit outcome in the 2022/2023 financial year, however material misstatements were identified that did not constitute material non-compliance with Section 122(1) of the MFMA. The Municipality has an audit action plan in place to implement the recommendations made by the Auditor-General. The findings raised by both the Internal Auditors and External Auditors provide immense assistance to the Municipality to strengthen its controls and processes.

In terms of Senior Management changes, I was appointed as the Municipal Manager during March of this 2023 calendar year, the Municipality managed to fill the vacancy of the Director: Technical Services who assumed office on 1 June 2023. This Director position was vacant for quite some time, and is deemed as a critical position, the Municipality hence mobilised to fill the vacancy before the commencement of the 2023/2024 financial year. The position of Director: Corporate & Community Services remain vacant at this point in time.

Several policies have been developed and approved by Council with an intention of improving access to services and to grow the economy. While these policies are in place, the ravaging economic challenges impacted negatively on many of the Municipality's priorities. Some of the challenges experienced included the negative impact that the trends on job losses and shrinking economy had on the payment of services by the residents

and thus impacting on revenue collection. This further emphasises the fact that growing the economy should be a key focus for all of government and its stakeholders to ensure self-sustenance of our residence. The Municipality's administration remains committed to playing its part in growing the economy.

The Municipality has identified risks within the Municipality and dismantled those deemed critical to identify it as the Top 10 Strategic and Operational risks. The Municipality regularly update its risk register to keep abreast and note the implementation status of the mitigation plans put in place to address risks which the Municipality is faced with. Meetings are held on a regular basis with the Audit Committee to review and discuss the status of the risk register.

In conclusion, I would like to extend our heartfelt gratitude to our Community, our Councillors, Ward Committees, as well as my management colleagues and their respective staff for their support during this reporting financial year. In the effort to take the Greater Prince Albert Municipal Area forward, we need to work as a collective to achieve the vision and mission of this organisation, it is hence important that good governance and public participation stand at the forefront of this ideal.

Please take time to browse through this report and your comment thereon is appreciated.

ALDRICK HENDRICKS

MUNICIPAL MANAGER

MUNICIPAL OVERVIEW

The Prince Albert Municipality lies on the southern edge of the Great Karoo, a semi-desert region of the Western Cape Province and borders the Eastern Cape to the East. The Prince Albert Municipality is part of the largest district in the Western Cape Province and is supported by the Central Karoo District Municipality located in Beaufort-West, including two local municipalities located in the towns of Laingsburg and Beaufort West.

The Greater Prince Albert Municipal Area covers an area of 8,153 km² and incorporates the towns and surrounding farm areas of Klaarstroom, Prince Albert, Prince Albert Road and Leeu-Gamka. With a population of just over 17, 000, this Category B Municipality is the second smallest municipality in the Western Cape with Agriculture and Tourism as its main economic drivers. The town of Prince Albert is the economic hub of the municipal area and is renowned for its outdoor activities and sheep farming, as well as its olive and fruit farms.

Nestling in the heart of the Central Karoo, the Prince Albert Municipality's vision is to establish the area as one characterized by high quality of living and service delivery. Serving a population of 17, 836, the Municipality is committed to putting the people first and improving quality of life by unleashing the area's potential.

Prince Albert Municipality views the organisation as a strategic and essential partnership between the Municipal Council, the Administration and the residents of our beautiful area, where possible can be achieved through hard work and commitment.

1.2.1 DEMOGRAPHICS AND SOCIO-ECONOMIC OVERVIEW

This section provides a concise overview of the demographics and socio-economic status of the Prince Albert Municipality. This profiling is deemed important as it assist the Municipality when determining the optimal allocation of resources between the various municipal wards and across the population in the area, in a manner that provides for and assures sustainable growth and equity.

The socio-economic data compliments and informs the Integrated Development Plan (“IDP”) of the Municipality, to ensure effective allocation and optimal use of scarce resources, improved service delivery, investor attractions, and strengthening democratic values.

The figure below illustrates the Greater Prince Albert Municipal area, as demarcated into four wards:

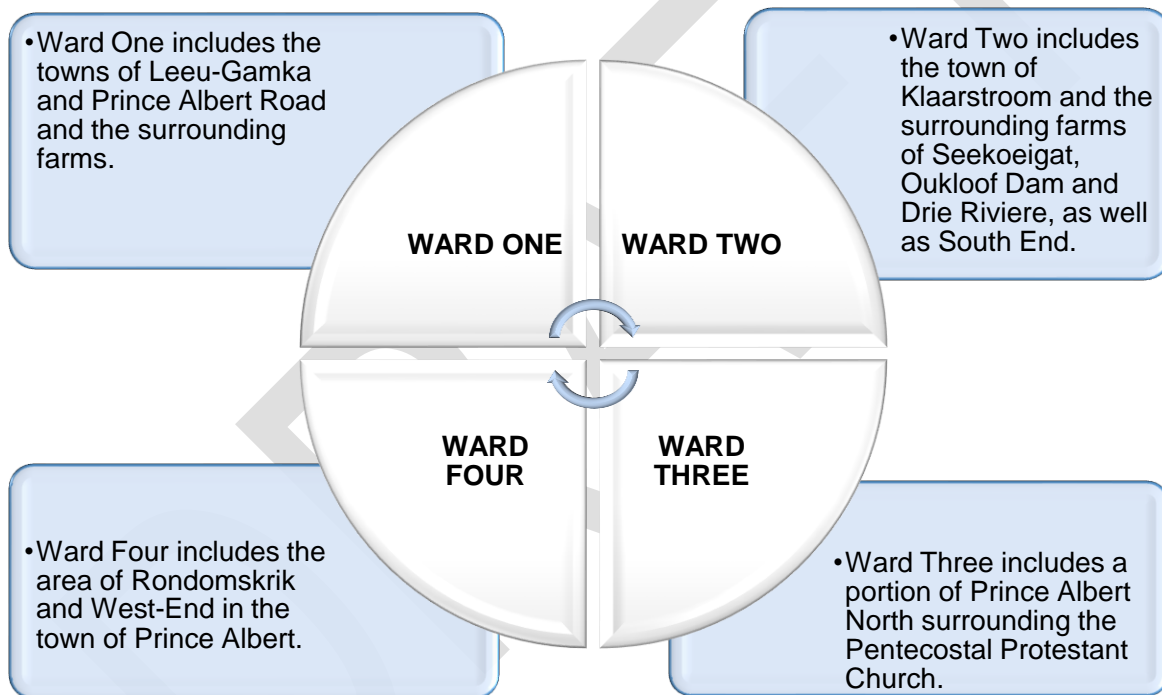


Table 1 - Ward Demarcation

1.2.1.1 DEMOGRAPHIC PROFILE

The most recent Census conducted in the year 2022 ranks the Prince Albert Local Municipality second in terms of the population size in the Central Karoo District. The data reveals that the total population in the Prince Albert Municipal Area equates to 17, 836 in comparison to the 2011 Census data which indicated a total population of 13, 136. However, the Socio-Economic Profile (SEPLG), 2021, estimated that by the year 2025, the total population of Prince Albert would be 14, 944. Comparing the two data sources, it is clear that the estimation was exceeded, in the year 2022. Although there are no official figures, as Census only counts people who were present at their homes, it is likely that there are people who have migrated into or out of the municipal area, for various reasons. Increased population creates opportunities for growth and development, if channelled properly, it may be a source of labour for the various economic sectors within the Municipal Area and Region in itself.

The table below provides an overview of Prince Albert's estimated population totals per person indicators based on the Census, 2022 data:

TOTAL POPULATION BY GENDER			SCHOOL ATTENDANCE (5 - 24 years)	SEX RATIO	GROWTH RATE
MALE	FEMALE	TOTAL			
8, 562	9, 274	17, 836	3, 636	92,3	3,0

Table 2 - Total Population: Person Indicators

The distribution of population by broad age groups Census, 2022 data reflects:

BROAD AGE GROUP	TOTAL
0 - 4	2, 040
5 - 14	3, 104
15 - 34	5, 771
35 - 59	5, 136
60 +	1, 784

Table 3 - Total Population: Broad Age Groups

1.2.1.1.1 HOUSEHOLD PROFILE

A household is defined as “a group of persons who live together and provide themselves jointly with food or other living essentials, or a single person who lives alone”. The majority of the population groups in Prince Albert are Coloured, comprising of 89,5% of the total population, followed by White (7,0%), Black African (1,7%) Other (1,7%), and Indian/Asian (0,1%). This evidently means that the majority of houses are occupied by the Coloured ethnic group.

The table below provides an overview of the general housing information, as per the Census, 2022 data:

HOUSEHOLDS		TYPE OF MAIN DWELLING			
TOTAL HOUSEHOLDS	AVERAGE HOUSEHOLD SIZE	FORMAL DWELLING	TRADITIONAL DWELLING	INFORMAL DWELLING	OTHER
4, 760	3,7	4, 670	13	76	2

Table 4 - Total Households

1.2.1.2 SOCIO ECONOMIC PROFILE

The Western Cape Provincial Treasury produces an annual research publication named the Socio-Economic Profile, this profile is based per region and provides the Western Cape municipalities with data and information which may assist in planning, budgeting and the prioritization of municipal services. It is worth noting that municipalities have different capacities and therefore will utilise the information encapsulated in the publication to suit the needs and capacity of the organisation.

The profile uses data primarily sourced from Statistics South Africa, administrative data from Sector Departments, the Municipal Review and Outlook (MERO), *Global Insight Regional Explorer* and Quantec. The data sourced from Sector Departments are the most recent that is available. The Statistics South Africa 2011 Census and 2016 Community Survey contains the latest survey data available at municipal level.

The socio-economic factors include factors such as income, education, employment, community safety, and social support. This social science and branch of economics focusses on the relationship between social behaviour and economics.

The most recent Socio-Economic Profile was produced for the 2022 calendar year, the data and information contained in this section is derived from the 2022 Socio-Economic Profile of the Prince Albert Municipality.

The tables below provide a synopsis of the socio-economic profile of the Prince Albert Municipality, as encapsulated in the 2022 Socio-Economic Profile:

EDUCATION	
MATRIC PASS RATE	85.2%
LEARNER RETENTION RATE	55.4%
LEARNER-TEACHER RATIO	31.2%

Table 5 - Socio-Economic Education Profile

POVERTY	
GINI COEFFICIENT	0.60
POVERTY HEAD COUNT (UBPL)	57.7%

Table 6 - Socio-Economic Poverty Profile

HEALTH			2020/2021
PRIMARY HEALTH CARE FACILITIES (excluding mobile/satellite units)	IMMUNISATION RATE	MATERNAL MORTALITY RATIO (per 100 000 live births)	TEENAGE PREGNANCIES – DEVLIVERY RATE TO WOMEN U/18
4	146	0.0	21.3

Table 7 - Socio-Economic Health Profile

SAFETY AND SECURITY				2020/2021
RESIDENTIAL BUGLARIES	DUI	DRUG-RELATED CRIMES	MURDER	SEXUAL OFFENCES
68	5	79	1	9

Table 8 - Socio-Economic Safety and Security Profile

ACCESS TO BASIC SERVICE DELIVERY				2020
WATER	REFUSE REMOVAL	ELECTRICITY	SANITATION	HOUSING
99.2%	86.2%	83.5%	94.4%	95.2%

Table 9 - Socio-Economic Access to Basic Service Delivery Profile

ROAD SAFETY	2020/2021
FATAL CRASHES	7
RAOD USER FATALITIES	10

Table 10 - Socio-Economic Road Safety Profile

LABOUR	2020
UNEMPLOYMENT RATE (narrow definition)	21.7%

Table 11 - Socio-Economic Labour Profile

LARGEST THREE SECTORS		Contribution to GDP, 2020
GENERAL GOVERNMENT	AGRICULTURE, FORESTRY & FISHING	COMMUNITY AND SOCIAL SERVICES
21.6%	20.8%	20.1%

Table 12 - Socio-Economic Largest Three Sectors Profile

SOCIO-ECONOMIC RISKS	
RISK 1	Job losses
RISK 2	Low learner retention rate
RISK 3	Low skills base (Labour)

Table 13 - Socio-Economic Risk Profile

Employment in the informal sector suffered an annual average decline of 2.8% over the period of 2016 to 2020. This is a concern as the informal economy should be able to act as a buffer during times of economic recession. The growth in the skilled categories reflects the increasing market demand for skilled labour and the need for skills development initiatives. Especially with the growing general government sector in the Prince Albert municipal area. The not economically active population has also increased from 2020 to 2021 as job losses and an insufficient supply of jobs have led to an increasing number of discouraged work-seekers. Unfortunately, most job losses affected low skilled and informal works who are more vulnerable to living in poverty during times of economic decline.

Education is one of the primary resources of change, its role is to help people acquire knowledge and skills, which can in turn be used to acquire jobs. The matric pass rate improved, however, almost 50% of students did not complete their schooling. The learner retention rates can be affected by low socio-economic background, student attitudes towards education, critical thinking skills, study skills and other personal circumstances which can make it difficult for the learner to focus on education. Overcrowded classrooms are also a contributing factor behind learner drop-out rates.

1.3 SERVICE DELIVERY OVERVIEW

One of the cornerstone objects of Local Government is to ensure the provision of services to the community in a sustainable manner. The basic services rendered to the community of the Greater Prince Albert Municipal area includes electricity, water, sanitation, refuse removal. The other services rendered by the Municipality will be reported on later in the Annual Report.

1.3.1 BASIC SERVICES DELIVERY PERFORMANCE HIGHLIGHTS

The following table reflects the basic service delivery performance highlights for the reporting financial year.

HIGHLIGHTS	DESCRIPTION
Successful drought management	Continuous and additional measures were put in place to increase the efficiency of water supply.
Improvement of water security	Equipping of boreholes to improve water security.
Drought relief measures implemented	New boreholes were drilled and tested.
Improved efficiency on refuse removal	Refuse removal are conducted once a week in the respective and designated areas.
Traffic vehicle	To improve traffic visibility and ensure road safety.
Hand-held device and speed traffic camera	This is to ensure minimum errors are written on section 56 & 341 notices and that road users adhere to speed limits.
Upgrading of sidewalks	Sidewalks were upgraded in the towns of Prince Albert and Leeu-Gamka.
Upgrading of stormwater network	The stormwater network was upgraded in the town of Leeu-Gamka.
Improved efficiency of illegal dumping removal	A dedicated team has been allocated to address illegal dumping and signage has been erected in the town of Prince Albert.
Water resilience	The Municipality have implemented water resilience measures throughout the Greater Prince Albert Municipal Area.
Maintenance of road infrastructure	The pothole repair programme is gradually implemented.

Table 14 - Basic Service Delivery Highlights

1.3.2 BASIC SERVICES DELIVERY CHALLENGES

The following table reflects the basic service delivery challenges for the reporting financial year.

CHALLENGE	ACTIONS TO ADDRESS
Ageing municipal Fleet: Continuous breakdowns of operational vehicles needed for day-to-day basic service delivery	A fleet management replacement model was adopted by Council as a guideline to plan for the systematic replacement of ageing fleet.
Ensure quality water provision	<ul style="list-style-type: none"> • Continuous training is conducted for the Water Process Controllers • Appointment of additional Water Process Controllers for the Greater Prince Albert Municipal Area
Maintenance of road infrastructure	The pothole repair programme is implemented within budget the limitation. A substantial increase of the road maintenance budget is needed to eradicate the backlog of bad road surfaces in a planned and systematic way.
Improve and erect road signage and markings	Road markings and signage are attended to within the available budget.
Improve access control at landfill sites	<p>The Municipality places reliance on the EPWP Programme to fulfil key primary functions at the landfill sites. Due to the size and long-term financial sustainability of the organisation, the affordability rate of expanding the staff establishment is extremely challenging.</p> <p>The Municipality has however partially addressed the access control by installing a motorised gate at the landfill site in the town of Prince Albert.</p>
Upgrade electricity network	Budget funding for the replacement of the old electricity network should be sourced to acquire professional expertise to do an analysis of the conditions of all critical assets needed for basic service delivery, and to further developed an asset maintenance and replacement plan.

CHALLENGE	ACTIONS TO ADDRESS
	<p>Budget provision should be made on an annual basis for the replacement and/or upgrading of assets in accordance with the asset maintenance and replacement plan.</p> <p>A substantial increase of the electricity budget is needed to improve the network in a planned and systematic way.</p>
<p>Sewerage trucks not road worthy – high cost of service</p>	<p>Purchasing of a new sewerage truck.</p> <p>Investigate the possibility of connecting the sewerage tanks to the sanitation network.</p>
<p>Waste Management: Limited Lifespan of Prince Albert Landfill Site</p>	<p>Recycling facility needed and improved law enforcement on littering.</p>
<p>Waste Management: Management and Maintenance and Waste Transfer Stations in Prince Albert and Leeu-Gamka</p>	<p>The possibility was explored to appoint local upcoming entrepreneurs to assist the municipality with the continuous maintenance of Waste Transfer Stations. The concept yielded no success due to the affordability.</p> <p>The focus of the municipality and community should shift towards recycling. An action plan to institutionalise recycling will be developed and promoted. Community and private sector buy in is crucial for any recycling initiative to succeed.</p> <p>Law enforcement actions on littering and related by-laws will be intensified.</p>
<p>Sewerage Network Reticulation / Frequent Sewage Blockages as a result of network capacity and vandalism. Discharge of foreign objects in sewerage system</p>	<p>Education of Community to limit acts of vandalism.</p>

CHALLENGE	ACTIONS TO ADDRESS
Water Network Reticulation / Ageing Asbestos Water Pipes / Water Pipe Burst	Huge Capital investment is needed to systematically replace asbestos water pipes and valves.
Depletion rate of the available airspace in Prince Albert and Leeu-Gamka is a major concern	A feasibility study must be conducted and the process of developing a new alternative centralized site.

Table 15 - Basic Service Delivery Challenges

Amidst the challenges the Municipality is facing, the Municipality is committed to rendering services to the Greater Prince Albert Municipal Area.

1.3.3 PROPORTION OF HOUSEHOLDS WITH ACCESS TO BASIC SERVICES

The following table reflects the proportion of households with access to basic services.

DETAIL	2019/2020 (%)	2020/2021 (%)	2021/2022 (%)	2022/203 (%)
Electricity service connections	100%	100%	100%	THIS TABLE WILL BE UPATED WITH THE FINAL 2022/2023 ANNUAL REPORT
Water - available within 200 m from dwelling	100%	100%	100%	
Sanitation - Households with at least VIP service	88.8%	88.88%	88.88%	
Waste collection - kerbside collection once a week	100%	100%	100%	

Table 16 - Households with Minimum Level of Basic Services

1.4 FINANCIAL VIABILITY

The Prince Albert Municipality reviews its financial sustainability, its financial position and Medium-Term Revenue and Expenditure Framework (MTREF) on an annual basis to enable the Municipality to deliver acceptable levels of services at affordable tariffs.

Council has embarked on a process to compile a long-term financial plan for the next ten (10) years, the plan will assist in identifying financial risks and determining and maximizing all possible revenue streams. The plan will assist in determining future operational and capital expenditure responsibilities and ultimately to determine the grant dependency and external borrowing of the Municipality.

The long-term financial plan is essential to ensure that the Prince Albert Municipality can sustainably implement and execute its Constitutional competencies and mandate in an effective manner, without the risk to impair its capital base.

1.4.1 STATEMENT OF FINANCIAL PERFORMANCE OVERVIEW

The following table provides an overview of the financial performance for the reporting financial year.

2022/2023			
DETAILS	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL
R'000			
INCOME			
Grants	34, 259	36, 491	32, 853
Taxes, Levies and tariffs	4, 969	7, 124	5, 073
Other	40, 390	55, 769	53, 530
Sub Total	79, 618	99, 384	91, 456
Less EXPENDITURE	7, 617	98, 208	97, 667
Net surplus/(deficit)	1	1, 176	-6, 211

Table 17 - Financial Overview

1.4.2 FINANCIAL VIABILITY HIGHLIGHTS

The following table reflects the financial viability highlights for the reporting financial year.

HIGHLIGHT	DESCRIPTION
Transfer to Capital Replacement reserve	The municipality's available cash reserves were enough to enable a transfer to the CRR for the funding of capital projects and the co-funding of MIG projects.
Municipal tariffs the cheapest in the Western Cape	A provincial study found that Prince Albert Municipality have the cheapest tariffs in the Western Cape. Measures are currently been taken to align tariffs to the norm in the Western Cape Province.
Generating projected Revenue Budget on Traffic Fines	The position of Senior Traffic officer was vacant since April 2022 and have subsequently been filled.

Table 18 - Financial Viability Highlights

1.4.3 FINANCIAL VIABILITY CHALLENGES

The following table reflects the financial viability challenges for the reporting financial year.

CHALLENGE	ACTION TO ADDRESS
Capacity constraints	Multi skilling of staff; organogram to be reviewed to enable a split of oversight functions to improve control.
Debt collection – especially in Eskom areas	This will remain a challenge, as no measures have been implemented to improve debt collection in the ESKOM areas.
Increase in bad debt provision due to increase in outstanding water debtors	Stringent compliance of debt collection policy and measures
Tariffs not sustainable and not covering cost	Review of tariff structure was done internally. Cost of supply study will be done in future to determine the real cost of each service and determine the tariffs accordingly.

CHALLENGE	ACTION TO ADDRESS
Financial Sustainability / Limited revenue streams	Explore possible options for additional revenue streams and the implementation of further cost containment.

Table 19 - Financial Viability Challenges

1.4.4 CAPITAL EXPENDITURE

The following table provides a total capital expenditure profile for the reporting financial year.

DETAIL	2019/2020	2020/2021	2021/2022	2022/2023
	R'000			
Original Budget	22, 131	12, 778	10, 292	16, 342
Adjustment Budget	33, 034	28, 221	19, 836	22, 107
Actual	13, 063	21, 851	13, 155	11, 664
% Spent	40%	77%	66%	53%

Table 20 - Total Capital Expenditure

The spending of the capital budget was delayed due to late appointment of service providers. The Municipality developed a project planning program to improve the monitoring and implementation of the capital expenditure in the Municipality.

The Municipality is able to meet its current commitments with a cash position measures favourably against best practice norms. Management is continuously implementing remedial actions to further enhance the cash flow position of the Municipality. The long-term financial plan is being monitored to ensure that financial targets are being met as anticipated in the annual approved budget.

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

The Council approved the organisational structure on 20 May 2022, it was subsequently reviewed and the Micro Structure: Office of the Municipal Manager was considered and approved by Council on 27 June 2023.

1.5.1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT HIGHLIGHTS

The following table provides an overview of the municipal transformation and organizational development highlights for the reporting year.

HIGHLIGHTS	DESCRIPTION
Critical appointments	<p>The following positions were filled during the reporting financial year:</p> <ul style="list-style-type: none"> • Municipal Manager. • Director: Technical Services. • Town Planner. • Human Resources Officer. • Integrated Development Plan and Performance Management Coordinator. <p>The filling of these vacancies is deemed critical in strengthening the capacity and operations of the organisation.</p>
Workplace Skills Plan	The Workplace Skills Plan was submitted to LGSETA on 30 April 2023.
HR policies reviewed	Several HR policies were reviewed during the reporting financial year.
Organisational review	The Micro Structure: Office of the Municipal Manager has been reviewed on 27 June 2023.
Job Description Review	The Municipality has commenced with the review of job descriptions in line with the Local Government: Municipal Staff Regulations for

HIGHLIGHTS	DESCRIPTION
	the purpose of task evaluation. This is an ongoing process.
Long Service Awards	Eleven (11) employees received long service awards during the reporting financial year.
Training and Development	<p>Various training and development interventions were facilitated and arranged during the reporting financial year.</p> <ul style="list-style-type: none"> • Workshops on internal policies and systems were done in-house. • Formal training was done by the applicable tertiary institutions. • Awarding of internal bursaries.

Table 21 - Municipal Transformation and Organisational Development Highlights

1.5.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

The following table reflects the challenges pertaining the municipal transformation and organizational development for the reporting financial year.

DESCRIPTION	ACTIONS TO ADDRESS
Capacity constraints	<ul style="list-style-type: none"> • 39.72% vacancy rate in the organisation. • The Municipality do not have the required financial resources to fill vacancies.
Limited skills base	Skills funding is limited to ensure the skills base are adequate and acceptable.
Challenges attracting and retaining staff	Remuneration packages are adversely affected by their low magnitude, and the geographic location poses challenges to the attraction and retention of personnel.

DESCRIPTION	ACTIONS TO ADDRESS
Individual Performance Management	<ul style="list-style-type: none"> Capacity constraints are hampering the implementing performance management to lowest level. The Municipality is in the process of procuring a web-based performance management system which will aid in the implementation of the individual performance management.
Service level standards	Establishing a culture of meeting service level standards according to Charter

Table 22 - Municipal Transformation and Organisational Development Challenges

Capacity constraints remain one of the core challenges for the Prince Albert Municipality, the ability to budget for staff development to enhance and improve skills, are one of the critical risk factors worth noting. The Municipality is continuously researching and networking on funding sources for training and development initiatives.

1.5.3 MUNICIPAL MINIMUM COMPETENCY

For the reporting financial year, four (4) officials attended to obtaining their Municipal Minimum Competency Requirements. The table below provides a synopsis of the same:

DESCRIPTION	TOTAL NUMBER OF OFFICIALS
Accounting Officer	1
Any other Financial Officials	3
TOTAL	4

The Municipality is able to budget a minor portion in the training budget for addressing the municipal minimum competency requirements, coupled with other training and development needs. The Municipality is grant dependent to address interventions of this nature.

1.6 AUDITOR GENERAL REPORT

1.6.1 AUDITED OUTCOMES

The following table reflects the audited outcomes for the last four financial years.

YEAR	2019/2020	2020/2021	2021/2022	2022/2023
AUDIT OPINION RECEIVED	Unqualified with no findings - Clean Audit	Unqualified with findings	Unqualified with no findings - Clean Audit	Unqualified with findings

Table 23 - Audit Outcomes

Based on the financial health, supply chain management, and root cause assessment conducted by the Auditor-General of South Africa for the 2021/2022 financial year, the assessment conducted resulted in the following:

- **Financial Health Indicator**
 - All compliance with legislation were addressed during the financial year.
 - Matters were identified in terms of the Debtor's impairment provision as a percentage of accounts receivable.
- **Supply Chain Management Findings**
 - No findings or matters were raised in terms of Supply Chain Management for the financial year.
- **Root Causes**
 - The Auditor-General indicated that the following were not regarded as root causes:
 - Instability and/or vacancies.
 - Key officials lacking appropriate competencies.
 - Inadequate consequences.

Even though the audit outcome has regressed from the previous financial year, the Prince Albert Municipality is committed to work towards receiving a Clean Audit opinion. The latter requires a collaborative approach between the Administration, Political Office Bearers, including the community of the Greater Prince Albert Municipal Area, as well as other relevant stakeholders.

1.7 STATUTORY ANNUAL REPORT PROCESS

The statutory processes to follow to compile the Annual Report are depicted in the table below. The process ideally commences in July each year with the drafting of the Annual Report and continues until the end of March of the succeeding calendar year when the Council accepts the Annual Report, coupled with the Oversight Report on the Annual Report.

STATUTORY ANNUAL REPORT PROCESS		
REFERENCE	ACTIVITY	TIMEFRAME
1	Consideration of the next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (in-year financial reporting through the Service Delivery and Budget Implementation Plan)	July
3	Finalisation of the Fourth Quarter Financial and Non-Financial Performance Assessment Report as required by Section 52(d) of the Local Government: Municipal Finance Management Act, No. 56 of 2003.	July
4	Submission of the Draft Annual Financial Statements and Draft Annual Performance Report to the Auditor-General	August
5	Draft Annual Performance Report to be utilized as input to the Integrated Development Planning Analysis Phase	October
6	The Executive Mayor tables the Draft Annual Report and Audited Financial Statements and Annual Performance Report to Council, coupled with the Auditor-General's Draft Management Letter	January
7	The Draft Annual Report is publicised to invite the public to provide their inputs into the Annual Report and is submitted to the relevant Provincial Department	February
8	The Oversight Committee assesses the Draft Annual Report and develops an Oversight Report based on the Draft Annual Report containing the Council's comments	March
9	The Oversight Report is submitted to Council for consideration and adoption	March

STATUTORY ANNUAL REPORT PROCESS		
REFERENCE	ACTIVITY	TIMEFRAME
10	The Oversight Report is submitted to the relevant Provincial Departments within seven days following the adoption of the Oversight Report by the Council	March
11	Commencement of the Draft Integrated Development Plan and Budget for the next financial year. The Annual Report and Oversight Report may be used as input and baseline for the development of these two strategic instruments.	March

Table 24 - Statutory Annual Report Process

DRAFT

CHAPTER 2: GOVERNANCE

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

In the quest to realise the Prince Albert Municipality's vision "*Prince Albert, an area characterised by high quality of living and service delivery*", it is of pivotal importance that the Municipality is governed in a way that promotes and enhances good governance, to both internal and external facets. Good Governance has eight (8) major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

2.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION HIGHLIGHTS

The table below provides an overview of the good governance and public participation highlights for the reporting financial year

HIGHLIGHT	DESCRIPTION
Ward Committees	The Ward Committees were established for the new office term and is deemed functional.
Ward Committee Summit	A Ward Committee Summit was hosted in the reporting financial year. All the relevant parties were represented well.
Community meetings	Community meetings have high attendance numbers.
Various communication platforms to keep community informed	Bulk SMS messaging, bulk e-mails and social media is used to keep community and other stakeholders abreast.
Stakeholder engagements	The Municipality sits on various stakeholder engagement forums and meetings to enhance and foster intergovernmental relations for the betterment of the organisation and the Greater Municipal Area.

HIGHLIGHT	DESCRIPTION
Community partnerships	Municipality has two partnerships to deliver on social cohesion interventions and/or programmes with the Prince Albert Community Trust (PACT) and the Prince Albert Tourism Association.
Community Safety Forum	<ul style="list-style-type: none"> The municipality through a comprehensive, transparent, participatory and inclusive process managed to successfully established a Community Safety Forum for Prince Albert. Sub-Community Safety Forums are established in the towns of Leeu-Gamka and in Klaarstroom.

Table 25 - Good Governance and Public Participation Performance Highlights

2.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES

The table below provides an overview of the good governance and public participation challenges for the reporting financial year

DESCRIPTION	ACTIONS TO ADDRESS
Not all ward committee members perform optimally	Training to be provided on the role of ward committees and municipal programmes.
Ward committee activities to be strengthened	Continuous Ward Committee summit and ad hoc engagements with ward committees on specific programmes to be hosted and facilitated.
Quarterly feedback in wards not compliant in regularity	Ward feedback meetings scheduled under chairmanship of ward councillors.
Meeting fatigue	Numerous meetings and engagements lead to meeting fatigue and disinterest within community

DESCRIPTION	ACTIONS TO ADDRESS
<p>Political factions within community</p>	<p>Political factions in the community undermines good governance by spreading misinformation, thus creating hostility and mistrust.</p> <ul style="list-style-type: none"> • The Municipality, in conjunction with the relevant stakeholders must ensure that the interest and participation of community and community organisations are fostered and nurtured to ensure that good governance and public participation is deemed successful in this regard.

Table 26 - Good Governance and Public Participation Performance Challenges

2.3 POLITICAL GOVERNANCE

In compliance to Section 151(3) of the Constitution of the Republic of South Africa, 1996, Section 53 of the Local Government: Municipal Systems Act, No. 32 of 2000, and the Local Government: Municipal Structures Act, No. 117 of 1998, the Prince Albert Municipality governs the local government affairs of the local community on its own initiative. The roles and responsibilities of each political structure and each political office bearer are defined and adhered to accordingly, within the ambit of the relevant laws and regulations.

2.3.1 POLITICAL OFFICE BEARERS

The primary role of Council is to govern the Municipality in a democratic and accountable manner, to perform legislative and executive functions, and generally fulfil its roles and responsibilities as encapsulated in the Constitution of the Republic of South Africa, 1996. Council focus is towards legislation, decision-making, oversight and participatory roles, and has delegated executive functions to the Executive Mayor, other office bearers, the Accounting Officer and other staff members, where applicable, within the ambit of the guiding principles.

Councillor N Claassen substitutes the late Deputy Mayor, Councillor S Botes in the reporting financial year.

The Local Government elections took place on 1 November 2021. The Municipality held a bi-election during the month of September 2022, the number of Councillors in total thus equate to seven (7). The composition of Council as at end June 2023 are as follows:

NAME OF COUNCILLOR	CAPACITY	POLITICAL PARTY	WARD REPRESENTING OR PROPORTIONAL (PR)
Councillor, L Jaquet	Executive Mayor	DA	Ward Councillor, Ward 2
Councillor, S Koonthea	Deputy Mayor	DA	Ward Councillor, Ward 3
Councillor, M Jaftha	Speaker	DA	Ward Councillor, Ward 4
Councillor KH Baadjies	Councillor	KGP	Ward Councillor, Ward 1
Councillor, N Claassen	Councillor	DA	PR Councillor
Councillor, E Maans	Councillor	ANC	PR Councillor
Councillor, A Mackay	Councillor	PA	PR Councillor

Table 27 - Council per Political Affiliation

The table below provides an overview of the various Council meetings held for the reporting financial year, and the percentage of attendance and apologies tendered for the same by Councillors. Cognisance must be given to the number of Councillors before the month of September 2022 and thereafter, even though this does not directly affect the attendance and apology percentage, this must be borne in mind

NUMBER	MEETING DATES	TYPE OF COUNCIL MEETING	COUNCIL MEETINGS ATTENDANCE	APOLOGIES FOR NON-ATTENDANCE
1	3 August 2022	General	83%	17%
2	19 August 2022	Special	100%	0%
3	27 September 2023	Special	100%	0%
4	7 October 2022	Special	100%	0%
5	31 October 2022	General	86%	14%
6	10 November 2022	Special	86%	14%
7	6 December 2022	Special	100%	0%
8	2 March 2023	General	100%	0%
9	8 June 2023	General	100%	0%

Table 28 - Council Meetings

2.3.2 EXECUTIVE MAYORAL COMMITTEE

The Prince Albert Municipality has an Executive Mayor, but has no Mayoral Committee in place.

2.3.3 PORTFOLIO COMMITTEES

Section 80 committees are permanent committees that specialize in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the Executive Mayor on policy matters and make recommendations to the Executive Mayor. Section 79 committees are temporary and appointed by the council as needed. They are usually set up to investigate a particular issue and do not have any decision-making powers, except those delegated to them by Council. Once their *ad hoc* task had been completed, Section 79 committees are usually disbanded. External experts, as well as Councillors can be included on Section 79 committees. The following Section 80 committees were utilized in the reporting financial year.

2.3.3.1 FINANCE COMMITTEE

The following table reflects the attendance of the respective councillors in the finance committee meetings.

COUNCILLOR	CAPACITY	MEETING DATES
Councillor, L Jaquet	Chairperson	
Councillor, S Botes	Member	19 July 2022
Councillor, S Koonthea	Member	20 October 2022
Councillor, A Mackay	Member	9 February 2023
Councillor, E Maans	Member	19 May 2023
Councillor, K Baadjies	Member	
Councillor, M Jaftha	Member	

Table 29 - Section 80: Finance Committee

2.3.3.2 PERSONNEL AND ADMINISTRATION COMMITTEE

The following table reflects the attendance of the respective councillors in the Personnel and Administration committee meetings.

COUNCILLOR	CAPACITY	MEETING DATES
Councillor, S Botes	Chairperson	
Councillor, L Jaquet	Member	
Councillor, S Koonthea	Member	18 July 2022
Councillor, A Mackay	Member	19 October 2022
Councillor, E Maans	Member	6 February 2023
Councillor, K Baadjies	Member	15 May 2023
Councillor M Jaftha	Member	

Table 30 - Section 80: Personnel and Transformation Committee

2.3.3.3 TECHNICAL SERVICES COMMITTEE

The following table reflects the attendance of the respective councillors in the Technical Services committee meetings.

COUNCILLOR	CAPACITY	MEETING DATES
Councillor, S Koonthea	Chairperson	19 July 2022 24 October 2022 8 February 2023 18 May 2023
Councillor, L Jaquet	Member	
Councillor, S Botes	Member	
Councillor, A Mackay	Member	
Councillor, E Maans	Member	
Councillor, K Baadjies	Member	
Councillor M Jaftha	Member	

Table 31 - Section 80: Technical Services Committee

2.3.3.4 COMMUNITY SERVICES AND DEVELOPMENT COMMITTEE

The following table reflects the attendance of the respective councillors in the Community Services and Development committee meetings.

COUNCILLOR	CAPACITY	MEETING DATES
Councillor, S Botes	Chairperson	18 July 2022 19 October 2022 7 February 2023 16 May 2023
Councillor, L Jaquet	Member	
Councillor, S Koonthea	Member	
Councillor, A Mackay	Member	
Councillor, E Maans	Member	
Councillor, K Baadjies	Member	
Councillor M Jaftha	Member	

Table 32 - Section 80: Community Services and Development Committee

2.4 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the Accounting Officer of the Municipality. The Accounting Officer is the Head of the Administration and primarily has to serve as chief custodian of service delivery and implementation of Councils priorities. The Accounting Officer is assisted by the respective Directors within the employ of the Municipality.

The table below indicates the management structure of Prince Albert Municipality.

NAME OF OFFICIAL	CAPACITY	PERFORMANCE AGREEMENT SIGNED
		(Yes/No)
Mr. A Hendricks (appointed in March 2023)	Municipal Manager	Yes
Mr. PW Erasmus (appointed in May 2022)	Chief Financial Officer	Yes
Mr. Z Nongene (appointed in June 2023)	Director: Technical Services	Yes

Table 33 - Administrative Governance Structure

The table below reflects the strategic functions the various Departments are responsible for:

DIRECTORATE	STRATEGIC FUNCTIONS
Municipal Manager	<ul style="list-style-type: none"> • Internal Audit. • Risk Management. • Strategic Management. • Good Governance and Compliance. • Integrated Development Planning (IDP). • Communication Services
Corporate and Community Services	<ul style="list-style-type: none"> • Human Resources. • Traffic Law Enforcement. • Housing Administration. • Fire Services and Disaster Management. • Libraries. • Thusong. • Community Liaison.

DIRECTORATE	STRATEGIC FUNCTIONS
	<ul style="list-style-type: none"> • Parks and Recreation Facilities. • Contract Management. • Committee Services. • Administrative Support. • Integrated Development Planning. • Performance Management. • Town Planning. • Building Control. • Records Management. • Local Economic Development.
<p>Financial Services</p>	<ul style="list-style-type: none"> • Revenue Management and Collection, Valuation Roll. • Supply Chain Management and Asset Management. • Statutory Reporting. • Payroll, Budget Office and Finance Data processing. • Expenditure Management. • Management of the Municipal Investments and Insurance Portfolio. • Indigent Support. • Annual Financial Statements and all accounting facilities.
<p>Technical Services</p>	<ul style="list-style-type: none"> • Water and Sewerage Purification. • Water and Sewerage Reticulation. • Refuse Removal and Management of Landfill Sites. • Vehicle Maintenance. • Streets, Storm Water and Construction. • Roads and Pavements. • Infrastructure Projects. • EPWP Administration.

Table 34 - Strategic Functions

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.5 INTERGOVERNMENTAL RELATIONS

South Africa has an intergovernmental system that is based on the principle of cooperation between the three spheres of government – local, provincial and national. While responsibility for certain functions is allocated to a specific sphere, many other functions are shared among the three spheres.

Chapter 3 of the Constitution describes the three spheres as being ‘distinctive, interdependent and interrelated’ and enjoins them to ‘cooperate with one another in mutual trust and good faith’. An important element of this cooperative relationship is that there needs to be a clear understanding of each sphere of government’s powers and functions to ensure that a sphere of government or organ of state does not encroach on the geographical, functional or institutional integrity of government in another sphere.

2.5.1 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

Provincial intergovernmental relations are mostly aimed at oversight and monitoring as set out in various pieces of legislation pertaining to local and provincial government. It does, however, take on a supporting role in the sharing of best-practices and knowledge sharing. Provincial intergovernmental structures include MINMAY (Western Cape Minister and Mayoral Committee) meetings, Provincial Task Groups and FORA such as the Provincial Public Participation Forum and SALGA Work Groups. Various Provincial FORA exist in every field of Local Government. The benefit of such FORA is a more integrated and coordinated planning process ensuring optimum use of available resources.

The Prince Albert Municipality participate in the following intergovernmental forums:

- Municipal Managers Forum where Municipal Managers engage on municipal matters
- Back to Basics Forum, both locally and regionally, that focus on governmental support to improve service delivery in Prince Albert
- Central Karoo Corporate Forum to collaborate on governance matters.
- Community Water Forum to raise awareness on water matters in the Prince Albert catchment area.
- CFO Forums where the CFO’s of municipality engage on financial matters.
- Central Karoo District Coordinating Forum where the municipalities in the Central Karoo District engage about shared matters. The Central Karoo District Coordinating Forum is preceded by a

DCF Technical Forum where the technical aspects and implications of governance is discussed and prepared for the DCF.

- Central Karoo Communications Forum where municipalities in the Central Karoo engage on communication and public participation.
- Shared Service Forum focus on collaboration between municipalities to identify and utilise shared service options within the government sphere.
- Central Karoo IDP Forum where municipalities in the Central Karoo engage with each other on integrated development planning.
- Thusong Centre Provincial Forum where the Thusong Managers in the Province engage on shared service matters and programs.
- MIG Manager/Municipality Coordination Meetings – Western Cape Department of Local Government where municipalities and the Local Government engage on MIG spending and projects.
- Central Karoo Bilateral Meeting – Department of Water Affairs where the municipalities and Department engage on water service matters.
- The Provincial Transport Technical Committee (ProvTech) – Western Cape Department of Transport and Public Works where the municipalities engage on Technical matters.
- The Provincial Transport Committee (ProvCom) – Western Cape Department of Transport and Public Works where municipalities and the Department engage on integrated transport matters.
- Integrated Waste Management Forum – Western Cape Department of Environmental Affairs and Development Planning where the Department and municipality engage with each other on integrated waste matters.
- Western Cape Recycling Action Group – Western Cape Department of Environmental Affairs and Development Planning where municipalities and the department engage on recycling and raising awareness on such.
- SALGA Working Groups – SALGA where the municipalities in the Western Cape engage and workshop municipal infrastructure matters, Labour relations, local economic development etc.
- Working for Water: Implementing Agent Managers Forum – National Department of Environmental Affairs where the Department and municipalities on the work for water program.
- Provincial Communication Forum where all provincial municipalities and Province communicate on communication matters.
- Provincial Public Participation Forum where all provincial municipality engage on public participation matters.
- Provincial ICT Forum where municipalities and provincial departments engage on ICT matters.
- Provincial Air Quality Management Forum where municipalities and province engage on air quality management.

- Provincial Head Planning Forum where the Heads of Planning of the municipalities and Province engage with each other on planning matters.
- Shared Service Forums where municipalities in the Central Karoo and Province engage with each other on Shared Service Functions.
- Central Karoo Disaster Management Forum where Municipalities in the Central Karoo engage on Disaster Management Matters.
- Chief Traffic Forum where the Chiefs of Traffic in the Western Cape, the Department of Public Transport, the Department of Justice and the Department of Community Safety engage on traffic law enforcement
- E-Natis Provincial Task Team where E-Natis users engage with each other on E-Natis management
- Central Karoo RIMS Forum where nominated law enforcement officials engage on law enforcement and incident management.
- ISC: Intergovernmental Steering Committee collaborating on the poverty pockets within the Central Karoo.
- DRAP was established in the Central Karoo to manage and collaborate on the drought aspects within the Central Karoo

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

2.6 PUBLIC MEETINGS

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

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

The table below details public communication and participatory initiatives held by the municipality during the financial year under review:

NATURE AND PURPOSE OF MEETING	DATE OF EVENTS	NUMBER OF PARTICIPATING MUNICIPAL COUNCILLORS	NUMBER OF PARTICIPATING MUNICIPAL ADMINISTRATORS
SMS messaging	Continuously	Not applicable	One
Bulk e-mail distribution	Continuously	Not applicable	Two
CWP Referencing Committee	Once every two months	All	Two
Stakeholder Engagement	Bi-Annually	Four	One
Ward committee summit	Once a year	Four	Two
IDP meetings	Bi-Annually	All	Four
Indigent registration	May/June	All	Two
Water restrictions	Continuously	All	Three
Thusong Outreach	Annually	All	Five
Debt Collection Campaigns and indigent registrations	Continuous during reporting year	All	Four
Housing update	Annually	All	Four
Water Forum	Quarterly	One	One
Kweekvallei Water Association meetings	Monthly	One	One
Small Farmer engagements	Bi-Annually	One	Two

Table 35 - Public Communication Platforms

2.7 WARD COMMITTEES

Prince Albert Municipality is one of the few municipalities which elected its ward committee members after the Local Government Elections in November 2021. All four ward committees are functional. The first inductions session with the ward committees was held in February 2022. The Municipality hosted a Ward Committee Summit in the reporting financial year, which were well represented by the Ward Committees and relevant stakeholders.

The purpose of a ward committee is:

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

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

As some difficulties were experienced with the feedback from sector representatives to their respective sectors and general feedback to the community, the Municipality concluded that their ward committees were not functioning optimally. Council adopted the block based representative ward committee system. This meant that the sectors no longer had seats reserved for them on the ward committee, but they had to nominate someone living in a specific block to represent their interests. This new system operated on a combination of door-to-door visits, block meetings and ward committee meetings. Some wards functioned better than others. The ward committee members were trained on municipal policies and programmes. The ward committee meetings are open to the public and the community can attend said meetings and by arrangement with the ward councillor, provide input into meetings. Sectors can by prior arrangement, address ward committees with the approval of the ward councillor. The ward committee can also invite the sector to address them on a specific topic.

The changes made to the ward committee policy approved in June 2019 was tested during the reporting year and found to improve the functioning of the ward committee system. The ward

committees undertook door-to-door visits in the first month, convene block meetings in the second and attend ward committee and ward feedback meetings in the third month. This assisted in improved mobilisation and information dissemination within the communities.

2.7.1 WARD COMMITTEE MEETINGS

The ward committees support the Ward Councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the municipality constantly strives to ensure that all ward committees' function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities. In the following tables the respective ward committee meetings that were held during the reporting years are reflected.

2.7.1.1 WARD 1: LEEU GAMKA; PRINCE ALBERT ROAD AND FARMS

The table below provides an overview of the meeting dates for Ward 1

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	DATES OF MEETINGS
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT		

Table 36 - Ward 1: Ward Committee Meetings

2.7.1.2 WARD 2: PRINCE ALBERT (PRINCE ALBERT SOUTH, KLAARSTROOM AND FARM AREAS)

The table below provides an overview of the meeting dates for Ward 2

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	DATES OF MEETINGS
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT		

Table 37 - Ward 2: Ward Committee Meetings

2.7.1.3 WARD 3: PRINCE ALBERT

The table below provides an overview of the meeting dates for Ward 3

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	DATES OF MEETINGS
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT		

Table 38 - Ward 3: Ward Committee Meetings

2.7.1.4 WARD 4: RINCE ALBERT, RONDMSKRIK, AND WEST-END

The table below provides an overview of the meeting dates for Ward 4

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	DATES OF MEETINGS
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT		

Table 39 - Ward 4: Ward Committee Meetings

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

2.7.2 WARD COMMITTEE FUNCTIONALITY

WARD NUMBER	COMMITTEE ESTABLISHED YES / NO	NUMBER OF REPORTS SUBMITTED TO THE SPEAKERS OFFICE	NUMBER MEETINGS HELD DURING THE YEAR	NUMBER OF QUARTERLY MEETINGS HELD DURING YEAR	COMMITTEE FUNCTIONING EFFECTIVELY (YES / NO)
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT					

Table 40 - Functioning of Ward Committee

2.8 REPRESENTATIVE FORUMS

2.8.1 LOCAL LABOUR FORUM

The table below specifies the members of the Local Labour Forum for the reporting financial year

NAME OF REPRESENTATIVE	CAPACITY	MEETING DATES
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT		

Table 41 - Local Labour Forum Composition

It is worth noting that the Prince Albert Municipality has no SAMWU members. While IMATU remains the dominant union, MATUSA procured organisational rights at Prince Albert Municipality. They are, however not part of the Collective Bargaining Agreement and therefore not a member of the Local Labour Forum. The Municipality only hold Local Labour Forum meetings if there are agenda items to discuss as proposed either by IMATU or the Employer.

COMPONENT D: CORPORATE GOVERNANCE

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

2.9 RISK MANAGEMENT

Section 62(i)(c) of the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA) compels a Municipality to have and maintain an effective, efficient, and transparent system of risk management.

Prince Albert Municipality is committed to the optimal management of risks in order to achieve our vision, deliver on our Constitutional mandate and key objectives. In the course of conducting our day-to-day business operations, we are exposed to a variety of risks. These risks include operational and other risks that are material and require comprehensive controls and on-going oversight.

To ensure business success and continuity we have adopted an enterprise-wide integrated approach to the management of risks. By embedding the risk management process into key business processes such as planning, operations and new projects, we will be better equipped to identify events affecting our objectives and to manage risks in ways that are consistent with the approved risk appetite. To further implement the enterprise-wide approach, we have taken a number of steps to reinforce a culture of disciplined risk-taking.

Council is responsible for oversight of the risk management processes and has delegated its day-to-day implementation to the Accounting Officer. The Accounting Officer is accountable for the overall governance of the municipality's risks. The Accounting Officer will ensure that the framework is implemented and that Council and the Risk Management Committee (RMC), as well as the Audit Committee (AC) receive appropriate reporting on the municipality's risk profile and risk management process. Management will execute their responsibilities outlined in the Risk Management Strategy, and all other officials are responsible for incorporating risk management into their day-to-day activities.

2.9.1 RISK MANAGEMENT COMMITTEE

The table below reflects the Risk Committee:

Member	Capacity	Department
Mr. A Hendricks	Chairperson	Municipal Manager
Mrs. A Badenhorst	Member	Internal Audit
Mr. A Dippenaar	Member	Audit Committee member
Mr. G van der Westhuizen	Member	Corporate and Community Services

Table 42 - Risk Management Committee

For the 2022/2023 financial year, the Municipality have identified top 10 strategic risks, and top 13 operational risks. These risks are displayed in the tables below. The data contained are as at the end of June 2023

2.9.2 STRATEGIC RISKS

TOP 10 STRATEGIC RISKS	
RISK REGISTER REFERENCE	RISK
2	Impact of significant down time in electricity supply (load shedding) on municipal services (e.g., electricity, water, sanitation, budget, all services)
3	Limited raw water supply/alternative raw water source to support future development
5	Ageing and overstretched infrastructure resulting in disrupted service delivery
6	Limited local economic development opportunities
9	Inadequate management & reporting of EPWP
11	Lack of technically qualified electrical staff in terms regulative requirements

TOP 10 STRATEGIC RISKS	
RISK REGISTER REFERENCE	RISK
12	Sewerage works close to capacity (Prince Albert & Leeu-Gamka)
15	Impaired debt collection in Klaarstroom, Leeu-Gamka and Prince Albert Road due to Eskom supplied areas.
18	Inaccurate tariff modelling and cost of supply calculation resulting in over/under taxation and service charges
20	Increased fraud risk due to inadequate segregation of duties due to capacity constraints within the Municipality

2.9.3 OPERATIONAL RISKS

TOP 13 OPERATIONAL RISKS	
RISK REGISTER REFERENCE	RISK
1	Existing landfill air space in PA expire within two years: rehabilitation required
7	Inadequate and costly sewerage and sanitation services due to fact that not all systems in all areas are connected (conservancy and septic tank systems)
8	Non-compliance to existing land fill site licencing conditions
14	Excessive Water Losses
17	Insufficient cemetery space to keep up with demand
19	Ineffective by-law enforcement
21	Bucket systems in use in Transnet areas
22	Inadequate law enforcement on N1 and provincial roads
23	Inadequate Storm Water Infrastructure to support implementation of master plan
24	Insufficient capacity in housing department
26	PMS not yet cascaded down to lower levels/Lack of electronic PMS system

TOP 13 OPERATIONAL RISKS	
RISK REGISTER REFERENCE	RISK
27	Non-compliance to MSCOA requirements, resulting in Equitable share being withheld
28	Inaccurate reporting on KPIs

Regular updates on the risk register is performed to note the progress made in the implementation of the mitigating factors, and to report on the stance of the respective risks. The Audit Committee fulfils its responsibility in terms of its legislative mandate pertaining to risks management.

2.10 ANTI-CORRUPTION AND ANTI-FRAUD

In terms of the regulatory frameworks governing anti-corruption and anti-fraud, Section 83(c) of the Local Government: Municipal Systems Act, No. 32 of 2000, refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1) (m)(i) identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

2.10.1 DEVELOPED STRATEGIES

NAME OF STRATEGY	DEVELOPED YES/NO	DATE ADOPTED/REVIEWED
Anti-corruption and Fraud Prevention strategy and Implementation plan	Yes	Reviewed in June 2018
Risk Management Policy	Yes	Reviewed in June 2020
Risk Management Strategy and Implementation Plan	Yes	Reviewed in June 2020

Table 43 – Strategies

2.11 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Policy was reviewed with the Annual Budget. The tabling of the Supply Chain Management Policy is to improve operational efficiency and to align it to the applicable guidelines provided by National Treasury. Supply Chain Management Policy of Prince Albert Municipality complies with the regulatory framework.

2.11.1 COMPETITIVE BIDS IN EXCESS OF R200, 000

THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT

Table 44 - BIDS in Excess of R200, 000

BID COMMITTEE MEETINGS

a) BID SPECIFICATION COMMITTEE

The attendance figures of members of the bid specification committee are as follows:

MEMBER	PERCENTAGE ATTENDANCE
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT	

Table 45 - BID Specification Meeting Attendance

b) BID EVALUATION COMMITTEE

The attendance figures of members of the bid evaluation committee are as follows:

MEMBER	PERCENTAGE ATTENDANCE
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT	

Table 46 - BID Evaluation Meeting Attendance

c) BID ADJUDICATION COMMITTEE

The attendance figures of members of the bid adjudication committee are as follows:

MEMBER	PERCENTAGE ATTENDANCE
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT	

Table 47 - BID Adjudication Meeting Attendance

d) AWARDS MADE BY THE BID ADJUDICATION COMMITTEE

The ten highest bids awarded by the bid adjudication committee are as follows:

BID NUMBER	TITLE OF BID	SUCCESSFUL BIDDER	VALUE OF BID AWARDED
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT			

Table 48 - Ten Highest Bids Awarded

e) AWARDS MADE BY THE ACCOUNTING OFFICER

THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT
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Table 49 - Awards made by the Accounting Officer

f) APPEALS LODGED BY AGGRIEVED BIDDERS

THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT
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Table 50 - Bidder Appeals

g) UNSOLICITED BIDS

THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT

Table 51 - Unsolicited Bids

2.11.2 DEVIATION FROM NORMAL PROCUREMENT PROCESSES

The following table provides a summary of deviations approved on an annual and monthly basis respectively:

TYPE OF DEVIATION	NUMBER OF DEVIATIONS	VALUE OF DEVIATIONS	PERCENTAGE OF TOTAL DEVIATIONS VALUE
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT			

Table 52 - Summary of Deviations

2.11.3 LOGISTICS MANAGEMENT

The system followed by the Prince Albert Municipality for disposal management are as follows:

- immovable property is sold only at market related prices except when the public interest or the plight of the poor demands otherwise;
- movable assets are sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous;
- firearms are not sold or donated to any person or institution within or outside the Republic unless approved by the National Conventional Arms Control Committee;
- immovable property is let at market related rates except when the public plight of the poor demands otherwise;
- all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed;
- where assets are traded in for other assets, the highest possible trade-in price is negotiated; and

- in the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.

We are complying with Section 14 of the MFMA which deals with the disposal of capital assets. The current policies in place aim to provide the guidelines for the disposal of all obsolete and damaged assets.

2.12 BY-LAWS AND POLICIES

The following by-laws and policies were reviewed developed during the reported financial year

POLICIES DEVELOPED/ REVISED	DATE ADOPTED	PUBLIC PARTICIPATION CONDUCTED PRIOR TO ADOPTION OF POLICY YES/NO
Zoning Scheme By-Law	April 2023	No
Credit control policy	May 2023	No – internally via LLF
Budget Policy	May 2023	Yes
Credit Control policy	May 2023	Yes
Asset Management policy	May 2023	Yes
Tariff Policy	May 2023	Yes
Rates Policy	May 2023	Yes
Indigent Policy	May 2023	Yes
Capital Contribution Policy	May 2023	Yes
Borrowings Policy	May 2023	Yes

Table 53 - By-Laws and Policies

2.13 WEBSITE

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

DOCUMENTS PUBLISHED ON THE MUNICIPAL WEBSITE	PUBLISHED (Yes/No)
Current annual and adjustments budgets and all budget-related documents, including the SDBIP	Yes
Tariff policy	Yes
Credit control policy	Yes
Valuation policy	Yes
Rates policy	Yes
SCM policy	Yes
Annual report for 2021/2022	Yes
All service delivery agreements for 2022/2023	No
All supply chain management contracts above the prescribed value for 2022/2023	No
Performance agreements required in terms of section 57 (1) (b) of the Municipal Systems Act for 2022/2023	Yes
All quarterly reports tabled in the council in terms of section 52 (d) of the MFMA during 2022/2023	Yes

Table 54 - Website Checklist

2.13.1 COMMUNICATION

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

The communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making and ample provision is made in the above-mentioned legislation for them to exercise their right in this respect. Our democratic government is committed

to the principle of ***Batho Pele*** that is based on the principle of consultation, setting service standards, increased access, courtesy, providing information, openness and transparency, redress and value-for-money. This, in simple terms, means that those we elect to represent us (Councillors at the municipal level) and those who are employed to serve us (the municipal officials at municipal level) must always put people first in what they do. South Africa has adopted a system of developmental local government, which addresses the inequalities and backlogs of the past while ensuring that everyone has access to basic services, to opportunities and an improved quality of life.

To be successful, communications must focus on the issues that are shown to impact on the residents' perceptions, quality of service, value for money and efficiencies. They should ideally look to close the communication-consultation loop, i.e., tell people how they can have a say and demonstrate how those who have given their views have had a real impact.

Prince Albert Municipality firmly believes and publicly advocate that a municipality cannot be seen as Councillors and administration only, but that the community forms the heart of the Municipality. Without the community to partner with the councillors and administration in municipal initiatives, the initiatives will be once-offs that will have very limited impact on the community's quality of life and economic partnerships.

The Municipality made significant strides in keeping the community informed and involved. Bulk SMS, e-mail and social media allows the municipality to inform the community on service delivery issues but also reminds them to participate in planning and public meetings.

The Municipality drafted and launched a Service Charter during the previous financial year, communicating set agreed service standards to be used to promote accountability and foster consequence management. This Charter is promoted at ward committee trainings and public meetings to build a culture of accountability.

The table below provides details regarding the municipality's use of various communication platforms

COMMUNICATION ACTIVITIES	YES/NO
Communication unit	No
Communication Strategy	Yes
Communication Policy	Yes
Customer satisfaction surveys	No
Website	Yes
Public meetings	Yes
Ward committee meetings	Yes
Interest Group Engagements	Yes
Bulk SMS messaging	Yes
Functional complaint management systems	Yes
Newsletters distributed electronically	No
Pamphlets	Yes
Thusong Outreaches	Yes
Facebook	Yes

Table 55 - Communication Platforms

2.14 MUNICIPAL OVERSIGHT COMMITTEES

2.14.1 AUDIT COMMITTEE

In compliance to Section 166(2) of the MFMA each Municipality must have an Audit Committee. The Audit Committee is defined as “an independent advisory body”. The role and responsibility of the Audit Committee is to:

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to –
 - i. internal financial control and internal audits;
 - ii. risk management;
 - iii. accounting policies;
 - iv. the adequacy, reliability and accuracy of financial reporting and information;
 - v. performance management;
 - vi. effective governance;
 - vii. compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
 - viii. performance evaluation; and
 - ix. any other issues referred to it by the municipality or municipal entity;
- (b) review the annual financial statements to provide the council of the municipality or, in the case of a municipal entity, the council of the parent municipality and the board of directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- (c) respond to the council on any issues raised by the Auditor-General in the audit report;
- (d) carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity, may request; and
- (e) perform such other functions as may be prescribed

The Audit Committee is only able to fulfil their legislative obligations, as stipulated in the MFMA if they have access to the financial records and other relevant information of the Municipality or Municipal Entity. The Audit Committee must have unrestricted access to the Internal Audit Unit of the Municipality, and the person designated by the Auditor-General of South Africa (AGSA) to audit the financial statement of the Municipality or Municipal Entity.

The Prince Albert Municipality does not have any entities listed.

2.14.2 AUDIT COMMITTEE MEMBERS AND MEETING DATES

The table below provides an overview of the Audit Committee Members of the Prince Albert Municipality

NAME OF REPRESENTATIVE	CAPACITY	MEETING DATES
Mr. A Dippenaar	Chairperson	30 August 2022 13 December 2022 14 May 2023 30 June 2023
Mr. S Ngwevu	Member	
Mr. G Jacobs	Member	
Mrs. A Badenhorst	Internal Auditor	

Table 56 - Audit Committee Members and Meeting Dates

The Audit Committee fulfils a critical role in ensuring accountable governance and serves as and fulfil the role of an Audit Performance Committee.

2.15 INTERNAL AUDIT

Section 165(1) of the MFMA compels each Municipality and each Municipal Entity to establish an internal audit unit, unless the internal audit function is outsourced if the Municipality or Municipal Entity requires assistance to develop its internal capacity and the Council of the Municipality or the board of directors of the entity, has determined that it is feasible or cost-effective.

As alluded to previously, the Prince Albert Municipality does not have an Entity listed. The Municipality does not have the internal capacity to facilitate the role of Internal Audit, it is for these reasons, as catered for by the MFMA, that the Municipality outsources its Internal Audit Services. The firm that is currently in the employ of the Municipality is Moore, Southern Cape.

The Municipality adopted a Risk-Based Strategic Plan for the period 2021 – 2023, coupled with a Risk-Based Operational Plan for the period ending 30 November 2023. The Three-Year Rolling Plan is based primarily on risks identified for the Municipality. The focus areas for 2023 were identified based on the criteria indicated below

CRITERIA	DESCRIPTION
Linked to risk per risk register	Internal audit has mapped each risk as per risk register to the Municipality's auditable activity.
Change in management	Significant change in management is considered a critical factor within the control environment of each auditable activity.
Change in process	The evaluation was based on the consideration of any known significant process or system changes during the last 12 months.
Other contributing factors	The evaluation of other contributing factors was based on any Management concerns raised or known to internal audit at that time.

2.15.1 INTERNAL AUDIT PLAN COVERAGE

The Risk-Based Audit Plan for the 2022/2023 reporting financial year was executed within the available resources. The table below provides an overview of the completed audits.

AUDIT ENGAGEMENT	DEPARTMENTAL SYSTEM	DESCRIPTION
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT		

Table 57 - Internal Audit Plan Coverage

The table below provides an overview of the functions performed by the Internal Auditors for the reporting financial year

FUNCTION
Risk analysis
Risk-Based Audit Plan development
Internal audit programme drafted and approved
Number of audits conducted and reported on as displayed in the table above

Table 58 - Internal Audit Functions Performed

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

COMPONENT A: OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

3.1 INTRODUCTION

Performance management is the process that measures the implementation of the organisation's strategic objectives. Performance management is used as a management tool to plan, monitor, measures, and review performance indicators to ensure efficiency, effectiveness, and the impact of service delivery by the Municipality.

Performance management is institutionalised through the legislative requirements of the performance management process at Local Government level. The intention of performance management is to provide the mechanisms to measure whether the projected targets are met in line with the strategic direction of the organisation within a specific financial year.

Section 152 of the Constitution deals with the objects of local government and paves the way for performance management. The Constitution further makes provision for the democratic values and principles in Section 195(1), that is linked with the concept of performance management. These principles include:

- Promote the effective, efficient, and economic use of resources;
- Ensure accountable public administration;
- Transparency;
- Responsiveness; and
- Facilitating a culture of public service and accountability.

Performance Management allows for fostering accountability between the Administration, Political Office Bearers, and the citizens of the Greater Municipal Area.

3.2 LEGISLATIVE REQUIREMENTS

Section 46(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000, a Municipality must prepare an Annual Performance Report (APR) for each financial year that reflects the Municipality's and any service provider's performance during the financial year. The APR must be indicative of the development and service delivery of priorities and the performance targets set by the municipality for the financial year. Should any under-performance be noted, corrective

measures must be identified which stipulates what processes and procedures the Municipality have or will put in place in order to address the under-performance noted. The 2022/2023 APR is attached as an Annexure to this Annual Report.

3.3 PERFORMANCE SYSTEM

The Prince Albert Municipality is currently utilising a manual performance management system, by means of MS Excel. The Municipality is currently busy with the finalisation of the appointment of a service provide for the provision of a web-based performance management system. This process commenced in the fourth quarter of the reporting financial year and is envisaged to be completed before the end of the 2023/2024 financial year.

The Municipality only have a Top Layer SDBIP which is rolled out to the Accounting Officer and Directors. With the purchasing of the web-based performance management system, the municipality will embark on the process of developing the Departmental SDBIP, which will aid in the implementation of individual performance throughout the organisation.

The performance management system that was implemented and followed for the 2022/2023 financial year is described below:

3.3.1 APPROVAL OF THE 2022/2023 TOP LAYER SDBIP

The Top Layer SDBIP was prepared in accordance with the legislative prescripts and was approved by the Executive Mayor on 17 June 2022.

A subsequent review of the 2022/2023 SDVIP was done following the approval of an adjustments budget, the 2022/2023 Amended SDBIP served before the Council on 29 March 2023. No significant changes which may have a negative impact on the operations of the organisation were affected. The Municipality took the recommendations of the Internal Auditors into consideration and for this reason, amended the SDBIP to align to the regulatory frameworks governing performance management.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned.
- The budget must address the strategic priorities.

- The SDBIP should indicate what the municipality is going to do during the next 12 months.
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP process.

3.3.2 PERFORMANCE MANAGEMENT FRAMEWORK

The municipality's reviewed performance management framework was adopted by Council on 29 June 2015 and was reviewed on 10 April 2018. The Framework will be reviewed upon the purchasing of the web-based performance management system.

3.3.3 THE IDP AND THE BUDGET

The 2022 - 2027 IDP was approved together with the 2021/22 budget by Council on 30 May 2021. For the reporting financial year, the Council considered and adopted the 2023-2024 Reviewed Fifth Generation IDP, the final reviewed IDP was unanimously adopted by Council in May 2023.

The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

The IDP, coupled with its long-term trajectory will be reviewed on an annual basis to accommodate changes in the municipal environment, including community needs and priorities. Any subsequent changes to the IDP will inform the Budget and SDBIP of the Municipality.

A conducive performance management culture will ensure that the developmental objectives as construed in the IDP gets the relevancy it requires in the performance agreements of the Accounting Officer and Directors, and the consequence of the implementation thereof.

3.3.4 PERFORMANCE AGREEMENTS

The Executive Mayor entered into a performance agreement with the Municipal Manager, the Municipal Manger entered into performance agreements with the Chief Financial Officer, and the Director: Technical Servies for the reporting financial year. These agreements were entered into based on the provisions of the Local Government: Municipal Systems Act, No. 32 of 2000.

The law makes provision for the annual revision of the performance agreements, the same must be publicised for public interest. With the amendment of the SDBIP, the performance agreement of the affected party was amended to ensure alignment between the SDBIP and the performance agreements.

3.3.5 PERFORMANCE REPORTING, MONITORING, AND REPORTING

The implementation of the SDBIP is monitored on a continuous basis, it is the responsibility of each key performance indicator owner, to ensure that the necessary steps are taken and procedures are put in place to ensure the successful implementation of the SDBIP. Management is required to complete their SDBIP, with supporting documentation, on an annual basis, instances where under-performance was noted, the applicable corrective measures were identified to address the under-performance noted.

The Administration is compelled by legislation to report on a quarterly to mid-year basis to the Council on the implementation of the budget through the SDBIP, as well as the financial position of the Municipality. These reports are in turn submitted to the Audit Committee of the Municipality to perform their necessary oversight roles and responsibilities.

For the reporting financial year, the Municipality have submitted the following reports as legislatively prescribed

- Quarterly Section 52(d) Reports.
- Mid-Year Budget and Performance Assessment Report.
- The Annual Performance Report was submitted to the Auditor-General of South Africa for their annual audit on pre-determined objectives.

3.4 2022/2023 ANNUAL PERFORMANCE REPORT

The Prince Albert Municipality had a total of **thirty-five (35)** key performance indicators to implement for the **2022/2023 financial year**.

The following graph illustrates the Municipality’s overall reported performance as per the performance management system for the period **01 July 2022 to 30 June 2023**.

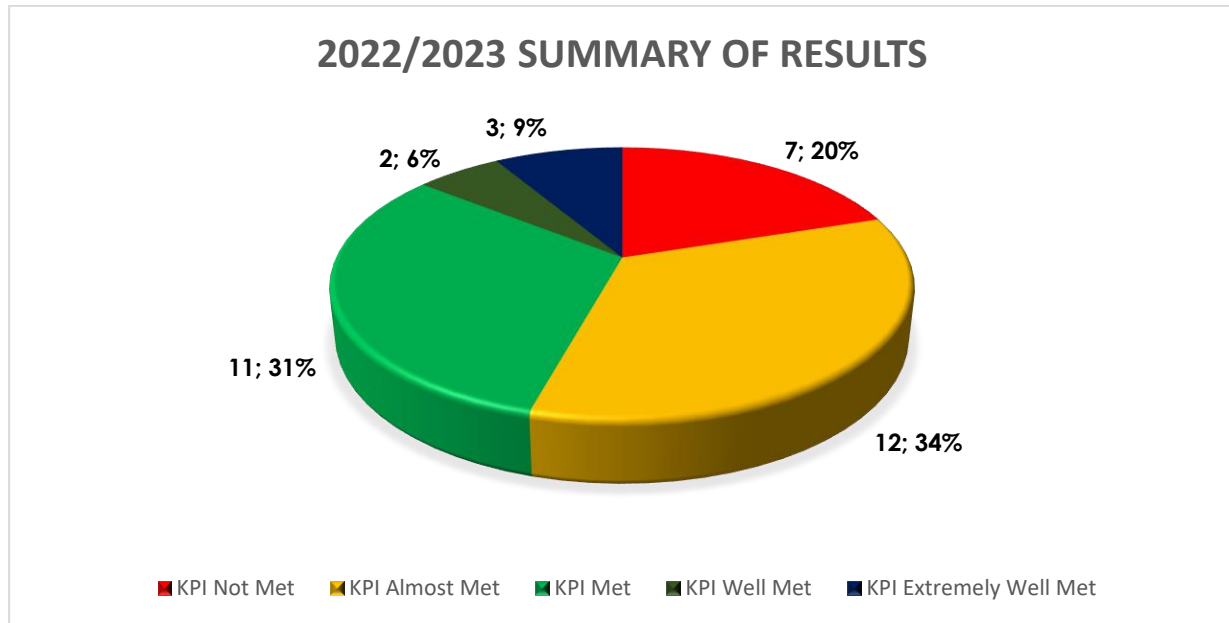


Table 59 - 2022/2023 Performance Summary of Results

KEY PERFORMANCE INDICATOR RESULT	STATUS	PROGRESS
R	Not Met	7 (20.00%)
O	Almost Met	12 (34.29%)
G	Met	11 (31.43%)
G2	Well Met	2 (5,71%)
B	Extremely Well Met	3 (8,57%)
OVERALL RESULTS		35 (100%)

Table 60 - 2022/2023 Performance Overall Results

The 2022/2023 financial year resulted in **seven (7)** out of the thirty-five (35) key performance indicators being not met, **twelve (12)** almost met, **eleven (11)** met, **two (2)** well-met, and **three (3)** extremely well met.

The status of implementation of the SDBIP is reflected in table format below. These are the audited results as at November 2023

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL1	SO5	Draft annual performance report available for submission to Auditor-General together with Annual Financial Statements by not later than 31 August	Draft annual performance report submitted by 31 August annually	0	1	1	1	G	The Draft Annual Performance Report and Annual Financial Statements were submitted to the Auditor-General on Wednesday, 31 August 2022, as legislatively prescribed.	No corrective measures are required, and the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL2	SO7	Submit the Mid- Year Performance Report in terms of sec72 of the MFMA to council to monitor the overall municipal performance and decide on corrective measures if necessary	Mid-year report submitted to council and treasury by January 25 annually	1	1	1	0	R	The 2022/2023 Mid-Year Budget and Performance Assessment Report was submitted to the Council on 26 January 2023.	Management will ensure that the Municipality complies with the provision of Section 72 of the Local Government: Municipal Finance Management Act, No. 56 of 2003 for the following financial year and beyond. Management will further advise the Council on the legislative deadlines in order for the Council and Council Committee meetings to be scheduled within the legislative prescripts.

TL3	SO5	The % of the Municipality's capital budget spent on capital projects identified in the IDP, measured as the Total actual Year to Date (YTD) Capital Expenditure/ Total Approved Annual or Adjusted Capital Budget x 100	The percentage (%) of a municipality's Annual or Adjusted capital budget spent on capital projects identified in the IDP for the 2022/23 financial year	66.3%	90%	90%	62,98	O	The total Capital Expenditure as at end-June equates to 62,98% Year-To-Date Budget spent: R 13 922 345.62 Capital Budget: R 22 107 200.00 % spent: 62.98%	The Municipality will strive to expedite the spending of the capital budget, taking into account the legislative Supply Chain Management, and internal controls and processes. The Technical Services Directorate has developed the procurement plan as a tool to measure the project's progress.
TL4	SO7	Risk based audit plan approved by Audit Committee for 2022/23 by June 2023	Risk based audit plan approved by June 2023	0	1	1	1	G	The Internal Audit Strategic and Operational Plan (Risk-Based), served before and was approved at a Virtual Audit Committee meeting held on Wednesday, 3 May 2023.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL5	SO5	The main budget is approved by Council by the legislative deadline of end May 2023	Approval of Main Budget before the end of May annually	1	1	1	1	G	Council at its Special Meeting held on Tuesday, 30 May 2023 approved the Budget for the 2023/2024 Financial Year.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.
TL6	SO7	Ensure that Council meet for a General Council Meeting once every quarter	Number of Council general meetings	4	4	4	4	G	Four General Council meetings were held for the 2022/2023 financial year, respectively on Wednesday 3 August 2022, Monday 31 October 2022, Thursday 2 March 2023, and Thursday 8 June 2023.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL7	S07	Ensure that Council's section 80 committees per operational area meet once every quarter	Number of Council Section 80 committee meetings per operational area meet once every quarter	4	4	4	4	G	Four Section 80 Committee meetings were held for the 2022/2023 financial year. These meetings took place in the months of July 2022, October 2022, February 2023, and May 2023.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL8	SO5	The adjustment budget is approved by Council by the legislative deadline	Approval of Adjustments Budget before the end of February 2023	1	1	1	1	G	The Third Adjustment Budget for the 2022/2023 Financial Year served before a Special Council meeting held on Thursday, 26 January 2023.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.
TL9	SO7	The Top Layer SDBIP is approved by the Mayor within 28 days after the Main Budget has been approved	Top Layer SDBIP approved by the Mayor within 28 Days after approval of Main Budget	1	1	1	1	G	Council at its Special Meeting held on Tuesday, 30 May approved the Budget for the 2023/2024 Financial Year. The Mayor approved the 2023/2024 Service Delivery and Budget Implementation Plan on Monday, 26 June 2023.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL10	SO6	The % of the Municipality's training budget spent, measured as (Total Actual Training Expenditure/Approved Training Budget x 100)	% of training budget spend as at 30 June 2023	88%	90%	90%	86,24%	○	<p>Management could not spend the training budget within the first two quarters of the financial year. The delay in the spending of the budget was due to the incomplete applications received from potential service providers. Management could spend 3% of the budget in the third quarter and 86.24% in the fourth quarter of the financial year.</p> <p>Calculation: Training Budget: R 60 366.21 Year-To-Date Budget spent: R 70 000 Spent: 86.24%</p>	Management will in the new financial year and beyond, plan accordingly, taking the Supply Chain Management processes and procedures into account, and ensuring that scope is taken into account, should the same risk present itself.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL11	SO6	The number of people from employment equity target groups employed (appointed) in the three highest levels of management in compliance with Prince Albert Census Demographic statistical data	Number of people appointed/employed in terms of approved equity plan	1	3	3	1	R	<p>The position of Manager: Revenue Services was advertised twice in the 2023 calendar year, and has not yet been filled.</p> <p>The Municipality is struggling to attract suitable candidates. In the month of June 2023, the position of Director: Technical Services was filled.</p>	<p>Management will review the recruitment and selection process, to expedite the advertising and filling of critical vacancies in the organisation, taking into consideration the financial health of the organisation.</p> <p>The Prince Albert Municipality must be made attractive to attract more suitably qualified candidates, Management will review and consider this facet of Human Resource Management.</p>

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL12	SO4	Provision of electricity to formal residential account holders connected to the municipal electrical infrastructure network for both credit and prepaid electricity meters	Number of formal residential account holders connected to the municipal electrical infrastructure network	2,637	1850	1850	2638	B	2, 638 residential account holders connected to the municipal electrical infrastructure network received services as at end-June 2023.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					2022/2023					
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL13	SO4	Provide 50kwh free basic electricity to registered indigent account holders connected to the municipal & ESKOM electrical infrastructure network as on 30 June 2023	No of indigent account holders receiving free basic electricity which are connected to the municipal electrical infrastructure network	1,054	1200	1200	1110	0	<p>The number of residents receiving free basic services or forming part of the indigent list solely relies on the number of successful applications received. The Municipality has criteria that an applicant must comply with in order to be regarded or classified as an indigent resident.</p> <p>1, 110 registered indigent account holders receive free basic electricity which is connected to the municipal and Eskom electrical infrastructure network as at end-June 2023.</p>	<p>The Municipality at its 2023/2024 Integrated Development Plan and Budget Public Participation meeting informed the communities of the indigent applications for the 2023/2024 financial year, coupled with the scheduled dates of the roadshow. A full-scale indigent roadshow was conducted throughout the Greater Prince Albert Municipal Area and the service was taken to the community.</p>

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL14	SO4	Provide refuse removal, refuse dumps and solid waste disposal to all residential account holders within the Prince Albert municipal area	Number of residential account holders for which refuse is billed once per month	2,727	2720	2720	2703	0	2, 703 residential account holders received services of refuse removal, refuse dumps, and solid waste disposal as at end-June 2023.	The Municipality is in the process of conducting a data cleansing process to ensure that the data on the financial management system is accurate and complete. The performance target will be revised once the data cleansing process has been finalised to ensure that the Municipality projects are in line with the financial management system.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL15	SO4	Provision of free basic refuse removal, refuse dumps and solid waste disposal to registered indigent account holders	No of indigent account holders receiving free basic refuse removal monthly	1,206	1200	1200	1115	0	The number of residents receiving free basic services or forming part of the indigent list solely relies on the number of successful applications received. The Municipality has criteria that an applicant must comply with in order to be regarded or classified as an indigent resident. 1, 115 registered indigent account holders received free basic refuse removal, refuse dumps, and solid waste disposal services as at end-June 2023.	The Municipality at its 2023/2024 Integrated Development Plan and Budget Public Participation meeting informed the communities of the indigent applications for the 2023/2024 financial year, coupled with the scheduled dates of the roadshow. A full-scale indigent roadshow was conducted throughout the Greater Prince Albert Municipal Area and the service was taken to the community.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL16	SO4	Provision of clean piped water to residential account holders which are connected to the municipal water infrastructure network	Number of residential account holders that meet agreed service standards for piped water	2,812	2450	2450	2787	G2	2, 787 of residential account holders connected to the municipal water infrastructure network received clean piped as at end-June 2023.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL17	SO4	Provide 6kl free basic water to registered indigent account holders per month	No of registered indigent account holders receiving 6kl of free water.	1,208	1200	1200	1118	0	<p>The number of residents receiving free basic services or forming part of the indigent list solely relies on the number of successful applications received. The Municipality has criteria that an applicant must comply with in order to be regarded or classified as an indigent resident.</p> <p>1, 118 registered indigent account holders received 6kl free basic water per month as at end-June 2023.</p>	<p>The Municipality at its 2023/2024 Integrated Development Plan and Budget Public Participation meeting informed the communities of the indigent applications for the 2023/2024 financial year, coupled with the scheduled dates of the roadshow. A full-scale indigent roadshow was conducted throughout the Greater Prince Albert Municipal Area and the service was taken to the community.</p>

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL18	SO4	Provision of sanitation services to residential account holders are connected to the municipal waste water (sanitation/sewerage) network & are billed for sewerage service, irrespective of the number of water closets (toilets)	No of residential account holders which are billed for sewerage in accordance to the financial system.	2,703	2701	2701	2631	0	2, 631 residential account holders connected to the municipal wastewater (sanitation/sewerage) network and are billed, irrespective of the number of waste closets (toilets) that received sanitation services as at end-June 2023.	The Municipality is in the process of conducting a data cleansing process to ensure that the data on the financial management system is accurate and complete. The performance target will be revised once the data cleansing process has been finalised to ensure that the Municipality projects are in line with the financial management system.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL19	SO4	Provision of free basic sanitation services to registered indigent account holders which are connected to the municipal waste water (sanitation/sewerage) network & are billed for sewerage service, irrespective of the number of water closets (toilets)	No of indigent account holders receiving free basic sanitation in terms of Equitable share requirements.	1,205	1200	1200	1111	0	<p>The number of residents receiving free basic services or forming part of the indigent list solely relies on the number of successful applications received. The Municipality has criteria that an applicant must comply with in order to be regarded or classified as an indigent resident.</p> <p>1, 111 registered indigent account holders who are connected to the municipal wastewater (sanitation/sewerage) network and are billed, irrespective of the number of water closets (toilets) received free basic sanitation services as at end-Juen 2023.</p>	<p>The Municipality at its 2023/2024 Integrated Development Plan and Budget Public Participation meeting informed the communities of the indigent applications for the 2023/2024 financial year, coupled with the scheduled dates of the roadshow. A full-scale indigent roadshow was conducted throughout the Greater Prince Albert Municipal Area and the service was taken to the community.</p>

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL20	SO5	Maintain a Year to Date (YTD) debtors payment percentage of 85% excluding traffic services	Payment percentage (%) of debtors over 12 months rolling period, excluding traffic services	87%	85%	85%	79,99	○	The 2022/2023 financial year resulted in a 79,99% Year-To-Date (YTD) debtors payment percentage, inclusive of property tax, electricity, sewerage, refuse removal, and water.	The Municipality will develop and implement a much-stricken Credit Control Policy to ensure that the Eskom area's outstanding payments can be increased. Prepaid water meters will be installed in the Eskom areas which will increase payment percentages of at least one service charge (Water).

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL21	SO5	Maintain an financially unqualified audit opinion for the 2021/22 financial year	Financial statements considered free from material misstatements as per Auditor General report	1	1	1	1	G	The Municipality obtained a Clean Audit for the 2021/2022 financial year.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.
TL22	SO5	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations ((Total operating revenue-operating grants received)/debt service payments due within the year)	(Total operating revenue-operating grants received)/debt service payments due within the year)	747,8	370	370	905	B	<p>The 2022/2023 financial year resulted in the financial viability in terms of the Municipality's ability to meet its service debt obligations to equate, to 905 as at end-June 2023.</p> <p>Operating revenue: R 89 029 802 Total borrowings: R 98 333 Total: 905</p> <p>As per management comment the target was incorrect and a note will be made in the APR.</p>	The target for the 2022/2023 financial year is 370,0 as opposed to the 3,0013.0 displayed in Quarter 4. This is a human error and Management will review the target in the new financial year to ensure that the correct target is reflected in the Service Delivery and Budget Implementation Plan.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL23	SO5	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	(Total outstanding service debtors/ revenue received for services)X100	10,5%	13%	13%	19,75	R	<p>The 2022/2023 financial year resulted in the financial viability in terms of the outstanding service debtors, to equate to 19.75% as at end-June 2023.</p> <p>Total outstanding service debtors: R 29 917 430 Revenue received for services: R 37 280 808</p> <p>$(1-0.802489) *100 = 19.75\%$</p>	The Municipal Council has requested the Financial Services Directorate to implement strict debt collection processes in the Greater Prince Albert Municipal Area, inclusive of the ESKOM areas.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL24	SO5	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure)	((Available cash+ investments)/ Monthly fixed operating expenditure)	5,96	5,0	5,0	6,79	B	The 2022/2023 financial year resulted in financial viability in terms of the available cash to cover fixed operating expenditure, to equate to 6,79 as at end-June 2023. The target was achieved well over and above the 5 times as per the norm. The Prince Albert Local Municipality therefore has sufficient funds available to service its current debt and expenditure. Calculation: Available cash + investments: R 52 395 423 Monthly fixed expenditure: R 7 714 493 Percentage Financial viability: 6.79	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL25	SO2	The number of temporary jobs created through the municipality's local economic development EPWP projects, measured by the number of people temporary appointed in the EPWP programmes for 2022/23	Number of people temporary appointed in the EPWP programs	178	150	150	145	0	145 temporary work opportunities were created for the 2022/2023 financial year through the Expanded Public Works Programme.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL26	SO4	Excellent water quality measured by the compliance of water Lab results with SANS 241 criteria for Prins-Albert, Leeu-Gamka and Klaarstroom.	% of Lab Results complying with SANS 241.	84,4%	80%	80%	81.25	G2	81.25% water quality in compliance with SANS 241 was achieved for the 2022/2023 financial year.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.
TL27	SO4	Excellent waste water quality measured by the compliance of waste water Lab results with SANS irrigation standard (for Prins-Albert, Leeu-Gamka and Klaarstroom)	% of Lab Results complying with SANS Irrigation standards.	72,90%	80%	80%	64.66	O	64.66% wastewater quality measured by the compliance of wastewater lab results with SANS irrigation standard was achieved for the 2022/2023 financial year.	In the 2023/2024 financial year and beyond the Municipality will ensure that samples are taken on a monthly basis to comply with the SANS 241 Standards. In the event of non-compliance, the Municipality will conduct a resampling to ascertain the correct results.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL28	SO4	Limit water losses to not more than 15% {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100}	% Water losses achieved (Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100)	28,5%	15%	15%	24,94	R	24.94% limit water losses were achieved for the 2022/2023 financial year.	In the 2023/2024 financial year, the Municipality will install bulk water meters to reduce water losses in areas that are not metered.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					2022/2023					
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL29	SO4	Limit electricity losses to not more than 15% {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100}	% Electricity losses achieved (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) × 100	11,5%	15%	15%	17,03	R	<p>PURCHASED: Eskom Invoices indicate the total consumption equates to 9, 273, 720.20 kWh</p> <p>SOLD: Credit Report indicates the total credit electricity sold equates to -3, 549, 709</p> <p>METERS: The Elec Report indicates that the total prepaid electricity sold equates to -4, 144, 687,90</p> <p>CALCULATION: Total Purchased (9, 273 702,20) + Total Sold (-7, 694, 396,90) = Loss (1, 579, 305,30) The percentage of electricity losses for the 2022/2023 financial year equates to (1, 579, 305,30 / 9, 273, 702,20 *100%) = 17,03%</p>	The Municipality will conduct a meter audit throughout the Greater Prince Albert Municipal Area, as well as a review of its own electricity consumption, to ensure that all meters are accounted for and paid for. The Municipality envisage that this audit and review will be conducted in the 2023/2024 financial year.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL30	SO7	Preparation of the final IDP review for submission to council to ensure compliance with legislation by 31 May annually	Final IDP review completed to submit to council by 31 May 2023	1	1	1	1	G	Council at its Special Meeting held on Tuesday, 30 May approved the Final Reviewed 2022-2027 Fifth Generation Integrated Development Plan for the 2023/2024 Financial Year.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year.

DRAFT

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL31	SO2	Implementation of the Local Economic Development Strategy	Number of LED interventions/ activities / programmes implemented	2	4	4	3	0	Three of the Local Economic Development Initiatives, as per the Project Implementation Plan: LED Initiatives for the 2022/2023 financial year were implemented.	The Municipality will develop a Project Implementation Plan with related supporting documentation to support the implementation of and reporting on this key performance indicator for the new financial year and beyond.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL32	SO3	Implementation of programs and awareness initiatives held in terms of social welfare as per project plan signed off by MM	Number of awareness initiatives and programs launched within community	2	4	4	2	R	Two Social Initiatives were facilitated during the 2022/2023 financial year.	The Municipality will develop a Project Implementation Plan with related supporting documentation to support the implementation of and reporting on this key performance indicator for the new financial year and beyond.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL33	SO7	Develop action plans to address the top 10 risks before end of February 2023	Number risk mitigation plans submitted to the Audit Committee before end of February 2023	New Key Performance Indicator	1	1	1	G	No Audit Committee meetings were held during the third quarter of the financial year. The Top 10 Risks and Action Plans served at a Virtual Audit Committee meeting held on Friday, 30 June 2023.	Management will inform and advise the Audit Committee on the Service Delivery and Budget Implementation Plan and legislative deadlines in order for the Audit Committee meetings to be scheduled within the legislative and Municipal planning prescripts.
TL34	SO1	Draft Scheme Regulations By-law submitted to be submitted to Council before 15 December 2022 for approval	The approved scheme regulations by-law and minutes of Council meeting	New Key Performance Indicator	1	1	0	R	The Draft Zoning Scheme By-law only served before and was adopted at a Special Council meeting held on Tuesday, 2 May 2023	Management will inform and advise the Council on the Service Delivery and Budget Implementation Plan and legislative deadlines in order for the Council and Council Committee meetings to be scheduled within the legislative and Municipal planning prescripts.

REFERENCE	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	PREVIOUS YEAR ACTUAL PERFORMANCE	OVERALL PERFORMANCE 2022/2023				CONSOLIDATED PERFORMANCE COMMENTS	CONSOLIDATED CORRECTIVE MEASURES
					ORIGINAL ANNUAL TARGET	REVISED ANNUAL TARGET	ACTUAL	RESULT		
TL35	SO7	The number of audit committee meetings conducted per quarter	The attendance register and minutes of meetings held	New Key Performance Indicator	4	4	4	G	Four Audit Committee meetings were held for the 2022/2023 financial year, respectively one in quarters one and two, and two in the fourth quarter. There were no meetings held in the third quarter as the Administration and the Audit Committee could not resolve on a suitable date to host a meeting.	No corrective measures are required, the key performance indicator is met for the 2022/2023 financial year. The Administration and Audit Committee will however ensure that meetings are scheduled and takes place each quarter.

COMPONENT B: BASIC SERVICES

3.5 INTRODUCTION

The fundamental basic services the Prince Albert Municipality must provide to the community is water, electricity, refuse removal, and sanitation. The provision of these basic services forms an integral part of the planning and management facet of the organisation.

The Prince Albert Municipality is one of the four municipalities in the Central Karoo District is approximately 400 km north of Cape Town and about 170km south of Beaufort West on the N1. It includes the scenic town of Prince Albert as well as the settlements of Leeu-Gamka and Klaarstroom, Prince Albert Road and Seekoeigat and surrounding rural area. Situated at the foot of the famous Swartberg Pass the town of Prince Albert town is renowned for its historic architecture and agricultural products. It is known as the oasis of the Karoo desert and attracts local and foreign tourists throughout the year. It is also historically an agricultural services hub that still provides its people and satellite towns with essential services.

Prince Albert has the potential for becoming the tourism hub to drive the growth of tourism within the Central Karoo region.

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

3.6 WATER PROVISION

Prince Albert Municipality is the water service provider for the towns of Klaarstroom, Prince Albert, Prince Albert Road and Leeu-Gamka. Prince Albert's bulk water supply is provided from nine boreholes with varying supply levels. These boreholes draw water from the Table Mountain, Bokkeveld and Witteberg Group aquifers. The boreholes are in a good condition and frequent maintenance is carried out. The total licensed abstraction for these boreholes is 0.229 million m₃/a.

In summary, municipal production boreholes have been developed in high groundwater potential, folded rocks of the Cape Supergroup. Production boreholes were developed in the Table Mountain Group (TMG) sandstones in the southern part of the well-field, while boreholes in the central part of the wellfield are developed in Bokkeveld Group shales. Directly south of Prince Albert town, boreholes have been developed in the Witteberg Subgroup shales and sandstones. The town of Prince Albert itself is located on low groundwater potential rocks of the Karoo Supergroup, namely the Dwyka and Ecca Groups. (Murray,2007)

This supply is augmented by a steady stream (bergbron) from the Drops River which is the only surface water source to the town. The licensed abstraction from this source is 0.471 million m³/annum and supplies water irrigation through a furrow network to South End in Prince Albert. The Municipal water allocation is 17 hours of scheduled irrigation water per week, in Prince Albert town. The water is purified at the Prince Albert Water Treatment Works. The water supply system had insufficient capacity to supply the future water requirements for future developments. Water constraints within Prince Albert are a significant and pressing issue, particularly during the drier months of the year where water flow from the Dorps River is very low and therefore the Municipality embarked on a focused demand management initiative from November 2017 and reduced water use per consumer to 90 liters per person per day which are still applicable. An extensive Groundwater Management and Artificial Recharge Feasibility Study was done by Groundwater Africa in 2007. This work forms the basis of the current geohydrological component of the investigation to ensure that recommendations made in their report are re-evaluated and implemented in the light of the current drought crisis. Follow up work was done by Groundwater Africa in 2010 in terms of amended abstraction rates in preparation of the 2010/2011 summer season. SRK Consulting has been appointed by the Central Karoo District Municipality for groundwater monitoring up to the end of May 2019. Reports that could be obtained from the municipality were referenced as part of the current investigations.

Leeu-Gamka and Klaarstroom have no surface water allocations and is solely dependent on its boreholes. The Municipality built borehole enclosure structures and security fencing around the boreholes to protect the borehole equipment. Flood damage to equipment and infrastructure in Prince Albert remains a high risk, and in future, the drilling of an alternative boreholes that is not so prone to flooding. The Transnet borehole was added to the Leeu-Gamka water supply system with a potential abstraction rate of 300m³ per day, thus augmenting the other two boreholes in Leeu-Gamka. Three additional boreholes were sunk, two was equipped and connected to the main water network. A reverse osmosis plant to purify the water in Leeu-Gamka to ensure that it is potable was established and resulted in significant improvement in the water quality of Leeu-Gamka. In Klaarstroom three additional boreholes were constructed and completed to augment the two current boreholes in. One of the boreholes is being utilised for sport field irrigation.

During summer, the Municipality have to carefully manage the supply, due to decreased runoff and the low level of the water table as well as carefully manage the demand due to very hot conditions, increased users in the holidays, and reckless usage by inhabitants. With the ever-rising municipal consumption, the available resources are no longer sufficient and shortages may occur during the summer season, as the provision of boreholes also decreases and the Storage Infrastructure was insufficient to store water over longer periods. The Municipality thus embarked on a phased process

to increase the storage capacity in Prince Albert by raising the reservoir sides of the existing reservoir.

Water losses are restricted to the minimum. Water losses for 2020/21's losses at 32.6%, with losses for the 2021/22 year at 28.5%, and for the 2023/2024 financial year, a total of 24,94% water losses were recorded. These losses are measured from the source to the sector meters and include the losses in the purification works. The Municipality must emphasise that the watering of the sport fields is not metered separately from the construction supply and is reflected as non-revenue water. A meter was installed at the sport facilities during the 18/19 financial year. The municipality is still investigating the high-water losses through the billing system as well as testing the accuracy of the data. The Municipality adjusted their policy to allow them to assist indigent families with water leaks inside the house in an effect to curb water losses and curb a loss of income as indigent people cannot afford to pay increased municipal accounts.

3.6.1 WATER SERVICES: HIGHLIGHTS

The table below provides an overview of the Water Services highlights for the reporting financial year

HIGHLIGHTS	DESCRIPTION
Approvals and installations of new connections	More people connected to waterborne systems.
Future planning for waterborne system	Costing of installation for a waterborne system in South End in Prince Albert completed. Currently sourcing funding
Updating of sewer master plans	new sanitation master plan was developed
UPDATING OF WATER MASTER PLANS	The Municipality has updated the Water Master Plan during the reporting financial year

Table 61 - Water Services Highlights

3.6.2 WATER SERVICES: CHALLENGES

The table below provides an overview of the Waster Services highlights for the reporting financial year

CHALLENGES	ACTION TO ADDRESS
Approvals and installations of new connections	More people connected to waterborne systems.
Future planning for waterborne system	Costing of installation for a waterborne system in South End in Prince Albert completed. Currently sourcing funding
Updating of sewer master plans	new sanitation master plan was developed
UPDATING OF WATER MASTER PLANS	The Municipality has updated the Water Master Plan during the reporting financial year

Table 62 - Water Services Highlights

3.6.3 WATER SERVICE (PIPED WATER) DELIVERY LEVELS

The following table indicates the Municipality's performance in supplying water within the minimum service level as prescribed by the national government.

DESCRIPTION	2019/20	2021/2022	2022/2023
	ACTUAL	ACTUAL	ACTUAL AS PER CENSUS – INCLUDING
	No.	No.	N
Water (above minimum level)			
Piped (tap) water inside dwelling/institution	2, 554	2, 809	THIS TABLE WILL BE UPATED WITH THE FINAL 2023/2024 ANNUAL REPORT
Piped (tap) water inside yard	0	28	
Piped (tap) water on community stand: distance less than 200m from	28	34	
Minimum Service Level and Above sub-total	2, 582	2, 871	
Minimum Service Level and Above Percentage	100%	100%	
Water (below minimum level)			
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	0	0	
Using public tap (more than 200m from dwelling), distance between 500m and 1000m (1km) from dwelling /institution	0	0	
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	0	0	
No access to piped (tap) water	0	0	
Below Minimum Service Level sub-total	0	0	
Below Minimum Service Level Percentage	0	0	
Total number of households	2582	2871	

Table 63 - Water Service Delivery

3.6.4 ACCESS TO FREE BASIC WATER

The data below is derived from the 2022/2023 Annual Performance Report of the Prince Albert Municipality

NUMBER /PROPORTION OF HOUSEHOLDS RECEIVING 6 KL FREE		
2020/2021	2021/2022	2022/2023
1, 166	1, 206	1, 118

Table 64 - Access to Free Basic Water

3.6.5 EMPLOYEES: WATER SERVICES

The following table depicts the staff deployment in respect of water services. As most of the staff in Prince Albert Municipality performs dual functions, these numbers cannot be reconciled perfectly.

JOB LEVEL	2020/2021	2021/2022	2022/2023	POSITIONS FILLED	VACANCIES LETFIC	VACANCES (as a % of total posts)
	EMPLOYEES	EMPLOYEES	EMPLOYEES	EMPLOYEES		
	No	No	No	No		
0 – 3	4	0	4	4	0	8%
4 – 6	2	3	3	3	0	
7 – 9	0	1	5	4	1	
10 – 12	1	1	1	1	0	
13 – 15	0	0	0	0	0	
16 – 18	0	0	0	0	0	
19 – 20	0	0	0	0	0	
Total	3	5	13	12	1	

Table 65 - Employees: Water Services

3.6.6 CAPITAL EXPENDITURE: WATER SERVICES

The following table reflects the municipality's capital expenditure for the 2021/22 financial year in respect of water services.

CAPITAL EXPENDITURE 2022/2023: WATER SERVICES				
R'000				
CAPITAL PROJECTS	2022/2023			VARIANCE FROM ORIGINAL BUDGET (%)
	BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE	
Water management	5, 569, 200	5, 569, 200	1, 771, 005	32%
Waste water management	0	0	0	0%
Total	5, 569, 200	5, 569, 200	1, 771, 005	32%

Table 66 - Capital Expenditure: Water Services

3.7 WASTE WATER (SANITATION) PROVISION

The four towns in the PAM area each have their own wastewater collection and treatment facility. Prince Albert, Klaarstroom and Leeu-Gamka have oxidation pond systems for WWTW, whereas Prince Albert Road is served by a communal septic tank and soak-away.

3.7.1 KLAARSTROOM

The sanitation system for Klaarstroom comprises a full waterborne system. The design capacity has been increased to 120 kl/day. This WWTW was recently upgraded by the addition of inlet works, two times anaerobic ponds, a primary and secondary oxidation ponds as well as a reedbed, final storage pond and an irrigation reservoir from which the final effluent is irrigated onto an adjacent sportfield. The Department of Water and Sanitation issued a license for the Klaarstroom Waste Water Treatment Works.

3.7.2 LEEU-GAMKA

The treatment works is a pond system comprising: Four primary ponds operating in parallel. The WWTW was originally constructed in 1985 with a design capacity of 140 kl/ day. This has recently been upgraded to accommodate the 252 housing units that was completed in 2015.

Funding to relieve the residents of the Transnet areas from the bucket system has been approved and the Municipality is collaborating with the Department of Human Settlements to provide bulk infrastructure in this respect.

Engagements took place with both PRASA and Transnet on service delivery to these areas and to possibly eradicate the bucket system. The transfer of ownership is in the process of being finalised.

3.7.3 PRINCE ALBERT

The Prince Albert WWTW, a pond system was designed to treat 623 kl/day (with the final effluent being used for irrigation at the adjacent nursery and farm). The WWTW in Prince Albert was upgraded to handle current and future flows and to efficiently remove screenings, grit, rags, stones and other foreign objects and prevent them from entering the maturation pond system.

The sanitation system consists of a waterborne system as well as septic tanks. These septic tanks are serviced by means of a sanitation team with appropriate equipment and vehicles who collect sewerage and deposit it into a pump network that is connected to the maturation pond system.

The sewerage tariff for the septic and conservancy tank removal was well below actual cost and therefore the tariff was increased with 15% for the 2021/22 financial year and further increases in the 2022/2023 financial year. Extensive public participation took place in preparation of the increase for the 2022/23 financial. This service is still subsidised by the Municipality and further increases is forthcoming.

3.7.4 HIGHLIGHTS: WASTE WATER (SANITATION) PROVISION

The following table depicts the highlights in respect of sanitation services for the reporting year.

HIGHLIGHTS	DESCRIPTION
Approvals and installations of new connections	More people connected to waterborne systems.
Future planning for waterborne system	Costing of installation for a waterborne system in South End in Prince Albert completed. Currently sourcing funding
Updating of Sewer Master Plan	New Sanitation Master Plan was developed.

Table 67 - Waste Water Highlights

3.7.5 CHALLENGES: WASTE WATER (SANITATION) PROVISION

The following table depicts the challenges in respect of sanitation services within the reporting year. The Municipality continually encourage residents to connect, where possible, to the sewerage reticulation network. The performance of this division correlates closely with an available maintenance budget, with particular reference to the honey sucker vehicles. This division performed their function under extreme pressure due to the poor quality of the service fleet and a new honey sucker was purchased in the reporting financial year. The service remains under severe pressure due to the poor state of the vehicle fleet.

DESCRIPTION	ACTIONS TO ADDRESS
Licensing of WWTW's	Currently only one WWTW is operating under a licence.
Septic and Conservancy tanks in South End	Source funding to connect to waterborne system. Tariffs to be brought in line with cost of service.

Table 68 - Waste Water Challenges

3.7.6 SANITATION SERVICE DELIVERY LEVELS

The table below depicts the sanitation service levels for the 2022/2023 financial year in comparison to the previous financial year.

HOUSEHOLDS					
DESCRIPTION	2019/20	2020/20	2021/2022	2022/2023	
	OUTCOME	OUTCOME	OUTCOME	ACTUAL AS PER CENSUS 2011	ACTUAL AS SERVICED BY MUNICIPALITY
	NO	NO	NO	NO	NO
Flush toilet	2081	2211	2340		THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT
Flush toilet (with	330	330	375		
Chemical toilet	0	0	0		
Pit toilet with	0	0	35		
Pit toilet without	0	0	0		
Other toilet	0	0	0		
Minimum Service	2411	2 741	2715		
Minimum Service	98.9%	98.7%	98.0%		
Sanitation/sewera					
Bucket toilet	36	36	36		
Other	0	0	0		
No toilet provisions	0	0	0		
Below Minimum	36	36	36		
Below Minimum	12%	1.3%	1.3%		
Total households	3 580	98.70	98.0%		

The above table 2021/22 are populated as per the Census 2011 data for Toilet Facilities by Type of dwelling and include all dwellings

Table 69 - Sanitation Levels

3.7.7 EMPLOYEES: SANITATION SERVICES

The table below indicates the staff component in respect of waste water / sanitation services. It must be borne in mind that staff performs a dual function and the employee statistics can thus not be seen in isolation.

JOB LEVEL	2021/2022		2022/2023		
	EMPLOYEES	POSTS	EMPLOYEES	VACANCIES (FULLTIME EQUIVALENTS)	VACANCIES (AS A % OF TOTAL POSTS)
	NO.	NO.	NO.	NO	%
0 – 3	3	2	0	2	50%
4 – 6	0	2	2	0	
7 – 9	1	0	0	0	
10 – 12	0	0	0	0	
13 – 15	0	0	0	0	
16 – 18	0	0	0	0	
19 – 20	0	0	0	0	
Total	4	4	2	2	

Table 70 - Employees: Sanitation Services

3.7.8 CAPITAL EXPENDITURE: SANITATION SERVICES

CAPITAL EXPENDITURE 2022/2023: SANITATION SERVICES					
R' 000					
2022/2023					
CAPITAL PROJECTS	BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE	VARIANCE FROM ORIGINAL BUDGET	TOTAL PROJECT VALUE
Sanitation	805, 550	300, 000	0	0%	300, 000
Total	805, 500	300, 00	0	0	300, 000

Table 71 - Capital Expenditure: Sanitation Services

3.8 ELECTRICITY

The municipality provides a reliable service within NERSA specified limits within the area of supply. In the areas of Klaarstroom and Leeu-Gamka, electricity is directly supplied by ESKOM, thus impacting on revenue collection and the implementation of Prince Albert Municipality's credit control and debt collection policy. This is detrimental to the municipality's sustainability as is evident in the low payment rate in these areas. Several efforts have been made by the Municipality to conclude a credit collection agreement with ESKOM but this was unsuccessful. SALGA is currently driving this process and have obtained a legal opinion stating that electricity distribution is a municipal function as per the Constitution and that Eskom can only provide said services by agreement. This proposed agreement will then include a clause on debt collection and can have a major positive change in the finances of especially rural municipalities. The Municipality and Eskom engaged and confirmed the current service delivery boundary determination for each entity. The Municipality will in future explore the possibility to service the electricity network for new housing developments in Klaarstroom and Leeu-Gamka so as to improve their credit control initiative. An electrical engineer from MISA is providing support to PAM in term of planning and maintenance.

The Municipality engaged extensively with Eskom to provide electricity to the residents of the Klaarstroom Transit area. The project was completed in November 2021 with 70 informal structures provided with prepaid electricity.

31 new connections in the informal settlements in prince albert.

3.8.1 HIGHLIGHTS: ELECTRICITY

The following highlights pertaining electricity provision during the reporting financial year are emphasised.

HIGHLIGHTS	DESCRIPTION
Street Lighting	The Municipality is systematically replacing all existing street lights with LED lights.
Electrification of informal settlements	31 new connections were installed in the Toterlduif Street

Table 72 - Highlights: Electricity

3.8.2 CHALLENGES: ELECTRICITY

The following challenges pertaining electricity provision during the reporting financial year are emphasised.

DESCRIPTION	ACTIONS TO ADDRESS
Street lighting	Funding or budget provisions to totally refurbish the street lighting network
Trees threatening the electricity network	A suitable qualified service provider must be appointed to address this risk by making adequate budget provisions
Re-activate asset maintenance within funding constraints	Draft asset management plan

Table 73 - Electricity: Challenges

3.8.3 ELECTRICITY SERVICE DELIVERY LEVELS

The table below depicts the Municipality's performance in the current financial year against the previous financial year.

HOUSEHOLDS		
DESCRIPTION	2021/2022	2022/2023
	ACTUAL AS SERVICED BY	ACTUAL AS SERVICED BY
Electricity (at least min.service level)	267	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT
Electricity - prepaid (min.service level)	2 423	
Minimum Service Level and Above sub-total	2 637	
Minimum Service Level and Above Percentage	100	
Electricity (< min.service level)	0	
Electricity - prepaid (< min. service level)	0	
Other energy sources	0	
Below Minimum Service Level sub-total	0	

HOUSEHOLDS		
DESCRIPTION	2021/2022	2022/2023
	ACTUAL AS SERVICED BY	ACTUAL AS SERVICED BY
Below Minimum Service Level Percentage	0	
Total number of households	2 454	2 637

Table 74 - Electricity Service Delivery Levels

3.8.4 EMPLOYEES: ELECTRICITY

JOB LEVEL	2021/2022	2022/2023			
	EMPLOYEES	POSTS	EMPLOYEES	VACANCIES (FULLTIME)	VACANCIES (AS A %
	NO	NO	NO	NO	%
0 – 3	0	1	0	1	75%
4 – 6	0	0	0	0	
7 – 9	1	2	1	1	
10 – 12	0	1	0	1	
13 – 15	0	0	0	0	
16 – 18	0	0	0	0	
19 – 20	0	0	0	0	
Total	1	4	1	3	

Table 75 - Employees: Electricity

3.8.5 CAPITAL EXPENDITURE: ELECTRICITY

CAPITAL EXPENDITURE 2022/2023: ELECTRICITY SERVICES					
R' 000					
CAPITAL PROJECTS	2022/2023				
	BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE	VARIANCE FROM THE ORIGINAL BUDGET	TOTAL PROJECT VALUE
Increase in Capacity demand & other	800, 000	800, 000	483, 967	60%	800, 000
Total	800, 000	800, 000	783, 967	60%	800, 000

Table 76 - Capital Expenditure: Electricity

3.9 WASTE MANAGEMENT

Waste is collected on a weekly basis and each service point is supplied with black bags by the municipality. In order to better manage distribution households are encouraged to collect the bags at the Technical offices. Prince Albert has four waste removal vehicles: a UD compactor truck for daily collection of refuse, a Kia 2.7l small truck equipped, a 2.7l Kia small truck equipped for garden refuse and a Tractor for the removal of domestic waste in Leeu-Gamka. The waste collection in Klaarstroom and Prince Albert Road is managed from Prince Albert. The service delivery in Leeu-Gamka is severely hampered by the frequent break-down of the tractor. Though repaired quickly, this has a disruptive influence on the system.

There are five existing mini-transfer stations for garden waste disposal in the North End of Prince Albert. These facilities have been fenced during the reporting year, but are not designed nor intended for household waste. Unfortunately, they are being used as general waste depots as opposed to garden waste depots. The residents of North End do not have large gardens and thus generate insignificant volumes of garden refuse. The Municipality uses the CWP program as well as the Cleaning and Greening Programme other EPWP programmes to manage the mini-transfer stations. Illegal dumping still proves to be a challenge in some of the areas. Residents are encouraged through the ward committee system to report such transgressions.

All landfill sites in the municipal area are licensed. Inspections undertaken by the Western Cape Government: Environmental Affairs and Development Planning during the year in respect of the landfill site in Prince Albert indicated that no ethane gas was detected. The Municipality struggles

to control access to the landfill sites in spite of the deployment of Youth Jobs in Waste participants at the landfill sites. An action plan to address non-compliance was presented to the DEADP for the Prince Albert landfill site. The airspace of all landfill sites is reaching critical status as Prince Albert only had one to three months left at year end and Leeu-Gamka two years. The Municipality thus embarked on a reshaping and compacting process of the landfill site in Prince Albert that enabled the extension of the Prince Albert landfill sites' lifespan with another two to three years. Engagement with the relevant department resulted in remedial action to be implemented which will result in the life span to be extended with five years.

One of the biggest challenges facing the landfill sites are windblown litter. The Municipality will have to secure funding for the environmental and planning processes in the extension of the landfill sites or the identification of alternative sites, as well as the rehabilitation of the existing sites. The Municipality did embark on a shared service initiative to investigate the possible establishment of a regional landfill site in Leeu-Gamka.

3.9.1 HIGHLIGHTS: WASTE MANAGEMENT

The table below depicts the highlights of the waste management service for the reporting year. The co-operation and support of the private sector should be applauded, but recycling should be revisited in the next financial years to ensure that it becomes cost-effective, yet within the supplied license conditions of the waste disposal facility.

HIGHLIGHTS	DESCRIPTION
Shared Service with Beaufort West	Providing a compactor and driver from Prince Albert to Beaufort West to help address their backlog
Reshaping and compacting of Prince Albert landfill site	Continuous compaction of the waste body to improve available landfill airspace
Tourist refuse bins	Co-operating with local community to replace and beautify refuse bins in such a manner that it becomes a tourist attraction
Advanced Waste Technologies Scholarship (Denmark) at the Technical University of Denmark	Advanced Waste Technologies Scholarship (Denmark) at the Technical University of Denmark

Table 77 - Waste Management Highlights

3.9.2 CHALLENGES: WASTE MANAGEMENT

The challenges pertaining waste management for the 2022/2023 financial year is depicted below with transport and recycling as matters that must be addressed with urgency.

DESCRIPTION	ACTIONS TO ADDRESS
2-Bag system	Budget provision for the 2-bag system for council to subsidise the implementation of the 2-bag system.
Recycling	There are no recycling projects in Prince Albert municipal area at this stage. A public private partnership or SLA in order to promote recycling activity.
Gate control and numerous entry points	Investigate security on premises.; Fencing of premises to deter uncontrolled access. Installation of an automotive gate control system in Prince Albert.
Illegal dumping	Facilitate better public education and awareness to reduce the occurrences of illegal dumping.
Windblown litter	Establish a Material Recovery Facility.

Table 78 - Challenges: Waste Management

3.9.3 WASTE MANAGEMENT SERVICE DELIVERY LEVELS

The table below depicts the municipality's performance against the service delivery indicators for waste management provision in comparison with the previous financial year.

DESCRIPTION	2021/2022	CENSUS	2022/2023
	ACTUAL	ACTUAL	ACTUAL AS SERVICED
	NO	NO	NO
Removed at least once a week	2704	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT	
Minimum Service Level and Above sub- total	2704		
Minimum Service Level and Above percentage	100%		
Removed less frequently than once a week	0		
Using communal refuse dump	0		
Using own refuse dump	0		
Other rubbish disposal	0		
No rubbish disposal	0		
Below Minimum Service Level sub-total	0		
Below Minimum Service Level percentage	0		
Total number of households	2704		

Table 79 - Waste Management Service Delivery Levels

3.9.4 EMPLOYEES: WASTE MANAGEMENT

The table below reflects the staff component for solid waste management in the reporting year, compared to 2021/2022. It must be noted that staff perform dual functions and thus the staffing table below cannot be read in isolation.

Job Level	2021/2022	2022/2023			
	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total)
		No.	No.	No.	%
0 – 3	3	6	2	4	50%
4 – 6	2	1	1	0	
7 – 9	0	1	1	0	
10 – 12	0	0	0	0	
13 – 15	0	0	0	0	
16 – 18	0	0	0	0	
19 – 20	0	0	0	0	
Total	5	8	4	4	

Table 80 - Employees: Waste Management

3.9.5 CAPITAL EXPENDITURE : SOLID WASTE MANAGEMENT

The table below indicates the capital expenditure on roads.

CAPITAL EXPENDITURE 2022/2023: WASTE MANAGEMENT					
R'000					
CAPITAL PROJECTS	2022/2023				
	BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE	VARIANCE FROM ORIGINAL BUDGET	TOTAL PROJECT VALUE
Rehabilitation of Landfill Site	100, 000	100, 000	0	0%	100, 000
Total	100, 000	100, 000	0	0%	100, 000

Table 81 - Capital Expenditure: Solid Waste

3.10 HOUSING

Prince Albert Municipality supports the following objectives in respect of housing

- Promotion of equal access to housing for Prince Albert residents
- Transparency
- Prevention of unfair discrimination
- Promotion of fair administrative justice
- Apply the principle of “first come first serve” subjected to approved framework
- Proper recording of all housing applicants

Council follows the following working procedure in respect of the allocation of housing.

Prince Albert Municipality has a housing waiting list in excess of 1, 132 persons awaiting assistance in terms of government housing subsidies. The housing waiting list is updated annually during community outreaches that includes radio talks, visits to farms and Thusong Outreaches. Applicants also have the opportunity to apply continuously without the year and may also update their submitted details on a continuous basis.

The applicants' details are captured on the Western Cape Housing Database.

To ensure that the most marginalised of the community are protected, Council did not appoint a Housing Committee for the project, but rather resolved to implement the guidelines of the Western Cape Department of Human Settlement's Circular No 10 of 2015.

According to Circular 10 the following principles is agreed upon:

- (a) Age-based prioritisation will take place with preference given to household heads that are 40 years or older based on the registration date order, from the earliest date of registration to the most recent, except in cases where:
 - (i) A household is selected via the quota for households affected by permanent disability, in which case age-base prioritisation must strictly not be applied;
 - (ii) A household is selected via the approved Military Veteran's database in which case age-based prioritisation will not be applied.
- (b) Where no household with the beneficiary older than 40 years exist on the waiting list for that specific catchment area, the Municipality will accommodate applicants from the 35-39-year age group in preference that the oldest person will be helped first.
- (c) Should the 35-39 age group be exhausted on the waiting list, the municipality may select beneficiaries from the 30 to 34-year-old cohort, and so on until all available opportunities have been filled.
- (d) All applicants must reside in the municipal jurisdiction for at least five years and must be registered on the database for at least three years.

The above procedure was agreed upon by Council to protect the most vulnerable within our communities.

In Prince Albert municipal area people earning less than R3 500 per month per household can qualify for a normal housing subsidy, while GAP housing applicants can qualify if they earn between R3 500 and R15 000 per month.

The housing waiting list for the whole of Prince Albert Municipality's jurisdiction reflect 1 342 applicants. Prince Albert Municipality did not build any houses during the reporting year. The Klaarstroom Transit area in Klaarstroom and Prince Albert have both been extended and provided with basic services. While the Klaarstroom Transit area now boast taps on each allocated plot and Eskom is planning to provide electricity to the area in September 2021, concern remains on stormwater channels in the area. High quality ablution facilities were also provided in Klaarstroom's transit area during the reporting year. Unfortunately, the ablution facilities erected and repaired in the Prince Albert Tortelduif area, are repeatedly vandalised and compromising service delivery.

Prince Albert Municipality have two Informal Settlements defined as above and a short overview of said settlements are as follows:

3.10.1 KLAARSTROOM

The Klaarstroom Informal Settlement is the biggest in the municipal area with 70 structures as on 30 June 2022 with an average 3-4 residents per structure. Residents have access to direct access to water taps in their erfs and these taps adhered to the bacteriological standards of SANS 241. Upgraded ablution facilities have been erected within the transit area to ensure that the Municipality complies with the ratio of households to ablutions. Eskom was engaged to provide electricity to the Klaarstroom transit area and the project was completed in November 2021. Storm water ditches and intakes are present with adequate drainage. No health nuisances were reported by the Environmental Health Officer of the Central Karoo District.

3.10.2 PRINCE ALBERT

Prince Albert Informal Settlement is situated in a street named Tortelduif. This is a crime hot spot area. While every plot has access to water and electricity, the informal structures do share ablution facilities. These ablution facilities are vandalised on a continuous basis and it is a big challenge.

The Municipality is engaging with the Western Cape: Department of Human Settlements to further develop such structures and have identified Tortelduif Street and the outer boundary of North End for this development.

There is a need for guidance at both existing settlements on premises hygiene, food safety, communicable diseases, indoor air quality, water safety and savings as well as sanitation.

The Western Cape Government: Human Settlements indicated in June 2019 that the following housing pipeline for Prince Albert municipal area is supported. The municipality established additional basic services in the Tortelduif informal settlement.

The figure below illustrates the 5-Year Housing Delivery Plan

5 YEAR DELIVERY PLAN		2020/2021			2021/2022			2022/2023			2023/2024		
Post-GAAC 10 July 2020	PROGRAMME	SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000
2019/20 - 2023/24 HSDG													
Average Site Cost (R'000)	60												
Average Unit cost (R'000)	130												
CENTRAL KAROO DISTRICT													
Beaufort West		0	0	300	0	0	0	0	0	1,000	0	0	2,811
Beaufort West S1 (814) (798)	IRDP												
Beaufort West G2 GAP (67)	IRDP												67
Beaufort West S7 (624) IRDP	IRDP												624
Beaufort West G1 GAP (120)	IRDP												120
Beaufort West Kwamandlenkosi Mud Houses (18)	IRDP		0	0									
Murraysburg Toilets	IRDP			0									
Murraysburg Housing Upgrades	IRDP			0									
Murraysburg (300)	IRDP			300						1,000			2,000
Laingsburg		0	0	0	0	0	0	0	0	0	0	0	0
Laingsburg Site G (1000) IRDP	IRDP												
Prince Albert		0	0	0	0	0	0	0	0	0	0	0	0
Prince Albert (451) (ph1 243)	IRDP												
Prince Albert (451) (ph2 208)	IRDP												

3.10.3 HIGHLIGHTS: HOUSING

The following highlights in respect of the housing division are reflected below.

HIGHLIGHTS	DESCRIPTION
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT	

Table 82 - Housing: Highlights

3.10.4 CHALLENGES: HOUSING

The following challenges in respect of housing during the reporting year are:

DESCRIPTION	ACTIONS TO ADDRESS
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT	

Table 83 - Challenges: Housing

3.10.5 HOUSEHOLDS WITH ACCESS TO BASIC HOUSING

The table below reflects the number of households without access to basic housing in relation to households reflected on the municipal billing system.

NUMBER OF HOUSEHOLDS WITH ACCESS TO BASIC HOUSING			
YEAR END	*TOTAL HOUSEHOLDS (INCLUDING FORMAL AND INFORMAL SETTLEMENTS)	HOUSEHOLDS IN FORMAL SETTLEMENTS	PERCENTAGE OF HHS IN FORMAL SETTLEMENTS
2019/20	2878	2809	98
2020/21	2884	2820	98
2021/22	2911	2825	98
2022/2023	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT		
*Number of household where the municipality is responsible for basic services (financial			

Table 84 - Households with Access to Basic Housing

3.10.6 HOUSING WAITING LIST

The following table shows the decrease in the number of people on the housing waiting list. There are currently approximately 1342 housing units on the waiting list as at the end of the 2021/2022 financial year. The decrease is due to the housing development in Prince Albert during the reporting year.

FINANCIAL YEAR	NUMBER OF HOUSING UNITS ON WAITING LIST	% HOUSING WAITING LIST INCREASE/(DECREASE)
2019/20	1102	(19.39%)
2020/21	1132	2.65%
2021/22	1342	195
2022/2023	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023	

Table 85 - Housing Waiting List

3.10.7 HOUSING EXPENDITURE

A summary of housing expenditure is tabled below.

FINANCIAL YEAR	ALLOCATION	AMOUNT	% SPENT	NUMBER OF HOUSES BUILT	NUMBER OF SITES SERVICED
	R'000	R'000			
2019/20	12 090	5 405	44.71%	0	100
2020/21	-	-	-	-	-
2021/22	-	-	-	-	58
2022/2023	0	0	0	0	0

Table 86 - Housing Expenditure

3.11 FREE BASIC SERVICES AND INDIGENT SUPPORT

A debtor is considered indigent if the total monthly household income is equal to two times the amount of state funded social pensions or less (currently R 3 800 per month). All indigent households individually receive 6 kl water and 50KwH electricity free each month. Furthermore, an indigent debtor also receives a subsidy on refuse removal and sewerage, rates and the availability charge in respect of water.

All indigents have to renew their applications annually in order to qualify for the benefits. The Municipality continuously promoted the registration of indigent households to support vulnerable households.

The table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than **R3 800 per month** will receive the free basic services as prescribed by national policy.

FINANCIAL YEAR	NUMBER OF HOUSEHOLDS									
	TOTAL NO OF HH	FREE BASIC ELECTRICITY		FREE BASIC WATER		FREE BASIC SANITATION		FREE BASIC REFUSE REMOVAL		
		NO. ACCESS	%	NO. ACCESS	%	NO. ACCESS	%	NO. ACCESS	%	
2019/20	2750	893	31.79	2487	100%	893	31.79	893	31.79	
2020/21	2759	1092	100%	1092	100%	1092	100%	1092	100%	
2021/22	2812	1054	100%	1208	100%	1205	100%	1206	100%	
2022/23	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUALREPORT									

Table 87 - Free Basic Service (Indigent Households)

FINANCIAL YEAR	FREE BASIC ELECTRICITY									
	INDIGENT HOUSEHOLDS			NON-INDIGENT HOUSEHOLDS			INDIGENT HOUSEHOLDS IN			
	NO. OF HH	UNIT PER	VALUE R'000	NO. OF	UNIT PER	VALUE R'000	NO. OF	UNIT PER	VALUE R'000	
2019/20	629	50	374	1488	0	0	264	50	157	
2020/21	629	50	374	1	0	0	264	50	157	
2021/22	1054	50	381	1	0	0	192	50	164	
2022/23	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023									

Table 88 - Free Basic Services: Electricity

FREE BASIC WATER						
FINANCIAL YEAR	INDIGENT HOUSEHOLDS			NON-INDIGENT HOUSEHOLDS		
	NO. OF HH	UNIT PER HH (KL)	VALUE	NO. OF HH	UNIT PER HH (KL)	VALUE
			R'000			R'000
2019/20	893	6kl	391	1594	6kl	698
2020/21	1092	6kl	478	1792	6kl	856
2021/22	1208	6kl	485	1 604	-	-
2022/23	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023					

Table 89 - Free Basic Services: Water

FREE BASIC SANITATION						
FINANCIAL YEAR	INDIGENT HOUSEHOLDS			NON-INDIGENT HOUSEHOLDS		
	NO. OF HH	R VALUE PER HH	VALUE	NO. OF HH	UNIT PER HH PER MONTH	VALUE
			R'000			R'000
2019/20	893	119.74	1048	1458	0	0
2020/21	1092	192.24	1205	1478	0	0
2021/22	1205	211.33	1335	1 499	0	0
2022/23	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023					

Table 90 - Free Basic Services: Sanitation

FREE BASIC REFUSE REMOVAL						
FINANCIAL YEAR	INDIGENT HOUSEHOLDS			NON-INDIGENT HOUSEHOLDS		
	NO. OF HH	SERVICE PER HH PER	VALUE	NO. OF HH	UNIT PER HH PER	VALUE
			R'000			R'000
2019/20	893	73.22	645	1833	0	0
2020/21	1092	84.33	824	1989	0	0
2021/22	1 206	92.2	946	1 521	0	0
2022/23	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023					

Table 91 - Free Basic Services: Refuse Removal

The following table indicates the cost to the Municipality to provide free basic services. The cost of these free services is covered by an Equitable Share Grant received from the national government.

FINANCIAL PERFORMANCE 2022/2023: COST TO MUNICIPALITY OF FREE BASIC SERVICES DELIVERED					
SERVICES DELIVERED	2021/2022	2022/2023			
	ACTUAL	BUDGET	ADJUSTMENT	ACTUAL	VARIANCE
			BUDGET		TO
	R'000				
Water	1 297				
Waste Water (Sanitation)	1 398				
Electricity	656				
Waste Management (Solid Waste)	855				
Total	4 206				
THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT					

Table 92 - Financial Performance (Free Basic Services)

COMPONENT C: ROADS

This component includes: roads; transport; and storm water.

3.12 ROADS

3.12.1 INTRODUCTION TO ROADS

The primary road system in the Prince Albert municipal area consists of national and provincial roads. The N1 runs on a northeast-south-westerly axis and carries approximately 3012 vehicles per day. The N12 runs on a north-south axis through Klaarstroom and connects to Oudtshoorn, George, the Southern Cape region and the N2. The N12 carries approximately 780 vehicles per day. Although a national route, it is a provincial road maintained by Province.

All of the towns within the municipal boundary are accessible either by road or by railway. Leeu-Gamka and Welgemoed are primarily accessible by the national railway and the N1 (connecting to the R353) passing through their jurisdictions. Prince Albert and Klaarstroom have no access to railway transportation. The main town of Prince Albert can only be accessed by main roads, e.g. the R328 (46 km from the N1) and R353 (40 km from the N1) and several secondary roads. The town of Klaarstroom can be reached by making use of the N12, R407 and other secondary roads. Secondary roads provide access to the other rural areas within the municipal area. These roads are mostly gravel roads.

Other provincial roads in our area include the:

- R407 that runs on an east-west axis from Willowmore, through Klaarstroom, on to Prince Albert and in a north-westerly direction to Prince Albert Road, where it connects to the N1. This road is paved all the way from Klaarstroom to Prince Albert Road.
- R328 from Oudtshoorn, a gravel road that runs over the Swartberg Pass, connecting with the R407 at Prince Albert.
- R353, a gravel road that runs from Prince Albert northwards to the N1, close to Leeu-Gamka.

The total roads in municipality amount to 1 741.2 kilometres of roads. The total amount of roads comprises of 257.6 (14%) kilometres of surfaced roads and 1 483.6 (85.2%) kilometres of gravel roads. Roads within the municipal urban edges amount to 41.69 kilometres (Klaarstroom, Leeu Gamka, Prince Albert Road and Prince Albert).

The maintenance of the roads within the municipal area remains a challenge with a limited operational budget. The neglect of several years has since culminated in a situation that requires more maintenance and capital expenditure than the limited budget of Prince Albert Municipality can afford. Roads was upgraded in North-End Prince Albert and the main road in Prince Albert was also

upgraded under a provincial contract, providing welcome work opportunities within the municipal communities. The provincial road between Prince Albert and Prince Albert Road were also upgraded.

3.12.2 HIGHLIGHTS: ROADS

The following highlights in respect of the roads division are reflected for the 2022/2023 financial year.

HIGHLIGHTS	DESCRIPTION
New paved roads for Leeu-Gamka	Designated areas in Leeu-Gamka were paved.
Upgrading of gravel roads	The towns of Klaarstroom and Leeu-Gamka: upgrading of gravel roads
Sidewalks	Sidewalks developed in Leeu-Gamka and Klaarstroom

Table 93 - Highlights: Roads

3.12.3 CHALLENGES: ROADS

The following challenges in respect of the roads division are provided in respect of the reporting financial year.

DESCRIPTION	ACTIONS TO ADDRESS
Pothole repairs	Material and Equipment must be budgeted. A comprehensive pavement management system must be developed to systematically improve road surfaces for long term sustainability.
Maintenance on gravel roads	Capacity constraints remains the primary challenge.
Pavements in main road. Roots of trees lifting pavement making it dangerous	Part of the RRAMS assessment.
Insufficient storm water ,aster planning for all three towns	Developing of a Strom Water Master Plan.

Table 94 - Challenges: Roads

No gravel roads were upgraded to tar within the area during the reporting year, with 44.7 km's of tar road maintained during said period. The municipality recognises the challenges to maintain the road infrastructure and requested external funding to assist the Municipality in this respect.

TARRED ROAD INFRASTRUCTURE: KILOMETRES					
YEAR	TOTAL TARRED	NEW TAR ROADS	EXISTING TAR	EXISTING TAR	TAR ROADS MAINTAINED
2019/20	20.7	3	0	0	23.7
2020/21	23.7	0	0	0	23.7
2021/22	23.7	0	0	0	23.7
2022/23	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT				

Table 95 - Tarred Road Infrastructure

A survey was done internally by the Department on pot holes and the need for road repair. Much has been done on the operational side to decrease the potholes within the municipal area, but as the roads are old and there is little funding to do major repairs and rebuild, maintenance remains a challenge.

3.12.4 FINANCIAL PERFORMANCE ON ROADS

The table below indicates the capital expenditure on roads.

CAPITAL EXPENDITURE 2022/2023: ROADS					
R'000					
CAPITAL PROJECTS	2022/2023				
	BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE	VARIANCE FROM ORIGINAL BUDGET	TOTAL PROJECT VALUE
Upgrading of roads & stormwater in Bitterwater, Leeu-Gamka	12, 881, 231	12, 881, 231	416, 167	32%	1, 281, 231
CRR - Sidewalks and road paving	500, 000	500, 000	0	0%	500, 000
MIG - L/G Nuwe Sypaadjies	0	505, 550	339 027	67%	505, 550

CAPITAL EXPENDITURE 2022/2023: ROADS					
R'000					
CAPITAL PROJECTS	2022/2023				
	BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE	VARIANCE FROM ORIGINAL BUDGET	TOTAL PROJECT VALUE
MIG - Prince Albert New Sidewalks	2, 603, 507	2, 603, 507	0	0%	2, 603, 507
Total	4, 384, 738	4, 890, 288	2, 595, 840	100%	4, 890, 289

Table 96 - Capital Expenditure: Roads

3.12.5 EMPLOYEES: ROADS

The table below reflects the staffing component of the Roads department of the 2022/2023 financial year as compared to previous years.

JOB LEVEL	2021/2022		2022/2023		
	EMPLOYEES	POSTS	EMPLOYEES	VACANCIES (FULLTIME EQUIVALENTS)	VACANCIES (AS A % OF TOTAL POSTS)
	NO	NO.	NO.	NO.	%
0 – 3	4	4	1	3	80%
4 – 6	2	0	0	0	
7 – 9	0	1	0	1	
10 – 12	0	0	0	0	
13 – 15	0	0	0	0	
16 – 18	0	0	0	0	
19 – 20	0	0	0	0	
Total	7	5	1	4	

Table 97 - Employees Roads

COMPONENT D: PLANNING AND LOCAL ECONOMIC DEVELOPMENT

3.13 PLANNING

3.13.1 INTRODUCTION TO PLANNING

Prince Albert municipality has appointed a permanent town planner in June 2022. This will ensure that the much needed capacity is addressed in the division.

Spatial Planning and Land Use saw significant changes due to the development of the Land Use Planning Act and the Spatial Planning Land Use Act. These legislative changes required the Municipality to draft a by law on land use planning. Legislative disputes on a national and provincial level resulted in a lengthy consultation process that in the end saw Council adopting a Planning By-Law in June 2015. Prince Albert Municipality was promulgated as SPLUMA compliant in March 2016 and the Planning By-Law came into effect from 1 March 2016.

The Western Cape Department of Environmental Affairs: Planning has assisted the Municipality with drafting the reviewed 2021 Spatial Development Plan. The SDF includes a capital expenditure framework. The SDF was approved with the new 5 year 2022 – 2027 IDP.

Council opted to have their own Tribunal and not share the costs with other Municipalities as the transport costs would be too high due to the distances to be travelled. The Land Use Tribunal was promulgated to include the following persons: Ashley America, George van der Westhuizen, Elma Vreken and Dalene Carstens. Ms. Vreken and Ms Carstens are staff members appointed by the Provincial government to serve on the tribunal of Prince Albert.

Much has been done to compile a land use register since 1985 to lay the preparation of a new zoning map as part of the SDF review. The draft zoning map went out on public participation and we anticipate that this process will be concluded by September 2022. Much progress has been made with the detection of illegal land use in collaboration with the local tourism bureau. The operators of illegal land use activities have for the most of it, applied to rectify the matters.

3.13.2 HIGHLIGHTS: PLANNING

The following highlights in respect of the planning division for the 2022/2023 financial year are reported below.

HIGHLIGHTS	DESCRIPTION
Planning By Law enforcement	Collaboration with Tourism office to identify and enforce compliance on illegal land use activities
Continuous strengthening of institutional knowledge on land use	New procedures and control measures were instituted to ensure compliance and shared with the public at community meetings
Improved building control	Building Inspections done as per legislation
GIS Shared Service	Initial engagements to utilise GIS as a shared service option within the CKDM
Zoning-Scheme By-Law	The Zoning-Scheme By-Law was developed and adopted by Council in April 2023

Table 98 - Planning Highlights

3.13.3 CHALLENGES: PLANNING

The table beneath reflect the challenges in respect of Planning for the 2022/2023 financial year.

DESCRIPTION	ACTIONS TO ADDRESS
Zoning scheme outdated	Zoning register to be drafted; Engagements on updating the information is already underway
Providing approval within 120 days	Most applications considered within allotted time frame
Building control capacity	Building control capacity to be increased with training and mentorship
Legal cost	A legal specialist to be appointed to handle litigation
Lack of GIS capabilities	Formalise the Shared Service option for GIS in the CKDM

Table 99 - Planning Challenges

3.13.4 SERVICE STATISTICS: LAND USE DEVELOPMENT

The enforcement of land use saw a significant improvement in the reporting year. The turn-around time of 120 days is not feasible and it was especially difficult to enforce land use principles pertaining house shops. Council approved a deviation option for the parking requirements for business operations whereby an annual fee can be paid in lieu of supplying parking on premises.

The possibility of having a Shared Service Agreement with the Central Karoo District Municipality to use the registered town planner for the Central Karoo has been discussed and must be formalised. Engagements took place with Provincial departments to update a land use register, zoning maps and GIS information. The possibility of establishing a GIS shared service option is investigated.

The enforcement of building control was severely lacking in previous years. The enforcement of building control requirements has not shown significant improvement in the reporting financial year.

3.14 LOCAL ECONOMIC DEVELOPMENT

The purpose of Local Economic Development (LED) is to improve the vibrancy and sustainability of local economies, which will ultimately lead to better living conditions for the majority of the population. LED is not about direct projects with the poor, but more about recognising the scale of this impact by business on poverty levels, and making this even greater. Working directly with the poor is also important but is called Social development, not to be confused with Economic Development.

The role of the Municipality is to facilitate economic development by creating a conducive environment for business development and unlock opportunities to increase participation amongst all sectors of society in the mainstream economy. Government can obviously not plan or implement LED effectively if the private sector, who is the key driver of a local economy, is not included in such development processes.

Economic activity within municipal boundaries is important as it shows the extent of human development and living standards of communities. Although municipalities have no power to increase or decrease taxes in order to stimulate economic activity, there are few levers that local government authorities have control over to contribute to economic performance, including, among others, procurement of goods and services, job creation through expanded public works programmes as well as creating an enabling environment for small businesses.

The ability of households to pay for services such as water, electricity, sanitation, and refuse removal depends on income generated from economic activities. A slowdown in economic activity may result in job losses and inability of households to pay for services leading to reduced municipal revenues. Data on macroeconomic performance, especially the information on sectoral growth and employment, is useful for municipalities' revenue and expenditure projections.

In the Prince Albert municipal area, the agriculture, forestry and fishing sector make up almost 20.0 per cent of the GDP, making this area heavily reliant on this sector and thus very vulnerable to any changes, on a national and global scale, that impact this sector, including the drought, rising fuel, maize and feed prices, changes in consumer demand as well as local pests, diseases and predation prevalent in livestock. The other main economic sectors include the wholesale, catering and accommodation sector and the general government sector.

The Municipality is engaging with the Central Karoo District Municipality and the Local Municipalities in the region to identify ways and means for local economic development throughout the District.

3.14.1 SMME DEVELOPMENT

The municipality commences and adopted two projects with a primary focus on small enterprise development. These projects are Klaarstroom Poort Pourri and the Leeu Gamka Enterprise area. The structures at both facilities were upgraded with municipal funding and while Klaarstroom already have identified a beneficiary group, the Leeu Gamka project must still go through this process.

In 2016, it is estimated that the Prince Albert municipal area's economy contracted by 0.7 per cent; this is the first time the local economy of Prince Albert has contracted over the past decade. This is as a result of the contraction of the agriculture, forestry and fishing (9.0 per cent), the electricity, gas and water (4.1 per cent) and the manufacturing (1.5 per cent) sectors.

Over the past two years, the primary and secondary sectors have performed poorly. On the contrary, the tertiary sector has managed to expand at above average rates.

With regard to local economic development, the Department of Economic Affairs and Tourism assisted the Municipality in developing a PACA LED strategy which was included in the IDP as possible areas for development. This strategy was enhanced by the Municipality's participation in the Small-Town Regeneration Programme. SALGA's Small Towns Regeneration (STR) Programme was launched in 2013. Through road shows and workshops in each province the conceptual

approach of the programme highlighting the importance and role of small towns in SA's space economy was facilitated. As a result, various municipalities opted to participate in the programme particularly in the North West, Mpumalanga, KZN, Eastern Cape, Western Cape and the Northern Cape. SALGA subsequently hosted its inaugural national Small Towns Regeneration Conference in October 2015 (Mangaung, Free State) which focused on the challenges and opportunities agriculture, tourism, transport and logistics and mining towns. Subsequent to the conference, the Central Karoo District Municipality requested SALGA to host an exploratory dialogue on issues common to the Karoo towns and municipalities within the District. It was soon realised that many of the neighbouring municipalities and towns in the Karoo are faced with common threats and opportunities and would therefore benefit from exploring these issues collectively. For this reason, the invitation to dialogue was extended to all municipalities neighbouring Central Karoo, spanning four provinces.

A number of stakeholders have programmes that support small town development, local economic development and rural development. It is important for small town development, regeneration and rural planning to operate under a truly domestically driven development vision and coordinated strategies for working towards the vision.

The collaboration between key stakeholders to support Municipalities in the Karoo to make an impact on the sustainable livelihoods of people should be the focus for development planning. Successful implementation of development plans depends on common ownership of the problems and proposed solutions by the people who will be affected. This common ownership may arise from a consensus about the goals and the necessary actions, or from a negotiated compromise between groups with different goals. The common ownership can be achieved through the various approaches, methodology and tools from the respective stakeholders supporting local economic development.

Large parts of the Karoo have seen a growth in value-added activities including game farming. Food production and processing for the local and export market has also been growing. The economy of a large part of the Karoo depends on sheep farming, while the Karakul pelt industry is important in the Gordonia region. But the agricultural sector is small compared with the mining especially diamond mining and now the newly Renewable Energy Independent Power Producer projects. The potential of mining uranium with a recoverable amount of approximately 31 000 tons. Mining companies are in the process of conducting EIA's in the Eastern Cape and Western Cape areas for uranium mining.

At present the companies exploring Shale Gas development in the Karoo have withdrawn their initiatives.

The role of Local Government in these catalytic projects to ensure sustainable, accountable governance for not only current generations, but future generations.

The Municipality procured funding for the establishment of an agro processing plant in Prince Albert and is currently in the EIA phase. The sites have been fenced.

Key to the Municipality's local economic support is preference provided to local suppliers and labour-intensive job creation through the Expanded Public Works Program as well as the Community Workers Program.

Local economic initiatives were funded through operational budgets and emphasised the necessity to structure operational actions and processes in such a way that it supports local economic development. The most notable of these actions are the labour-intensive employment projects such as EPWP and CWP, the procurement process that provides support to local suppliers and ensuring that services are affordable, sustainable and of a good quality.

3.14.2 BROADBAND

Broadband penetration offers immense economic benefits by fostering competition, encouraging innovation, developing human capital and by building infrastructure. Improved connectivity will attract new business and investments, reduce the cost of doing business and will offer small, medium and micro enterprises access to new markets.

The World Bank found that for every 10 per cent increase in broadband penetration in developing countries, there is an increase of 1.38 per cent in GDP growth. Municipal broadband initiatives (internet services provided by a municipality) also offer great potential for enhanced economic growth and development, provided they address the key pillars of access, readiness (skills) and usage (stimulating demand for the Internet).

Improved internet penetration and accessibility also offers direct benefits for local government entities to improve the efficiency and effectiveness of public services. These benefits include the roll-out of e-services that will allow for the online payment of municipal accounts, motor vehicle registrations, animal registrations, reporting of infrastructure defects, free indigent services applications, career applications as well as tender applications. Online feedback mechanisms via social media will also support the facilitation of public participation during the annual reporting process and will offer constituents a platform to express public satisfaction.

Greater connectivity will also allow public servants remote access to information such as previous traffic infringements, building plan applications and outstanding accounts, for example.

In the Central Karoo, 24.51 per cent of households had access to the internet in 2011. In comparison, 27.87 per cent of households in Prince Albert have access to the internet - the highest penetration rate in the District. This high rate bodes well for enhanced economic growth by improving access, readiness and usage of the Internet.

In order to improve access and stimulate usage of the Internet, the Western Cape Broadband Initiative will be implementing Wi-Fi hotspots at a Provincial government building in every ward across the Province. These hotspots will allow limited free access (250 Mb per month) to any citizen, as well as allow all gov.za websites to be accessed free of charge. Wi-Fi hotspots will be installed in 15 wards across the Central Karoo. These includes the already installed hotspots in each of the 3 of the 4 wards in the Prince Albert Municipality, namely the Access Centre in Prince Albert, the access centres in Leeu Gamka and Klaarstroom. A further hotspot will be connected in ward 2 at the Thusong Centre in future. The original planning was to complete this project within three years, commencing in 2017, but this project has been delayed without a specific date for completion.

The Western Cape Government is planning to provide Point of Presence sites in each of the main towns of the Central Karoo, where the Municipality will then have the opportunity to connect one main site per municipal area, to receive 10 MB per second downloads.

3.14.3 HIGHLIGHTS: LED

The following performance highlights with regard to the implementation of the LED strategy are:

Highlights	Description
Community gardens and subsistence farming on Treintjiesrivier and commonage EPWP workers employed	Small subsistence farming by several emerging businesses on commonage and Treintjiesriver 178 employment opportunities were established via the EPWP program, while Council facilitated additional labour job opportunities during the Municipality used labour intensive methods in all internal capital infrastructure projects
Labour intensive capital projects	Engagements to establish Prince Albert area as a film destination
Establishing Prince Albert as film destination	Entrepreneurial areas in Klaarstroom (Poort Pourrie) and Leeu Gamka (House alongside N1)
Upgrades of entrepreneurial areas	

Table 100 - LED Highlights

3.14.4 CHALLENGES: LED

The following challenges with regard to the promotion of local economic development are:

Description	Actions to address challenges
Funding to facilitate projects	Compile business cases to submit for external funding
Funding for Environmental Impact Assessment before AGRI Parks project implementation	EIA funding procured through Dept Of Rural Development
No functioning business chamber	Ad hoc engagements with SMME's and SBIPoor
Lack of title deeds for own property	Challenge remains to obtain title deeds of own property to alienate assets
No dedicated personnel	Source funding to appoint dedicated personnel.

Table 101 - LED Challenges

3.14.5 LED STRATEGY

It is a fact that the economy struggled immensely during Covid-19. Prince Albert saw an uptake in visitors from South Africa with the international border closing, but visitor numbers have now decreased again. The hospitality industry that forms the backbone of the Prince Albert economy have taken a big hit with Covid-19. Covid-19 also led to the average household that had to tighten its belts that led to a shedding of jobs in the informal sector. Household assistants, gardeners and caretakers lost their jobs, resulting in growing poverty and hardship.

The Municipality tried to fill the gap by providing temporary job opportunities via EPWP in the informal sector by making their capital infrastructure projects labour intensive. This provided some relief, but the situation is still very dire.

The Municipality commenced with an investigation into an unsolicited waste to energy bid in Leeu Gamka. This process was concluded in November 2021 and the bid was not awarded due to inherent risk identified with the project.

The Municipality also embarked on an initiative to establish Prince Albert as an event and film destination. The fruits of this endeavour can be seen in the fact that a film will be shot in Prince Albert in September 2021 with a much-needed influx of people.

The Municipality is forming partnerships with various sector departments to assist in the implementation of the LED Strategy of the organisation.

3.14.6 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

The Municipality created 145 temporary job opportunities through the Expanded Public Works Programme for the reporting financial year.

COMPONENT E: COMMUNITY AND SOCIAL SERVICES

3.14.7 LIBRARIES

3.14.7.1 INTRODUCTION

Libraries are a provincial function and the municipality is performing the function on an agency basis. The function is fully funded by province. The libraries are functioning very well and enjoyed an annual circulation 62 987 which is higher than last year's 57 768. The internet access within libraries provides valuable support to persons without these facilities and it is the learners of our local school that are the primary users of these facilities. Internet users averaged 11 per day. Approximately 18 school outreaches were averaged per month. Outreaches were undertaken to the disabled, the aged, schools, etc. National library week 2023 was celebrated and with the support of the Friends of the Library a morning tea event was held for all readers over 60 years. The Libraries are open five days a week from 09:00 - 17:00 after the Covid pandemic.

3.14.7.2 HIGHLIGHTS: LIBRARIES

The following highlights in respect of the reporting year can be seen below.

Highlights	Description
Library Week 2022	Morning tea for users over 60 years. In Prince Albert, Klaarstroom & Leeu-Gamka.
Library outreach	Visits to crèches, Tea parties for readers, Visits to Old age care centre, visit the old age home weekly
Workstations for students to do research	All three libraries provide access to computers
Thusong mini library in Prince Albert have high circulation	Circulation numbers at Thusong Centre is high

Table 102 - Library Highlights

3.14.7.3 CHALLENGES: LIBRARIES

The following challenges in respect of libraries remained during the reporting year.

Description	Actions to address
Library in Prince Albert is far from the previously disadvantaged community.	Consider moving library to Thusong Centre for greater community access

Table 103 - Library Challenges

3.14.7.4 SERVICE STATISTICS FOR LIBRARIES

The following statistics in respect of the libraries are reflected below

Type of service	2019/20	2020/21	2021/22	2022/2023
Library members	4 050	3 000	3 454	3, 861
Books circulated	84 508	57 768	57 768	62, 987
Exhibitions held	24 per year	24	24	24
Internet users	Average of 20 per day	Average of 11 per day	Average of 11 per day	11 per day
New library service points or Wheelie Wagons	0	0	0	0
Children programmes	2 per month	2 per month	2 per month	2 per month in each library
Visits by school groups	Average 12 per month	Average 18 per month	Average 18 per month	15 per month
Book group meetings for adults	4 per year	4 per year	4 per year	4 per year

Table 104 - Library Statistics

3.14.7.5 EMPLOYEES: LIBRARIES

The library employee establishment is indicated below in respect of the reporting year.

Job Level	2021/2022		2022/2023	
	Employees	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 – 3	3	3	0	0%
4 – 6	4	4	0	
7 – 9	0	0	0	
10 – 12	1	1	0	
13 – 15	0	0	0	
16 – 18	0	0	0	
19 – 20	0	0	0	
Total	8	8	0	

Table 105 - Employees: Libraries

3.14.8 CEMETERIES

3.14.8.1 INTRODUCTION

We have five cemeteries in the municipal area Prince Albert two (2), Leeu-Gamka two (2) and one (1) at Klaarstroom. The Prince Albert and Klaarstroom cemeteries are almost running out of space, with only space left for approximately 4 – 5 years at the current burial rates.

3.14.8.2 HIGHLIGHTS: CEMETERIES

Highlights	Description
EPWP programme	Clean all cemeteries including privately owned and historical heritage sites.

Table 106 - Cemeteries Highlights

3.14.8.3 CHALLENGES: CEMETERIES

The following challenges in respect of cemeteries were identified.

Description	Actions to address
Cemetery required for Klaarstroom and Prince Albert	Available land to be identified and zoned accordingly
Prince Albert Road in need of Cemetery	No land available – share site in Prince Albert and Leeu Gamka
Vandalism	Albution facilities vandalised at all cemeteries
Cemetery in North-End, Prince Albert is almost full	Cemetery in South End are also being utilised

Table 107 - Cemeteries Challenges

3.14.8.4 EMPLOYEES: CEMETERIES

The table below indicate the staffing component for cemeteries during the reporting year. It must be noted that staff perform dual functions and the staffing numbers cannot be seen in isolation.

Job Level	2021/2022		2022/2023		
	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total)
	No.	No.	No	No.	%
0 – 3	1	3	2	1	25%
4 – 6	1	1	1	0	
7 – 9	0	0	0	0	
10 – 12	0	0	0	0	
13 – 15	0	0	0	0	
16 – 18	0	0	0	0	
19 – 20	0	0	0	0	
Total	1	4	3	1	

Table 108 - Employees: Cemeteries

COMPONENT F: ENVIRONMENTAL PROTECTION

3.15 AIR QUALITY CONTROL

The Air Quality Management Plan for Prince Albert Municipality has been developed to comply with the National Environmental Management: Air Quality Act 39 of 2004 (AQA) that requires Municipalities to introduce Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards.

As detailed in the AQA a local municipality has two primary statutory obligations with which it must comply and these obligations are: -

- designate an Air Quality Officer (AQO)
- incorporate an Air Quality Management Plan in its IDP

At Prince Albert Municipality the Senior Manager: Corporate and Community Services is responsible for air quality management. The national Department of Environmental Affairs has placed a graduate in Prince Albert Municipality for a period of three years to assist with environmental and air quality in the municipal area. Training needs to be provided to said official to ensure that Air Quality Management enjoys serious priority in the operations and integrated planning of the Municipality. No Air Quality Management Committee was established in the municipal area. As there is limited capacity within the Municipality it is suggested that a regional Air Quality Management Forum must be established to ensure peer-learning and the sharing of best practices.

The Municipality drafted their Air Quality Management Plan in late 2014 and it was reviewed in May 2021. Noise control is one of the more predominant complaints received by Prince Albert Municipality.

At present there is no funding set aside to undertake and implement Air Quality Management and it is suggested that a Shared Service option be investigated.

3.15.1 HIGHLIGHTS: AIR QUALITY MANAGEMENT

Highlights	Description
Air Quality Plan	Plan reviewed in May 2021
Noise control	Noise control is undertaken on an ad hoc basis
Air Quality Control Officer	Manager: Corporate and Community Services appointed

Table 109 - Air Quality Highlights

3.15.2 CHALLENGES: AIR QUALITY CONTROL

The following challenges in respect of cemeteries were identified.

Description	Actions to address
Air Quality Management awareness	Awareness must be raised
Capacity and budget constraints	There is extremely limited capacity and budget available
Alignment with regional air quality plan and by-laws	Regional Air Quality Forum to be established

Table 110 - Air Quality Challenges

COMPONENT F: HEALTH

3.16 HEALTH

As a Local Municipality, Prince Albert no longer provides health services such as clinics and ambulance services, health inspection services, and abattoirs.

The Socio-Economic Profile ("SEP-LG") of the Prince Albert Municipality indicates that in the year 2022, the Prince Albert Municipal Area had two (2) primary healthcare facilities (all fixed clinics), as well as three (3) mobile/satellite clinics. In addition to these primary healthcare facilities, the municipal area has one (1) hospital, 3 ART treatment sites and four (4) TB clinics.

The provision of more operational ambulances can provide greater coverage of emergency medical services. The Prince Albert Municipal Area had four (4) ambulances servicing the region in the year 2021. This number translates to 2.7 ambulances per 10,000 people. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers and remained unchanged between the financial year of 2022/2021 and 2021/2022.

COMPONENT G: SECURITY AND SAFETY

3.17 SAFETY AND SECURITY

This component includes: traffic; law enforcement as well as fire and disaster management.

3.17.1 LAW ENFORCEMENT

Law enforcement is currently performed by one permanent traffic officer and two temporary EPWP Law Enforcement Officers and are supported by one Clerk of the Court. The position of Superintendent Traffic Services has been filled as well as the traffic officer position. We have also appointed a permanent e-natis/cashier at the DLTC for the first time, ensuring the much-needed capacity are being addressed.

The Law Enforcement Officers will start 1 July 2023 as permanent employees of Prince Albert Municipality. This move will transcend a more stable environment within the unit. The lack of tools and equipment remains a challenge in the unit to fulfil their day-to-day responsibilities.

Details	2020/21	2021/22	2022/2023
Animals impounded	0	0	0
Number of by-law infringements attended	29	69	92
Number of officers in the field on an average day	2	2	2
Number of officers on duty on an average day	4	3	4

Table 111 - Law Enforcement Data

3.17.2 TRAFFIC SERVICES

Two law enforcement officials tended to Traffic Services, with the one Clerk of the Court providing back-office assistance. The one traffic officer administers the DLTC, while we are in the process to fill the other vacant traffic officer position.

GRAP principles require all traffic fines issued to be calculated as income, while the norm income collected in local government (for traffic fines) reflects only 20%. The income from fine collection for the reporting year was R 335 500.00

3.17.3 HIGHLIGHTS: TRAFFIC SERVICES

The following highlight in respect of Traffic Services can be noted during the reporting year.

HIGHLIGHTS	DESCRIPTION
Co-operation with provincial traffic	The co-operation between the Municipality's traffic and provincial officers improved
Co-operation with provincial traffic	The co-operation between the Municipality's traffic and provincial officers improved
Regular scheduled meetings between role players	Regular scheduled meetings between SAPS, Provincial and municipal traffic as well as prosecutor to address challenges
Road Incident Management Steering Committee	Prince Albert forms part of the Road Incident Management Steering Committee

HIGHLIGHTS	DESCRIPTION
New Traffic Contravention Management System were procured	This will ensure that all traffic fines and related information can be captured electronically and court processes can be concluded
New mobile camera and hand-held device were procured	To ensure that traffic and speed enforcement can be done on a daily basis
New Traffic vehicle was procured	A dedicated vehicle for traffic services, a first for PAMUN.
A permanent cashier has been appointed at the DLTC	Improved and continuous service can be expected at the DLTC

Table 112 - Traffic Highlights

3.17.4 CHALLENGES: TRAFFIC SERVICES

The following challenges in respect of traffic services must be noted during the reporting year.

Challenges	Actions to overcome
Collect outstanding fines	Cost of issue of Warrant of Arrest is high
Poor relationship with courts	The relationship with the judicial sector remains a challenge

Table 113 - Traffic Challenges

3.17.5 PERFORMANCE SERVICE STATISTICS FOR TRAFFIC SERVICES

The following performance service statistics for traffic services are reflected below in respect of the reporting year.

Details	2019/20	2020/21	2021/22	2022/2023
Motor vehicle licenses processed	R1 584 505	R1 663 729.90	R1 723 850.30	153, 700
Learner driver licenses processed	248	192	412	309
Driver licenses processed	267	223	348	405

Details	2019/20	2020/21	2021/22	2022/2023
Driver licenses issued	231	522	591	619
Fines issued for traffic offenses	R7 236 350	R4 145 900	R5 985 900	3, 800, 500
R-value of fines collected	R751 030	R312 860	R355 500.00	611, 673
Roadblocks held	14	4	11	28
Complaints attended to by Traffic Officers	4	24	35	48
Awareness initiatives on public safety	2	0	2	2
Number of road traffic accidents during the year	24	2	12	55
Number of officers in the field on an average day	1	3	2	2
Number of officers on duty on an average day	2	4	2	2

Table 114 - Traffic Service Statistics

3.17.6 EMPLOYEES: TRAFFIC SERVICES

The table below indicates the traffic service staff establishment for the reporting year, in comparison with 2022/2023

Job Level	2021/2022	2022/2023			Vacancies (as a % of total)
	Employees No	Posts	Employees	Vacancies (fulltime equivalents)	
		No.	No.	No.	
0 – 3	0	0	0	0	57%
4 – 6	0	4	1	3	
7 – 9	1	1	1	0	
10 – 12	2	2	1	1	
13 – 15	0	0	0	0	
16 – 18	0	0	0	0	
19 – 20	0	0	0	0	
Total	3	7	3	4	

Table 115 - Employees: Traffic Services

3.17.7 FIRE SERVICES AND DISASTER MANAGEMENT

In terms of Schedule 4 Part B of the Constitution, Fire Fighting Services is a municipal function. The Prince Albert Municipality does not have a formal, full-time Fire Services Unit. The Municipality only has one full time fire fighter. Three temporary learner fire fighters were appointed and has strengthen the capacity within the unit. It is envisaged that the three-learner fire fighter will be permanently employed from 1 July 2023, Protective clothing and sufficient equipment remain a challenge for these officials. Fire Services are delivered by means of a vehicle with 2 000 litre water tank and a fire- fighting Land Cruiser with a tank capacity of 600 liters. Several training exercises in collaboration with Central District Municipality and the Provincial Government were undertaken where the local firefighting officials received training.

The Municipality extinguished 65 fires in the municipal area during the year and The Municipality reviewed their Disaster Management Plan in May 2022.

3.17.7.1 HIGHLIGHTS: FIRE SERVICES AND DISASTER MANAGEMENT

Highlights	Description
Staff exhibits a good working ethic.	Fire fighters have a good sense of cooperation and
Disaster Management Plan reviewed	Disaster Management Plan reviewed – awareness raised on fire requirements
Permanent fire fighter appointed	To strengthen the capacity as well as to create stability within the service

Table 116 - Highlights Fire Services and Disaster Management

3.17.7.2 CHALLENGES: FIRE SERVICES AND DISASTER MANAGEMENT

The challenges in respect of Fire and Disaster Management Services for the reporting financial year are reflected below.

Challenges	Actions to overcome
Lack of capacity	Staff need to be trained, while equipment need to be upgraded
Capacity needed in outer towns	Fire fighting capacity needed in Leeu Gamka and Klaarstroom
Procure funding from SANRAL for services rendered	Engagements needed to get SANRAL to reimburse municipality for services rendered on N1
Need for fire-fighting protective clothing and training	Staff do not have sufficient protective clothing and training
Fire-fighting capacity in Klaarstroom and Leeu Gamka must be improved	Funding application to Provincial Disaster Management Centre
Awareness to be raised on fire safety	Awareness campaigns to be launched
Veld fires	An integrated approach towards veld fires (C-function) must be developed

Table 117 - Challenges Fire Services and Disaster Management

3.17.7.3 SERVICE STATISTICS FOR FIRE SERVICES

The following service statistics for fire services are provided in the table below in respect of fire services.

Details	2020/21	2021/22	2022/2023
Operational call-outs	45	85	78
Reservists and volunteers trained	0	0	0
Awareness initiatives on fire safety	3	5	8
Total fires attended in the year	45	72	65
Total of other incidents attended in the year	0	0	12
Average turnout time - urban areas	10 minutes	8 minutes	5 minutes
Average turnout time - rural areas	Not measured	Not measured	On average 30 minutes
Fire fighters in post at year end	1 Full time	1 Full time	1 fulltime
Total fire appliances at year end	2	3	3
Average number of appliances off the road during the year	0	1	1

Table 118 - Fire Services and Disaster Management Data

3.17.7.4 EMPLOYEES: FIRE SERVICES AND DISASTER MANAGEMENT

The following staff establishment in respect of fire and disaster management for the reporting financial year is reflected below.

Job Level	2021/2022	2022/203			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total
	No	No.	No.	No.	%
0 – 3	0	8	0	8	90%
4 – 6	1	0	0	0	
7 – 9	1	2	1	1	
10 – 12	1	0	0	0	
13 – 15	0	0	0	0	
16 – 18	0	0	0	0	
19 – 20	0	0	0	0	
Total	2	10	1	9	

Table 119 - Employees: Fire Services and Disaster Management

COMPONENT H: SPORT AND RECREATION

3.18 INTRODUCTION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

3.18.1 SPORT AND RECREATION

We have four (4) sports grounds consisting of 3 combined rugby and soccer fields, one (1) soccer field in Prince Albert and 3 netball fields as well as one swimming pool. Severe challenges are experienced with over-utilisation of the existing facilities. In Klaarstroom vandalism and a lack of water to irrigate sport fields contributed to below-standard sporting facilities. During the reporting year, the Municipality secured water to the Klaarstroom sport fields. Lighting on the. Covered pavilions remain a priority. In Prince Albert the Sydwell Williams field are not used due to the sub-standard condition of the field. During the latter part of the reporting year, Sydwell Williams has been used as an exercise field. Seven public parks were maintained.

Prince Albert Municipality adopted a Sport Plan for the development of a sport precinct in Prince Albert. An application for funding was submitted after the approval of said sport plan. Due to Covid-19 the funds were re-prioritised for water and sanitation projects.

3.18.2 HIGHLIGHTS: SPORT AND RECREATION

Highlights	Descriptions
Secure sustainable water source for Klaarstroom sportsfield	Effluent water is being used twice a week for irrigation purposes
Covered pavilions were erected at Odendal Sportsfield	Providing much needed shade during those warm days and shelter during rainy days
Leeu-Gamka Netball field were ungraded	Resurfacing of Leeu-Gamka netball field
New Health Park in West-End, Prince Albert	The health park was erected to promote a healthy and active lifestyle amongst the community

Table 120 - Highlights Sport and Recreation

3.18.3 CHALLENGES: SPORT AND RECREATION

Challenges in respect of sport and recreation for the reporting year are reflected below:

Challenges	Actions to overcome
Insufficient equipment and maintenance budget to maintain	Equipment must be maintained via maintenance plan and control measures implemented
Funding for sporting codes and facilities needed	Funding proposals for external funding prepared
Security at facilities	Security at facilities must be improved to protect assets — community asked to report vandalism
Overuse of facilities	Due to a lack of suitable facilities, some of the fields are overused – lighting needed

Table 121 - - Challenges Sport and Recreation

3.18.4 SERVICE STATISTICS FOR SPORT AND RECREATION

The following statistics in respect of Sport and Recreation for the reporting financial year are reflected below.

Type of Service	2021/2022	2022/2023
Community Parks		
Number of parks with play park equipment	7	7
Number of wards with community parks	4	4
Sport fields		
Number of wards with sport fields	3	3
Number of sport associations utilizing sport fields	3	3

Table 122 - Sport and Recreation Service Statistics

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.19 INTRODUCTION

This component includes: executive and council; financial services; human resource services; ICT services; legal services; and procurement services.

3.19.1 EXECUTIVE AND COUNCIL

The Council of Prince Albert Municipality strives to ensure effective cooperation between Council, Administration and the broader Community. The key role of Council in the current structure us to focus on legislative, participatory, and oversight roles. Its principle and most substantive role is therefore that of a lawmaker in terms of policies and by-laws. In addition, hereto, one key role worth noting is that Council facilitates political debates and discussions for the betterment of the Municipality and the community at large. Public participation is encouraged throughout the financial year by inviting the public to attend Council meetings, Ward Committee meetings, as well as other public participation and consultation engagements to ensure that we practice and fulfil our Constitution mandate, and allowing the community and community organisations to provide their input into the matters of Local Government.

Basic service delivery remains crucial and core in the operations of the Municipality, it is for this reason that the involvement of the community and community organisations are encouraged to enhance good governance and overall public participation. The municipality has an active ward committee system, a representative IDP Forum for consultation on the budget and IDP. This public participation is supported by sectorial engagements throughout the Greater Prince Albert Municipal Area.

The Political Office Bearers and the Administration notes that professionalism and discipline stand at the forefront of being a Public Servant. We are a transparent and accountable Municipality and have since inception established a good working relationship with Provincial and National Government, as well as the broader Local Government sphere.

Council has elevated the Oversight Committee to a MPAC and provided training sessions to the members of said committee in an effort to improve oversight.

3.19.1.1 HIGHLIGHTS: EXECUTIVE AND COUNCIL

The following highlights for the Executive and Council for the reporting financial year can be found below.

HIGHLIGHTS	DESCRIPTION
GOOD COOPERATION	Meeting per schedule - excellent attendance record.
TRANSPARENCY	Council meetings are open to the public.
ACCOUNTABILITY	Timeous reporting.
NETWORKING	Excellent working relationship with Provincial and National Government, as well as the broader Local Government sphere.
STABILITY	No disruption of meetings.
PUBLIC PARTICIPATION	Regular feedback meetings to the Community and Community Organisations. Ward based. Monthly ward committee engagements.
COMMUNICATION	Paperless Council engagements, through the use of electronic equipment, thus promoting cost saving measures as well as easily maintained interaction between the Political Office Bearers and the Administration.

Table 123 - Executive and Council Highlights

3.19.1.2 CHALLENGES: EXECUTIVE AND COUNCIL

Description	Actions to address
High cost of meetings, due to distances and high accommodation	Video Conferencing, in order to curb on expenditure due for substance and travel allowances
Roving Council meetings to include other parts of the community	Raise funds to acquire recording and sound equipment to facilitate better public participation and take the Council to the people

Table 124 - Executive and Council Challenges

3.19.2 FINANCIAL SERVICES

The Municipality is committed to ensuring cost-effective and efficient service delivery in the interest of the community. For the 2022/2023 financial year, the Prince Albert Municipality received a clean audit, and is henceforth determined to maintain this status.

The Municipality has a funded budget and does regular reporting to the Council of the Municipality, the Department: National Treasury, as well as the Department: Provincial Treasury on the implementation of the Budget as required by the Local Government: Municipal Finance Management Act, No. 56 of 2003, and any Regulations enacted under the Act.

3.19.2.1 HIGHLIGHTS: FINANCIAL SERVICES

The following highlights in respect of the reporting year for the financial department are reflected below:

Highlights	Description
Cash Surplus	Cash available exceed the cash commitments

Table 125 - Financial Servies Highlights

3.19.2.2 CHALLENGES: FINANCIAL SERVICES

The following challenges in respect of the reporting year for the financial department are reflected below.

Description	Actions to address
Grant Dependent	We need funding from National and Provincial Government to comply to legislative requirements
Expand income base	Verify income sources to ensure all services are correctly levied
Low payment percentage in Klaarstroom and Leeu-Gamka	Continue with debtor payment awareness programs, and petition SALGA and COGTA to salvage the Eskom delivery area dilemma

Table 126 - Financial Services Challenges

3.19.2.3 DEBT RECOVERY STATISTICS

The debt recovery remains an area the efforts of concern. The Municipality will continue their efforts to strengthen debt collection. Effective debt collection is hampered by the fact that Klaarstroom, Leeu Gamka and Prince Albert Road are within the Eskom service area and the Municipality cannot block or disconnect electricity services in cases of non-payment. The Municipality should seriously consider pre-paid water units to support effective credit control in these areas.

3.19.2.4 EMPLOYEES: FINANCIAL SERVICES

The table below provides an overview of the employees within the Financial Services Department

Job Level	2021/2022		2022/2023		
	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total
	No	No.	No.	No.	%
0 – 3	0	4	4	0	32%
4 – 6	1	7	7	0	
7 – 9	3	6	3	3	
10 – 12	3	7	3	4	
13 – 15	2	3	1	2	
16 – 18	0	0	0	0	
19 – 20	1	1	1	0	
Total	9	28	19	9	

Table 127 - Employees: Financial Services

3.19.3 HUMAN RESOURCE SERVICES

The Human Resource Department have three dedicated staff members. The Skills Development Facilitator performs dual functions within the corporate service division. The Municipality undertook a HR profiling audit to determine the challenges within the HR division.

3.19.4 HIGHLIGHTS: HUMAN RESOURCES

The following highlights in respect of the HR division for the reporting financial year is portrayed below:

Highlights	Description
Review of organogram	Organogram reviewed in January 2022
EPWP contracts concluded for 145 persons	Contract administration in respect of EPWP workers successfully undertaken
Improved oversight on over time	Stronger control measures implemented
8 Officials appointed	8 Appointments made
Dispute resolution	All disputes resolved
TASK JE	95% progress

Table 128 - Human Resource Highlights

3.19.5 CHALLENGES: HUMAN RESOURCES

The following challenges in respect of HR management as it pertains the reporting year are indicated below.

Description	Actions to address
HR policies are out-dated.	Policies reviewed – to be tabled at LLF
High vacancy rate is 27.62%	Vacancy rate needs to be addressed within financial constraints
Individual performance agreements to be concluded for whole organisation	PMS agreements to be cascaded to all lower levels
Implementation of new staffing regulations	Capacity remains a challenge within the organisation to adhere to all legislative requirements

Table 129 - Human Resource Challenges

COMPONENT J: MISCELLANEOUS

MUNICIPAL FARM

The farm Treintjiesriver (portion 1 of the farm Damascus no.153 in the Prince Albert area) was transferred to the Prince Albert Municipality in 2005. The farm is situated 6 kilometres west of Prince Albert and has a harsher climatic aspect than properties situated on the east, where river systems are stronger. It is located on the edge of the mountain range and thus includes mountain land as well as 'karoo plains'. The size of the farm is 5 580 hectares and includes the following resources, according to the valuation report at the time of purchase:

Summary of Agricultural Assets

TYPE OF ASSET EXTENT	EXTENT (HA)	VALUATORS ESTIMATED
Irrigated land (lucerne)	7.0	280 000
Irrigated land (cash crops)	1.5	52 500
Dry with potential to irrigate	11.5	57 500
Grazing	5 560.3	3 058 000
Total land value		3 448 000
Accommodation		867 000
Other buildings		336 480
Dams		362 000
Total value		5 013 980

Table 130 - Treintjies Rivier Agricultural Asset

New lease agreements were concluded with the emerging farmers on Treintjiesrivier and the commonage. Workshops were held with the emerging farmers of Prince Albert, Klaarstroom and Leeu Gamka to identify assistance required and future objectives. The Municipality provided support to the emerging farmers on the procurement of additional live stock; emergency drought relief and obtaining identifying marks on live stock. The South African Police assisted the Municipality and farmers with the counting of live stock and advised on legal compliance in respect of live stock theft and movements. Two ladies from Treintjiesrivier won the best agricultural garden award in the Western Cape for their garden on Treintjiesrivier. Uncontrolled access and theft remains a big challenge for emerging farmers.

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 INTRODUCTION

The Prince Albert Municipality currently employs 56 (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of the Municipality's objectives. Tables below includes 67 permanent employees, 12 contract workers, 5 financial interns and 4 water meter readers.

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4.1.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

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

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	1	0	1	0	0	0	0	3
Senior management	0	4	0	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	0	1	0	0	1	0	0	1	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	1	24	0	1	0	24	0	1	51
Semi-skilled and discretionary decision making	0	12	0	0	0	0	0	0	12
Unskilled and defined decision making	0	9	0	1	0	4	0	0	14
Total permanent	1	37	0	2	1	22	0	1	66
Non- permanent employees	1	14	0	1	0	6	0	1	21
Grand total	2	51	0	3	1	28	0	2	87

Table 131 - Occupational Levels

The table below reflects permanent staff. It must be noted that staff employed on contract include two persons from the target groups on the three highest levels of management, comprising of five staff members.

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

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	0	2	0	0	0	2	0	0	4
Strategic Services	0	16	0	0	1	14	0	2	33
Technical and Electrical	2	24	0	2	0	3	0	0	31
Financial Services	0	9	0	1	0	9	0	0	19

Total permanent	1	37	0	2	1	22	0	1	66
Non- permanent	1	14	0	1	0	6	0	1	21
Grand total	2	51	0	3	1	28	0	2	87

Table 132 - Department Race

KPA & Indicators	Municipal Achievement	Municipal achievement	Municipal achievement
	2020/21	2021/22	2022/2023
The number of people from employment equity target groups permanently employed in the three highest levels of management in	1	2	5
The percentage of a municipality's budget actually spent on implementing its workplace skills	28.8%	15%	100%

Table 133 - National KPIs– Municipal Transformation and Organisational Development

4.2 EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15 (1) confirms affirmative action as measures designed to ensure that suitable qualified people from designated groups enjoys equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. An Employment Equity Plan was drafted in the reporting year and submitted to the Department of Labour. The Department was also approached for assistance in implementing the policy.

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

Occupational Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	I
Legislators, senior officials and	1	5	0	1	0	0	0	0	7
Professionals	0	1	0	0	1	0	0	1	3
Technicians and associate	1	4	0	0	0	3	0	0	8
Clerks	0	23	0	0	0	21	0	1	45
Service and sales workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	9	0	1	0	0	0	0	10
Elementary occupations	0	9	0	1	0	4	0	0	14
Total permanent	1	37	0	2	1	22	0	1	66
Non-permanent	1	14	0	1	0	6	0	1	21
Grand total	2	51	0	3	1	28	0	2	87

Table 134 - Occupational Categories

4.2.1 VACANCY RATE

The approved organogram for the municipality reflected 146 posts for the 2021/22 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. 59 Posts were vacant at the end 2022/23 resulting in a vacancy rate of 40,41%.

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

Per Task Level		
Task level	Filled	Vacant
MM & MSA section 57 & 56	3	1
Middle management (T14-Admin Officers (T4-T13)	4	1
General Workers (T3)	63	30
Grant remuneration outside	17	27
	0	0
Total	87	59
Per Functional Level		
Functional area	Filled	Vacant
Office of the Municipal	4	2
Corporate & Community	33	27
Technical and Electrical	31	21
Financial Services	14	9
Appointments from Grants	5	0
Total	87	59

Table 135 - Vacancy Rate per Post

4.2.2 TURNOVER RATE

Small, rural municipalities find it difficult to attract and retain skilled staff as they cannot compete with bigger municipalities in terms of salary, skills transfer and opportunities. This results in a high turnover of staff. A high turnover rate for staff member's impacts negatively on a municipality as it may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that shows the turnover rate within the municipality. The turnover rate is estimated at 30.23% and is mainly due to contracts that have expired, retirement and financial interns that resign after they are trained to seek opportunities elsewhere. This high turnover rate show case the need for staff retention and the challenges faced by isolated rural municipalities.

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

Financial year	Total no appointments at	New appointments	No Terminations during the year	Turn-over Rate
2020/21	79	2	0	13.3
2021/2022	86	33	26	30,23
2022/2023	87	12	5	5,75

Table 136 - Turnover Rate

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.3 INTRODUCTION

The municipal workforce forms the foundation of service delivery and the effective management of the municipal workforce will be paramount.

4.4 HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment and an equitable, fair and open approach to the managing of staff.

The table below reflects the HR policies and plans that are in operation within the Municipality and that must be reviewed annually.

Approved policies	
Name of policy	Date approved/ revised
HR Strategy	2 March 2023
Performance Rewards and Recognition Policy	31 Aug 2022
Performance Management Policy	
Acting Allowance and Additional Responsibilities	28 February 2022
Bursary Policy External Students	28 February 2022
Employee Study Aid Policy	28 February 2022; revised 2 March 2023
Overtime Policy	28 February 2022
Private Work Policy	28 February 2022
Prince Albert Municipality Induction Training and	7 June 2023
Records Management Policy	07 June 2023
Cell Phone policy	2018
Employment Equity	2018
Substance Abuse	2018
Smoking Policy	2018

Table 137 - HR Policies and Plans

The ongoing efforts to update our HR policies represent a strategic investment in the organisation's overall effectiveness, compliance, and employee satisfaction. By aligning with the Council's objectives and adhering to the latest legislative standards, we aim to foster a workplace environment that reflects our commitment to excellence and ethical business practices and good governance.

As indicated above most of the HR policies are out-dated and must be reviewed within the next financial year to ensure that they are relevant and address the needs of management and the staff component.

4.5 INJURIES, SICKNESS AND SUSPENSIONS

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease. Occupational injury will influence the loss of man hours and therefore financial and productivity performance. The Municipality appointed Workplace Safety Representatives within the municipality for the respective departments as required by legislation. These employees are:

- Leeu Gamka: Safety Rep: Adrian Booysen
First Aider: Pieter Prins
- Klaarstroom: Safety Rep: Sam Fister
First Aider: Erica Pienaar
- Prince Albert:
- Technica Department: Safety Rep: Abraham Kammies
First Aider: Nicole Jantjies
- Finance Department: Safety Rep: Donovan Plaatjies
First Aider: Christa Baadjies
- Administration: Safety Rep: Marshall April
First Aider: Bernadette Wildschut
- Traffic & Law Enforcement: Safety Rep: Denwill Prins
First Aider: Alex Arendse
- Fire & Rescue Services: Brandweer: Safety Rep: Gawynne Richards
First Aider: Jaco Norman
- Public Works: Safety Rep: Jephta de Wee
First Aider: Jephta de Wee
- Sewerage section: Safety Rep: Merwyn Maans

First Aider: Merwyn Maans

- Refuse removal section: Safety Rep: Josef van Rooi
First Aider: Bradley Meintjies
- Electricity section: Safety Rep: Reduwaan Galant
First Aider: Reduwaan Galant

Throughout the 2022/2023 financial year, a structured approach was followed to ensure that all OHS First Aiders received the necessary training. The objective of this initiative was to ensure their competence and compliance with the relevant legal regulations, representing a high priority in our pursuit of a safe and healthy work environment.

The training includes the following aspects:

Basic First Aid Skills: All OHS First Aiders participated in a course focusing on basic first aid skills, including life-saving procedures, the use of first aid equipment, and the handling of emergencies.

Training of Safety Representatives: Safety Management: Safety Representatives participated in courses on safety management principles and practices to broaden their knowledge of risk management and preventive measures.

Only one injury on duty has been reported during 2022/23 and the due process were followed in registering this IOD.

4.6 SICK LEAVE

Sick leave has a direct impact on the productivity of a municipality and therefore it must be closely monitored to ensure that no abuse takes place. Sick leave records are maintained by the Human Resource department and management closely monitors this.

The total number of employees that have taken sick leave during the 2020/21 showed a significant increase and the majority of sick leave taken was due to an official suffering serious illness from Covid-19 and isolation.

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

Department	2020/21	2021/22	2022/2023
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Office of the Municipal	52	21	10
Corporate Services	179	142	45
Community Services			79
Technical and Electrical	202	187	84
Financial Services	118	95	86
Total	551	445	304

Table 138 - Sick Leave

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COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.7 SKILLS DEVELOPMENT AND TRAINING

Section 68(1) of the Local Government: Municipal Systems Act, 2000 (MSA) states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable manner. For this purpose, the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

4.8 MFMA COMPETENCY LEVELS TRAINING

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

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

The table below provides details of the financial competency development progress as on 30 June 2023

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with	Total number of officials that meet prescribed competency
Financial Officials				
Accounting officer	THIS TABLE WILL BE UPDATED WITH THE FINAL 2022/2023 ANNUAL REPORT			
Chief financial officer				
Senior managers				
Any other financial officials				
Supply Chain Management Officials				
Heads of supply chain management units				
Supply chain management senior				
TOTAL				

Table 157: Budget allocated and spent for skills developm

CHAPTER 6: AUDITOR-GENERAL REPORT

The summary of the Auditor-General's Report on the 2022/2023 audit, is hereby attached as Annexure A to this Annual Report.

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APPENDICES

THE APPLICABLE APPENDICES WILL FORM PART THE FINAL 202/2023 ANNUAL REPORT

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Appendix A: Councillors, Committee Allocation and Council Attendance

Appendix B: Committee and Committee Purpose

Appendix C: Third Tier Administrative Structure

Appendix D: Functions of Municipality//Entity

Appendix E: Ward Reporting

Appendix F: Ward Information

Appendix G: Recommendations of the Municipal Audit Committee

Appendix I: Municipal Entity/Service Provider Performance Schedule

Appendix J: Disclosure of Financial Interest

Appendix K: Revenue Collection Performance

Appendix K (i) Revenue Collection Performance by Vote

Appendix K (ii) Revenue Collection Performance by Source

Appendix L: Conditional Grants Received: Excluding MIG

Appendix M: Capital Expenditure – New & Upgrade/ Renewal Programmes: Including MIG

Appendix M (i) Capital Expenditure – New Assets Programme

Appendix M (ii) Capital Expenditure – Upgrade/ Renewal Programme

Appendix N: Capital Programme by Project current year

Appendix O: Capital Programme by project by Ward current year

Appendix P: Service Connection Backlogs at Schools and Clinics

Appendix Q: Service Backlogs Experienced by the Community where another Sphere of Government is Responsible for Service Provision

Appendix R: Declaration of Loans and Grants Made by the Municipality

Appendix S: Declaration of Returns not Made in due Time under MFMA S71

Appendix T: National and Provincial Outcome for local government

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VOLUME II: ANNUAL FINANCIAL STATEMENTS

The 2022/2023 Annual Financial Statements are hereby attached as Annexure B to this Annual Report.

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