

THIRD QUARTER REPORT

02 JANUARY 2020-31 MARCH 2020



OFFICE OF THE EXECUTIVE MAYOR
SETSOTO LOCAL MUNICIPALITY
FICKSBUR 9730

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Part 1
Financial Information

1. Purpose

The purpose of the report is to inform Council of the municipality's Third Quarter actual performance for the 2019/2020 financial year against the approved budget and the service delivery and budget implementation plan in compliance with Section 52(d) of the Municipal Finance Management Act, 56 of 2003 and the requirements as promulgated in the Government Gazette No 32141 of 17 April 2009, by providing the statement of the implementation of the budget, financial state of affairs and the implementation of the service delivery and budget implementation plan of the municipality to the Council, as legislated.

2. Strategic Objective

The strategic objective of this report is to ensure good governance, financial viability and management and optimal organisational development and transformation to execute its mandate.

3. Background

Section 52(d) of the Municipal Financial Management Act, 56 of 2003 and Section 28 of Government Notice 32141 dated 17 April 2009, regarding the "Local Government Management Financial Management Act, 56 of 2003 and the Municipal Budget and Reporting Regulations" necessitates that specific financial particulars be reported on and in a prescribed format, hence this report to meet legislative compliance.

In terms of Section 52(d) of the Municipal Finance Management Act, 56 of 2003, "the mayor of a municipality-

- (d) must, within 30 days of the end of each quarter, submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality."

In terms of Section 71(1) of the Municipal Finance Management Act, 56 of 2003

"The accounting officer of a municipality must by no later than ten working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget reflecting the following particulars for that month end for the financial year up to the end of that month....."

Furthermore Section 31(1) of the Municipal Finance Management Act, 56 of 2003, prescribes the following:

"The mayor's quarterly report on the implementation of the budget and financial state of affairs of the municipality as required by Section 52(d) of the Act must be-

- (a) In a format specified in Schedule C and include all the required tables, charts and explanatory information, taking into account any guidelines by the Minister in terms of Section 168(1) of the Act; and
- (b) Consistent with monthly budget statement for July, August and September as applicable; and
- (c) Submitted to the National and relevant Provincial treasury within five (5) days of tabling of the report to council.

Furthermore, the Municipal Budget and Reporting Regulations Section 28 stipulates that:

“The monthly budget statement of a municipality must be in a format specified in Schedule C and include all required tables, charts and explanatory information, taking into account any guidelines issued by the Minister in terms of Section 168(1) of the Act”

4. Report for the Quarter ended 31 March 2020

This report is based upon financial and non-financial information as of 31 March 2020 and available at the time of preparation. All variances are calculated against the approved budget and service delivery and budget implementation plan figures. The results for the quarter ended 31 March 2020 are summaries as follows:

4.1 Statement of Financial Performance-Table C4

4.1.1 Revenue

FS191 Setsoto - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M09 March

Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands								%	
Revenue By Source									
Property rates	66,372	62,336	65,764	5,421	47,220	49,323	(2,104)	-4%	65,764
Service charges - electricity revenue	71,317	82,715	74,356	6,210	55,919	55,767	152	0%	74,356
Service charges - water revenue	49,759	64,691	58,089	4,821	43,582	43,567	15	0%	58,089
Service charges - sanitation revenue	26,223	33,021	33,134	2,758	24,846	24,850	(4)	0%	33,134
Service charges - refuse revenue	30,971	42,122	42,178	3,516	31,637	31,634	3	0%	42,178
Rental of facilities and equipment	1,497	175	498	6	308	374	(66)	-18%	498
Interest earned - external investments	3,582	1,600	4,164	5,492	13,057	3,123	9,933	318%	4,164
Interest earned - outstanding debtors	33,531	32,573	35,119	2,814	26,303	26,339	(36)	0%	35,119
Dividends received	60	71	88	-	88	66	22	33%	88
Fines, penalties and forfeits	1,636	-	799	25	522	599	(77)	-13%	799
Licences and permits	23	40	43	2	34	32	2	6%	43
Agency services	-	-	-	-	-	-	-	-	-
Transfers and subsidies	178,784	196,383	196,701	48,112	196,569	196,701	(133)	0%	196,701
Other revenue	4,781	6,046	3,756	234	2,620	2,817	(197)	-7%	3,756
Gains on disposal of PPE	1,632	-	264	-	291	198	93	47%	264
Total Revenue (excluding capital transfers and contributions)	470,167	521,774	514,954	79,411	442,996	435,391	7,605	2%	514,954

Statement of Financial Performance in Annexure A is prepared on similar basis to the prescribed budget format, detailing revenue by source, excluding capital transfers and contributions, and expenditure by type.

The actual revenue for the period amount to **R 442 996 million** on the year to date target of **R 435 391 million** resulting in a variance of **2%** and the expenditure for the period amount to **R 311,023 million** on a year to date target of **R 411,829 million** resulting in a variance of negative **24%**.

The actual performance for the third quarter ended 31 March 2020 (excluding capital transfers and contributions) on operating budget can be summarised as follows:

	Year to date Budget	Year to date Actual	Variance
Revenue by Source	435,391	442,996	2%
Expenditure by Type	411,829	311,023	-24%
Surplus/(Deficit)	23,562	131,972	

4.1.2 Major Revenue Variances Against the Budget

- Property rates have a favourable variance of **R 2,104 million (-4%)** for the period, the variance is immaterial.
- Water revenue have a unfavourable variance of **R 152 thousand (0%)** against the year to date target; it should be noted that water in towns is consumption dependant and that in township there is a flat rate charged.
- Sanitation Revenue has a variance of **R 4 thousand (0%)** for the period, this mean that the revenue has been levied on par against the budget.
- Refuse revenue has a favourable variance of **R 3 thousand (0%)** for the period, this means that the revenue has been levied on par against the budget.
- Rental of facilities and equipment have an favourable variance of **R 66 thousand** less than the budget year to date, it should be noted that properties are rented as and when required and their rentals are paid once-off and that's where most income is earned unlike those that have a long term lease contract. Lessee who have a long-term lease contract have a tendency of not paying their rent until such time their contracts expires and this results on deficit on the budget;
- Interest earned – external investments has a favourable variance of **R 9,933million** representing **318%** against the budget. It should be noted that returns on investment depend on the amount invested as well as the period invested. The interest is overstated with an amount of 10 133 million, however Journal 2023 was passed to correct the error and will reflect during the month of April 2020. Due to lockdown there were technical errors that were experience with journals and the turnaround time from financial service provider was also minimal to attend to all issues.
- Interest earned-outstanding debtors have an unfavourable variance of **R 36 thousand (0%)** for the period, the increase is as a result of non-payment for services in certain areas.

4.2 Grants

GRANT	DORA ALLOCATION	YTD RECEIPTS	FUTURE RECEIPTS	YTD EXPENDITURE	YTD NET BALANCE	% SPENT
UNCONDITIONAL						
Equitable Share	R 192,449,000	R 192,449,000	R -	R 192,449,000	R -	100%
Sub-Total	R 192,449,000	R 192,449,000	R -	R 192,449,000	R -	100%
CONDITIONAL						
EPWP	R 1,769,000	R 1,769,000	R -	R 1,583,182	R 185,818	89%
FMG	R 2,165,000	R 2,165,000	R -	R 2,056,352	R 108,648	95%
INEG	R 2,600,000	R 2,600,000	R -	R 60,488	R 2,539,512	2%
MIG	R 47,203,000	R 47,203,000	R -	R 27,875,928	R 19,327,072	59%
RBIG	R 70,121,000	R 87,621,000	R -17,500,000	R 28,649,825	R 58,971,175	33%
WSIG	R 25,000,000	R 12,500,000	R 12,500,000	R 426,937	R 12,073,063	3%
Sub-Total	R 148,858,000	R 153,858,000	R -5,000,000	R 60,652,711	R 93,205,289	39%
TOTAL	R 341,307,000	R 346,307,000	R -5,000,000	R 253,101,711	R 93,205,289	73%

Grants and subsidies received on year to date amount to **R 346,307 million**, included in that is **R 192 449 million** of equitable share which is regarded as unconditional grant. Conditional grants received amount to **R 153 858 million** and **39%** of it has been spent to date. Spending patterns on conditional grants is too low and great attention should be made on them to avoid having roll-overs at the end of the financial year.

4.3 Expenditure

FS191 Setsoto - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M09 March

Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands								%	
Expenditure By Type									
Employee related costs	187,092	213,385	195,896	–	129,575	146,922	(17,347)	-12%	195,896
Remuneration of councillors	13,350	16,455	16,205	–	8,962	12,153	(3,192)	-26%	16,205
Debt impairment	104,984	50,673	49,406	1,756	41,869	37,054	4,815	13%	49,406
Depreciation & asset impairment	226,647	119,015	119,015	–	–	89,261	(89,261)	-100%	119,015
Finance charges	9,266	7,966	7,790	92	5,291	5,843	(552)	-9%	7,790
Bulk purchases	74,869	76,974	68,382	573	48,741	51,287	(2,546)	-5%	68,382
Other materials	–	37,219	27,385	1,057	15,351	20,539	(5,188)	-25%	27,385
Contracted services	12,895	19,002	21,083	389	22,152	15,812	6,340	40%	21,083
Transfers and subsidies	241	17,314	17,879	3,292	22,585	13,409	9,175	68%	17,879
Other expenditure	52,900	40,683	26,064	1,099	16,498	19,548	(3,051)	-16%	26,064
Loss on disposal of PPE	548,613	–	–	–	–	–	–	–	–
Total Expenditure	1,230,858	598,684	549,105	8,258	311,023	411,829	(100,805)	-24%	549,105

The actual expenditure for the period is **R 311 023 million** on a year to date target of **R 411,829 million**. The municipality experienced a technical error with Salary journals and due to the lockdown, the service provider turnaround time was affected and that resulted in the salary journals for both Employees and Councillors allowances be delayed and reflected in the following month.

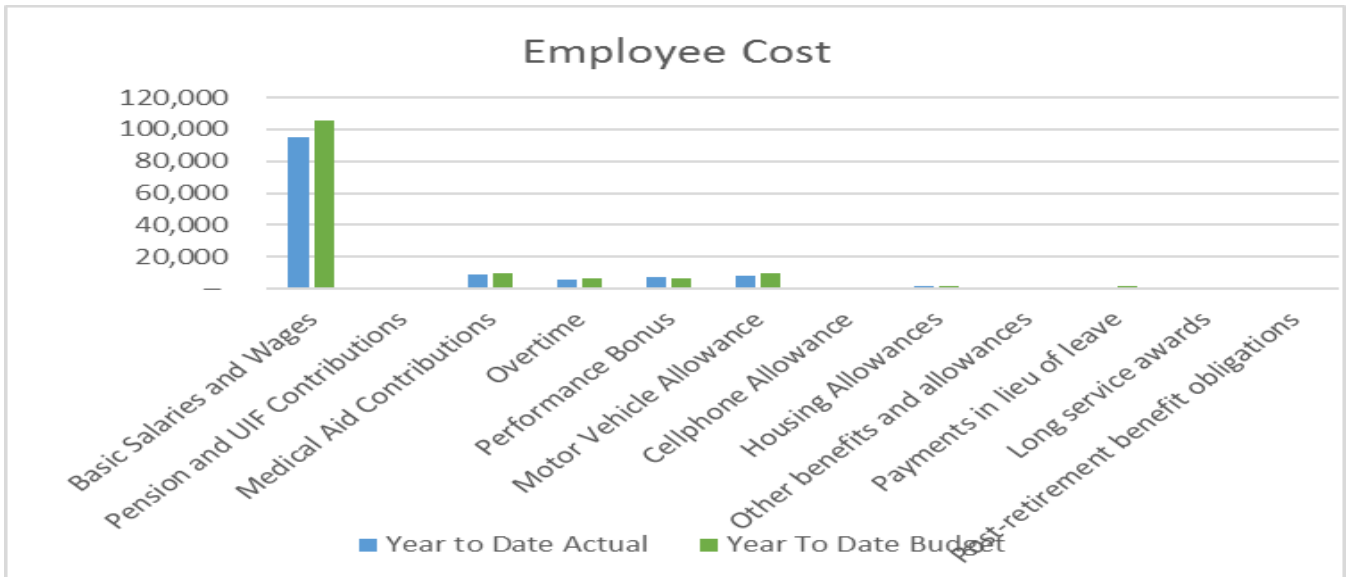
4.3.1 Major Expenditure Variances Against the Budget

- Employee related costs has a variance of **R 17,347million (-12%)** for the period, the variance might increase up to equal the budget when provisions are calculated during the financial year end. Actuarial valuations and provisions on leave and bonus has not been considered.
- Councillors remuneration have a variance of **R 3,192 million (-26%)** lower than the budget year to date and the budget, this figure might increase if council approved the implementation of upper limits for councillors.
- Debt impairment have a variance of **13%** higher than the year to date budget however final calculations are made at the end of the financial year.
- Finance Charges have an favourable variance of **R 552 thousand** for the period. Due to less cash balances available at the municipality's bank, creditors are not paid within the required time therefore they charge interest on overdue accounts that resulted in these favourable variances. It should be noted that interest charged on overdue accounts will result into fruitless and wasteful expenditure.
- Bulk purchases have a variance of **R 2,546 million** lower than the budget year to date.
- Contracted services have exceeded a year to date budget with approximately **40%**.

4.3.2 Employee Costs

FS191 Setsoto - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M09 March

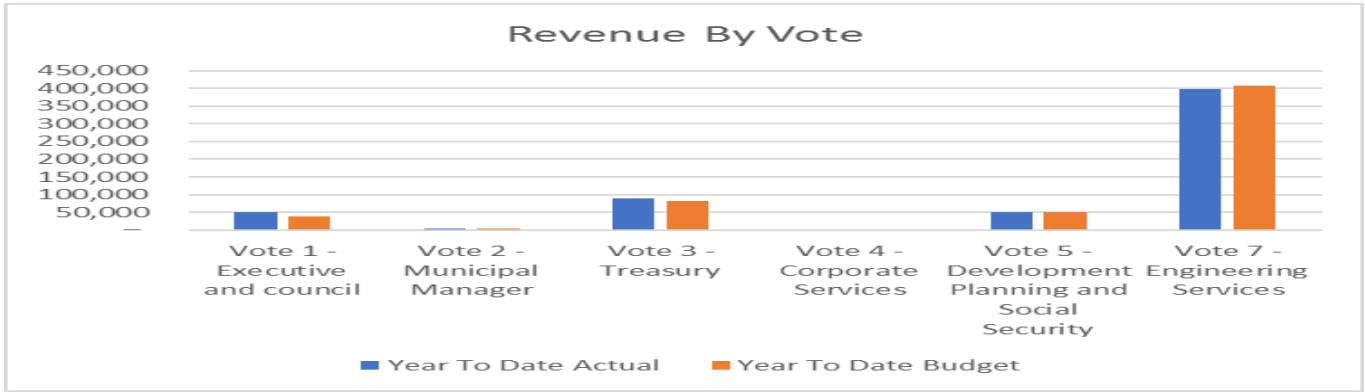
Summary of Employee remuneration	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Other Municipal Staff									
Basic Salaries and Wages	107,140	156,224	140,935	-	94,792	105,701	(10,909)	-10%	140,935
Pension and UIF Contributions	5,142	1,334	1,118	-	746	838	(93)	-11%	1,118
Medical Aid Contributions	10,279	15,034	12,991	-	8,764	9,744	(979)	-10%	12,991
Overtime	5,758	7,690	8,415	-	5,755	6,311	(556)	-9%	8,415
Performance Bonus	7,926	10,833	9,208	-	7,113	6,906	207	3%	9,208
Motor Vehicle Allowance	7,870	14,573	13,219	-	8,461	9,914	(1,453)	-15%	13,219
Cellphone Allowance	124	-	-	-	768	-	768	#DIV/0!	-
Housing Allowances	1,964	1,307	2,244	-	1,510	1,683	(173)	-10%	2,244
Other benefits and allowances	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	3,499	-	1,973	-	1,075	1,480	(405)	-27%	1,973
Long service awards	609	1,112	516	-	591	387	204	53%	516
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff	150,312	208,108	190,619	-	129,575	142,964	(13,389)	-9%	190,619



4.3.3 Revenue and Expenditure by municipal vote

FS191 Setsoto - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M09 March

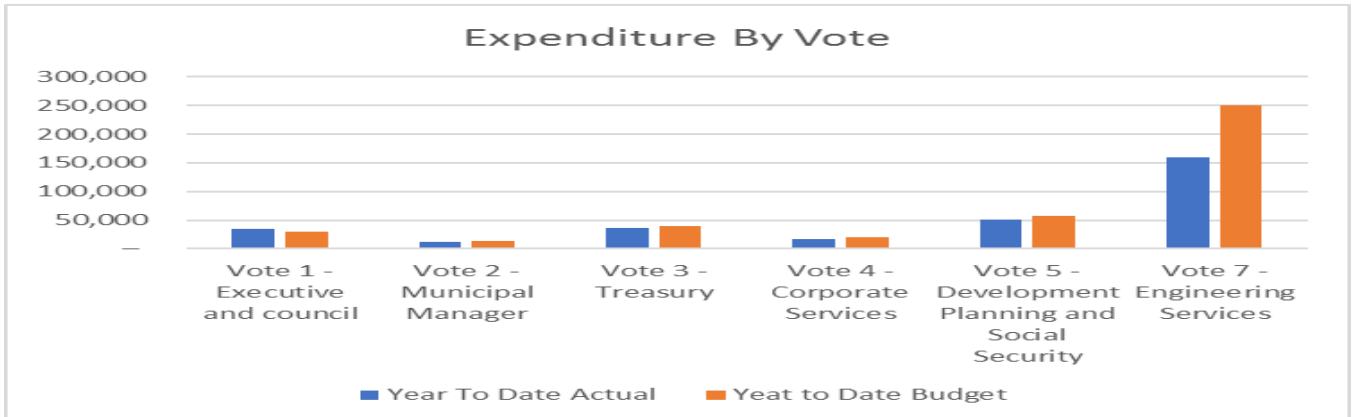
Vote Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Revenue by Vote									
Vote 1 - Executive and council	45,276	49,727	50,036	13,273	50,678	37,527	13,150	35.0%	50,036
Vote 2 - Municipal Manager	4,283	4,739	4,739	1,185	4,739	3,554	1,185	33.3%	4,739
Vote 3 - Treasury	84,193	99,107	108,179	13,770	89,459	81,134	8,325	10.3%	108,179
Vote 4 - Corporate Services	370	171	474	2	291	356	(65)	-18.2%	474
Vote 5 - Development Planning and Social Security	56,459	67,563	67,801	3,732	50,746	50,850	(105)	0%	67,801
Vote 7 - Engineering Services	395,950	445,389	428,648	95,248	397,007	406,892	(9,885)	-2.4%	428,648
Total Revenue by Vote	586,531	666,698	659,878	127,210	592,920	580,314	12,606	2.2%	659,878



Expenditure by municipal vote

FS191 Setsoto - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M09 March

Vote Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Expenditure by Vote									
Vote 1 - Executive and council	38,759	47,535	39,349	2,128	34,160	29,512	4,648	15.8%	39,349
Vote 2 - Municipal Manager	13,807	21,443	19,313	125	12,354	14,485	(2,131)	-14.7%	19,313
Vote 3 - Treasury	42,111	43,839	52,833	920	37,124	39,625	(2,501)	-6.3%	52,833
Vote 4 - Corporate Services	20,038	34,146	26,951	517	16,762	20,214	(3,451)	-17.1%	26,951
Vote 5 - Development Planning and Social Security	50,844	93,375	77,678	849	51,134	58,258	(7,124)	-12%	77,678
Vote 7 - Engineering Services	1,065,299	358,346	332,980	3,719	159,488	249,735	(90,247)	-36.1%	332,980
Total Expenditure by Vote	1,230,858	598,684	549,105	8,258	311,023	411,829	(100,805)	-24.5%	549,105



4.3.4 Capital Expenditure-Table C5

The municipality's capital budget is financed through grants and subsidies as well as internally generated funds.

FS191 Setsoto - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) -

Vote Description	Budget Year 2019/20							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands								
Vote 1 - Executive and council	334	17	-	17	13	4	33%	17
Vote 2 - Municipal Manager	629	17	-	31	13	18	142%	17
Vote 3 - Treasury	179	99	-	33	74	(41)	-56%	99
Vote 4 - Corporate Services	739	366	28	411	274	136	50%	366
Vote 5 - Development Planning and Social Security	54,067	18,645	-	7,078	13,984	(6,905)	-49%	18,645
Vote 7 - Engineering Services	114,433	148,050	5,093	46,417	111,037	(64,621)	-58%	148,050
Total Capital Expenditure	170,382	167,192	5,121	53,986	125,394	(71,409)	-57%	167,192

Chart C2 2019/20 Capital Expenditure: YTD actual v YTD target

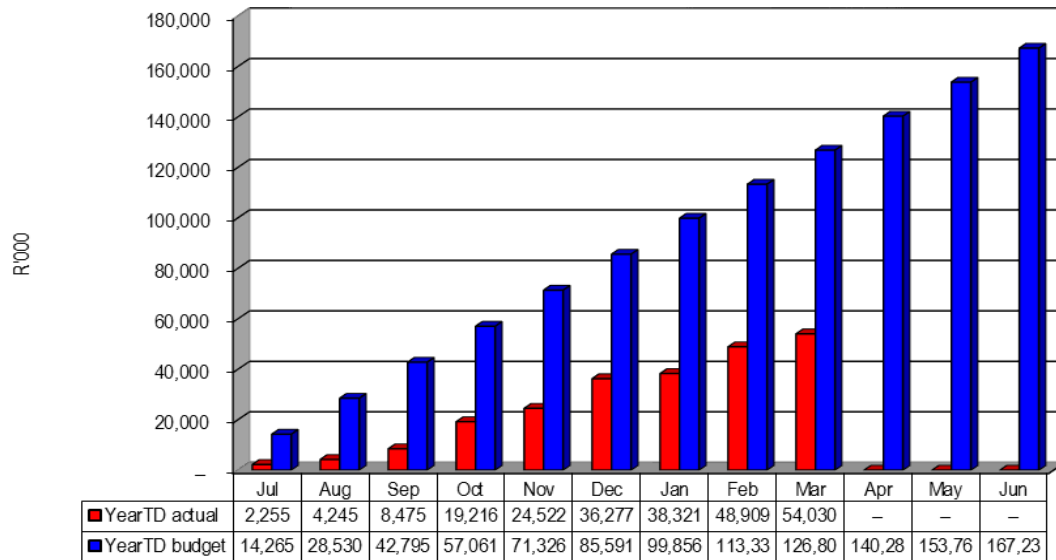
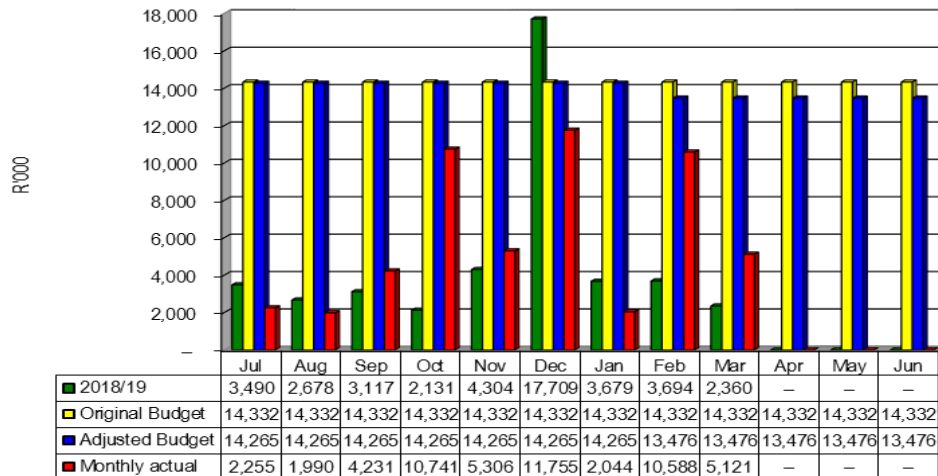


Chart C1 2019/20 Capital Expenditure Monthly Trend: actual v target



5. Cash Flow Statement-Table C7

FS191 Setsoto - Table C7 Monthly Budget Statement - Cash Flow - M09 March

Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates	75,582	62,336	65,764	3,099	20,304	46,752	(26,447)	-57%	28,888
Service charges	83,382	222,550	229,924	8,603	67,073	166,912	(99,839)	-60%	89,431
Other revenue	4,233	6,261	5,096	267	3,484	4,696	(1,212)	-26%	6,261
Government - operating	178,184	196,383	196,701	48,112	196,383	195,399	983	1%	196,383
Government - capital	116,964	144,924	144,924	47,799	149,924	108,693	41,231	38%	144,924
Interest	3,582	34,173	39,283	8,306	3,331	25,630	(22,299)	-87%	4,173
Dividends	60	71	88	-	88	53	35	66%	71
Payments									
Suppliers and employees	(305,070)	(454,390)	(404,421)	(14,654)	(277,005)	(340,792)	(63,788)	19%	(499,231)
Finance charges	(9,266)	(7,966)	(7,790)	(92)	(5,291)	(5,974)	(683)	11%	(7,966)
Transfers and Grants	-	(17,314)	(17,879)	(3,292)	(18,585)	(12,985)	5,600	-43%	(20,314)
NET CASH FROM/(USED) OPERATING ACTIVITIES	147,652	187,028	251,692	98,148	139,707	188,384	48,676	26%	(57,380)
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE	-	-	264	-	291	-	291	#DIV/0!	-
Decrease (Increase) in non-current debtors	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	(1,600)	(45)	-	-	-	-	-	-
Decrease (increase) in non-current investments	(54)	-	-	(29,159)	-	-	-	-	-
Payments									
Capital assets	(111,759)	(170,382)	(167,192)	(5,121)	(53,978)	(54,030)	(52)	0%	(70,382)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(111,813)	(171,982)	(166,973)	(34,280)	(53,687)	(54,030)	(343)	1%	(70,382)
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans	-	-	-	-	6,813	-	6,813	#DIV/0!	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	(2)	(3)	-	(3)	#DIV/0!	(411)
Payments									
Repayment of borrowing	(6,831)	-	-	(299)	(4,204)	-	4,204	#DIV/0!	(5,606)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(6,831)	-	-	(301)	2,605	-	(2,605)	#DIV/0!	(6,017)
NET INCREASE/ (DECREASE) IN CASH HELD	29,008	15,047	84,719	63,567	88,625	134,353			(133,778)
Cash/cash equivalents at beginning:	378	-	-		29,386	-			29,386
Cash/cash equivalents at month/year end:	29,386	15,047	84,719		118,011	134,353			(104,392)

Though the municipality closed the quarter with a high bank balance, it is still going under financial distress. It should also be noted that the last trench of the grants and subsidies were paid towards the end of the month and that resulted in the positive bank balance.

6. Outstanding Debtors Report-Table SC3

FS191 Setsoto - Supporting Table SC3 Monthly Budget Statement - aged debtors - M09 March										
Description	Budget Year 2019/20									
	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days
R thousands										
Debtors Age Analysis By Income Source										
Trade and Other Receivables from Exchange Transactions - Water	7,700	3,516	3,418	3,394	3,355	3,235	14,573	71,797	110,989	96,354
Trade and Other Receivables from Exchange Transactions - Electricity	4,450	874	733	822	692	574	2,209	12,131	22,486	16,429
Receivables from Non-exchange Transactions - Property Rates	7,473	2,650	2,581	2,538	2,471	2,328	7,579	36,926	64,546	51,842
Receivables from Exchange Transactions - Waste Water Management	4,089	1,830	1,793	1,777	1,753	1,727	7,691	38,104	58,764	51,051
Receivables from Exchange Transactions - Waste Management	5,158	2,346	2,309	2,294	2,281	2,256	10,268	52,003	78,914	69,101
Receivables from Exchange Transactions - Property Rental Debtors	-	-	-	-	-	-	-	-	-	-
Interest on Arrear Debtor Accounts	5,843	2,951	2,926	2,836	2,744	2,660	12,800	62,464	95,225	83,504
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	-	-	-	-	-	-
Other	2,419	1,272	1,217	1,417	1,222	1,166	2,749	38,842	50,305	45,396
Total By Income Source	37,133	15,440	14,977	15,078	14,518	13,947	57,869	312,267	481,230	413,679
Debtors Age Analysis By Customer Group										
Organs of State	4,048	1,745	1,679	1,621	1,598	1,436	608	11,023	23,758	16,286
Commercial	5,401	1,413	1,240	1,418	1,189	1,109	4,774	25,943	42,486	34,433
Households	27,361	12,127	11,905	11,698	11,574	11,237	51,837	268,703	406,443	355,049
Other	324	155	153	342	157	166	649	6,598	8,543	7,912
Total By Customer Group	37,133	15,440	14,977	15,078	14,518	13,947	57,869	312,267	481,230	413,679

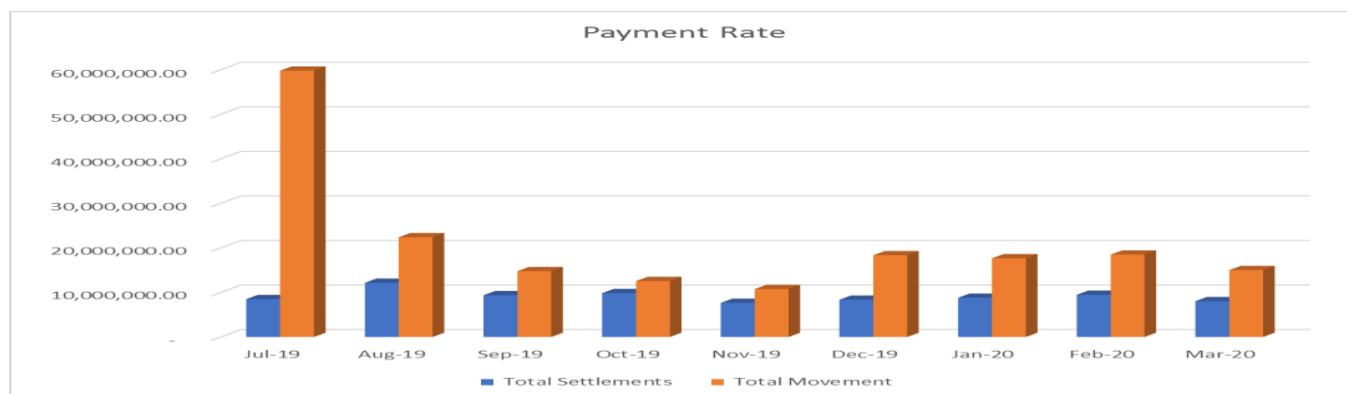
The debtors report is prepared based on the format required to be lodged electronically with National Treasury. This format provides an extended age analysis, as well as an aged analysis by debtor type. The debtors balance as of 31 March 2020 is **R 481 230 million** and amount owing more than 90 days is **R 413 679 million**.

6.1 Debtors Collection Rate

Period	Total Settlements	Total Movement	Billing	Credit Notes	Debit Notes	Other Adjustments	Payment Rate
Jul-19	8,515,083.76	59,795,582.64	21,460,867.30	-27,377,755.06	9,659,636.86	-63,538,331.74	14%
Aug-19	12,165,517.71	22,404,237.93	24,462,089.99	-858,132.03	47,265.12	-1,246,985.15	54%
Sep-19	9,389,105.07	14,780,676.27	23,920,396.76	-3,710,495.70	316,842.58	-5,746,067.37	64%
Oct-19	9,859,858.26	12,565,393.52	23,431,203.29	-1,207,500.38	251,928.31	-9,910,237.70	78%
Nov-19	7,671,011.21	10,762,950.24	22,861,489.87	-879,136.79	70,706.00	-11,290,108.84	71%
Dec-19	8,370,639.80	18,364,725.75	22,861,325.45	-591,474.20	91,412.20	-3,996,537.70	46%
Jan-20	8,817,278.76	17,674,449.25	22,472,677.70	-286,473.82	17,724.25	-4,529,478.88	50%
Feb-20	9,477,976.64	18,496,918.28	22,210,493.35	-251,069.36	140,041.97	-3,602,547.68	51%
Mar-20	8,043,519.42	15,027,293.74	21,822,474.08	-2,977,138.43	210,823.34	-4,028,865.25	54%
Total	82,309,990.63	189,872,227.62	205,503,017.79	-38,139,175.77	10,806,380.63	-107,889,160.31	43%

Payment rate is calculated by dividing the total settlements by the sum of the total levies and total adjustment. The average payment is **43%** for the period. The payment rate needs to be improved and it is calculated by dividing the total settlement with the total movement. Strict collection methods need to be implemented in towns which has a payment rates that are lower than **50%**.

6.2 Payment Rate Graph



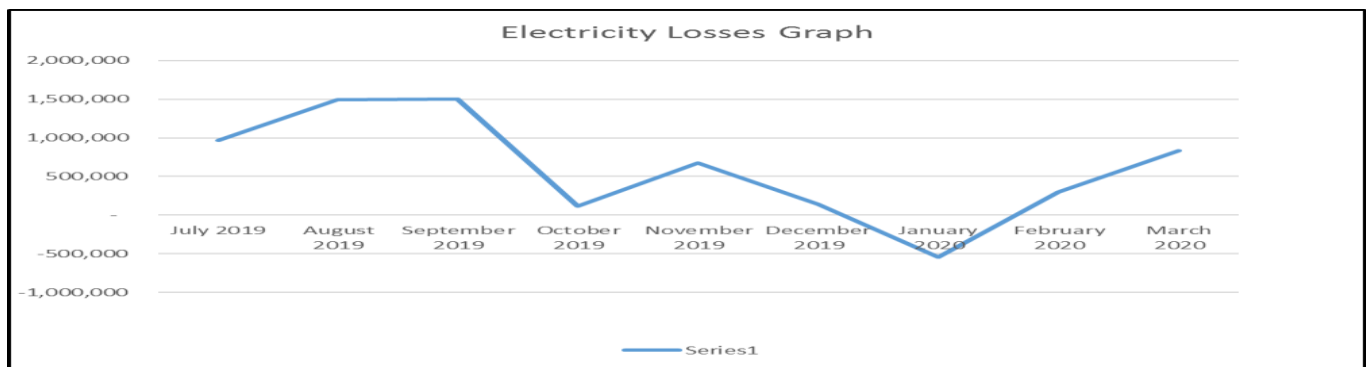
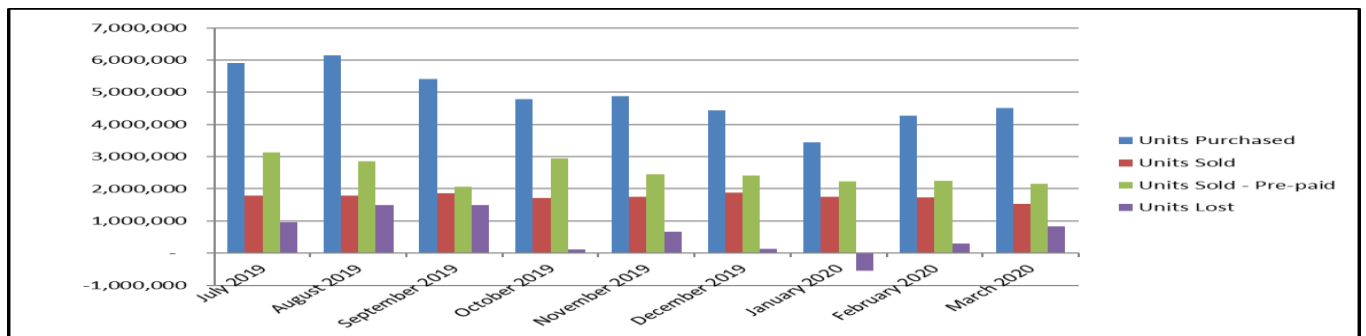
6.2.1 Payment Rate per Town

Town	July	August	September	October	November	December	January	February	March
CLOCOLAN	9%	44%	54%	97%	47%	32%	36%	51%	31%
FICKSBURG	11%	45%	61%	62%	56%	57%	52%	61%	85%
MARQUARD	10%	33%	32%	48%	40%	29%	70%	29%	29%
SENEKAL	55%	68%	96%	260%	4219%	42%	48%	44%	44%

6.3 Electricity Losses

ELECTRICITY					
Period	Units Purchased	Units Sold	Units Sold - Pre-paid	Units Lost	% Losses
July 2019	5,898,712	1,793,060	3,139,168	966,484	16%
August 2019	6,144,388	1,794,309	2,861,160	1,488,919	24%
September 2019	5,417,591	1,853,928	2,062,766	1,500,897	28%
October 2019	4,777,253	1,721,033	2,943,490	112,730	2%
November 2019	4,869,781	1,752,039	2,446,022	671,720	14%
December 2019	4,434,042	1,884,546	2,408,988	140,508	3%
January 2020	3,434,911	1,754,062	2,228,440	-547,591	-16%
February 2020	4,278,148	1,732,037	2,250,479	295,632	7%
March 2020	4,511,918	1,528,602	2,153,221	830,095	18%
Total	43,766,744	15,813,616	22,493,734	5,459,394	12%

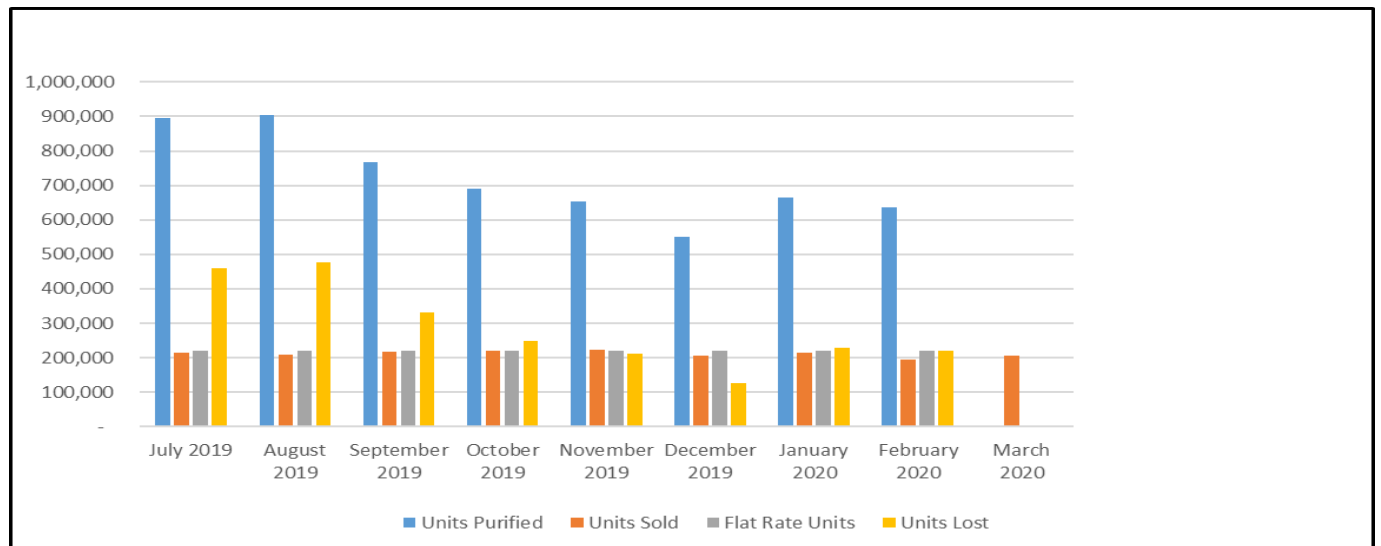
Percentage electricity losses account to an average of **12%** for year to date. The prescribed norm from National Treasury for electricity losses is estimated to be between 7% and 10%.



6.3 Water Losses

WATER					
Period	Units Purified	Units Sold	Flat Rate Units	Units Lost	% Losses
July 2019	895,075	214,646	219,571	460,858	51%
August 2019	905,000	207,792	219,571	477,637	53%
September 2019	768,315	217,251	219,460	331,604	43%
October 2019	691,415	221,192	220,261	249,962	36%
November 2019	653,471	222,137	220,118	211,216	32%
December 2019	551,067	205,288	219,849	125,930	23%
January 2020	663,869	215,048	219,953	228,868	34%
February 2020	636,514	195,697	219,879	220,938	35%
March 2020	551,067	206,394	220,540	124,133	23%
Total	6,315,793	1,905,445	1,979,202	2,431,146	38%

Percentage water losses account to an average of 38% for year to date and this include units consumed in township with a flat rate because meters are not read. The prescribed norm from National Treasury for water losses is estimated to be between 15% and 30%



7. Outstanding Creditors Report- Table SC4

The table below illustrate the outstanding creditors per age amounting to **R 20 001 million**. The biggest contributor to the outstanding amount relates to the trading creditors with an amount of **R 8 331 million**.

Description	Budget Year 2019/20								Total
	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	
Creditors Age Analysis By Customer Type									
Bulk Electricity	-	7,878	-	-	-	-	-	-	7,878
Bulk Water	-	-	-	-	-	-	-	-	-
PAYE deductions	-	-	-	-	-	-	-	-	-
VAT (output less input)	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-
Trade Creditors	3,743	495	2,309	1,000	784	-	-	-	8,331
Auditor General	-	-	-	1,896	1,896	-	-	-	3,792
Other	-	-	-	-	-	-	-	-	-
Total By Customer Type	3,743	8,373	2,309	2,896	2,680	-	-	-	20,001

8. Borrowings

Loan Acc. No.	Institution	Average Interest rate	Maturity date	Balance 2019-07-01	Capitalised / Received during the period	Interest for the period	Redeemed / written off during the period	Balance 2020-03-31
LONG-TERM LOANS								
13457	DBSA	16.75%	2020-06-30	387,916.94	0.00	32,855.48	185,964.33	201,952.61
101389	DBSA	11.36%	2024-12-31	3,772,441.82	0.00	216,182.41	254,677.92	3,517,763.90
Total Long-term loans				4,160,358.76	0.00	249,037.89	440,642.25	3,719,716.51
Loan Acc. No.	Institution	Average Interest rate	Maturity date	Balance 2019-07-01	Capitalised / Received during the period	Interest for the period	Redeemed / written off during the period	Balance 2020-03-31
89515381	ABSA	10.00%	2022-06-01	592,924.23	0.00	40,185.63	132,051.24	460,872.99
89514989	ABSA	10.00%	2022-06-01	428,174.36	0.00	29,019.65	95,359.54	332,814.82
89515861	ABSA	10.00%	2022-06-01	330,935.61	0.00	22,429.28	73,703.23	257,232.38
89516256	ABSA	10.00%	2022-06-01	891,100.65	0.00	60,395.23	198,458.09	692,642.56
89516272	ABSA	10.00%	2022-06-01	891,100.65	0.00	60,394.64	198,458.68	692,641.97
89645110	ABSA	10.00%	2022-07-01	1,612,738.32	0.00	109,672.09	347,944.34	1,264,793.98
89644009	ABSA	10.00%	2022-07-01	731,593.53	0.00	49,751.03	157,839.46	573,754.07
89644076	ABSA	10.00%	2022-07-01	731,593.53	0.00	49,751.03	157,839.46	573,754.07
89516795	ABSA	10.00%	2022-06-01	40,674.60	0.00	2,756.73	9,058.74	31,615.86
89516779	ABSA	10.00%	2022-06-01	40,674.60	0.00	2,756.73	9,058.74	31,615.86
89897519	ABSA	10.00%	2022-09-01	1,069,409.87	0.00	73,174.19	216,984.91	852,424.96
89882457	ABSA	10.00%	2022-09-01	2,388,811.31	0.00	163,453.99	484,693.43	1,904,117.88
89862260	ABSA	10.00%	2022-09-01	1,069,989.87	0.00	73,213.88	217,102.54	852,887.33
89645145	ABSA	10.00%	2022-08-01	1,643,756.88	0.00	112,136.83	343,797.77	1,299,959.11
TOTAL				12,463,478.01	0.00	849,090.93	2,642,350.17	9,821,127.84
Loan Acc. No.	Institution	Average Interest rate	Maturity date	Balance 2019-07-01	Capitalised / Received during the period	Interest for the period	Redeemed / written off during the period	Balance 2020-03-31
85265501996	WESBANK	12.25%	2022-08-01	584,937.13	33,728.20	16,786.33	160,550.93	458,114.40
85265478490	WESBANK	12.25%	2022-09-01	944,266.16	54,830.50	27,283.15	240,774.38	758,322.28
85264693609	WESBANK	12.25%	2022-08-01	3,170,743.19	173,190.01	93,562.56	797,526.87	2,546,406.33
85264694308	WESBANK	12.25%	2022-08-01	3,170,743.19	173,190.01	93,562.56	797,526.87	2,546,406.33
85266334384	WESBANK	12.25%	2022-09-01	1,186,621.22	68,903.29	34,285.63	302,571.50	952,953.01
85266283448	WESBANK	12.25%	2022-09-01	1,186,621.22	68,903.29	34,285.63	302,571.50	952,953.01
85266284159	WESBANK	12.25%	2022-09-01	597,470.05	34,693.15	17,263.20	152,346.12	479,817.08
85265374058	WESBANK	12.25%	2022-09-01	944,266.16	54,830.50	27,283.15	240,774.38	758,322.28
TOTAL				11,785,668.32	662,268.95	344,312.21	2,994,642.55	9,453,294.72

The municipality current have external borrowings from 3 financial institutions namely DBSA, ABSA and Wesbank and they are paid bi-annually, monthly and quaterly respectively. The ABSA and Wesbank were recently taken up to buy service delivery vehicles and has a five year fixed term.

9. Investment Potfolio

The investments of funds are dealt with according to the Council's investment policy. Currently the investments are only consisting of short-term investments and they are invested at FNB.

9.1 Investment Balances as at 31 March 2020

Investments by maturity Name of institution & investment ID	Period of Investment	Type of Investment	Expiry date of investment	Accrued interest for the month	Yield for the month 1 (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
R thousands	Yrs/Months							
Municipality								
Absa Bank	Yearly	Short-Term	30/06/2020			1,309		1,309
Estern FS Co-op	Yearly	Short-Term	30/06/2020			1,288		1,288
FNB	Monthly	Short-Term	31/03/2020	283	0.3%	60,548	49,867	110,415
Sanlam	Yearly	Short-Term	30/06/2020			1,126		1,126
TOTAL INVESTMENTS AND INTEREST				283		64,271	49,867	114,138

The investment of funds is dealt according to the council's investment policy. Currently the investment are only consisting of short-term and they are invested at FNB

9.2 Bank Balances as of 31 March 2020

DESCRIPTION	CLOSING BALANCE	INTEREST- TO DATE
MONEY MARKET (Account Number: 62151783563)	R 713,229.90	R 12,891.09
BUSINESS CALL (Account Number: 62049046205)	R 2,533,663.83	R 199,946.70
MIG-INVESTMENT (Account Number: 62310540465)	R 107,167,910.41	R 2,703,896.90
TOTAL	R 110,414,804.14	R 2,916,734.69

The closing balances of call investments accounts amount to **R110,415 million** as at the end March 2020. Interest accumulated to date on investments is **R 2,917 million**.

10. Financial Implications

The report for the quarter ending 31 March 2020 indicates various financial risks which require monitoring and identifies gaps which require urgent attention to achieve the strategic objective of good governance, financial viability and resilient organisational development and transformation. Areas that require continuous monitoring are the following:

- Internal controls for the achievement of operating revenue and expenditure budget.
- Internal controls for the achievement of capital expenditure budget.
- The management of cash flow on daily basis.
- The acceleration of our debtors' collection and the implementation of Revenue Enhancement Strategy; and
- Ensuring that the budget is spent in accordance with the requirements of the service delivery and budget implementation plan to achieve the targets contained in the approved Adjusted SDBIP 2019/2020.

11. Review Notes

In terms of sections 28 and 54 of the Municipal Finance Management Act, 56 of 2003, the municipality approved the Adjustment Budget 2019/2020 and the Adjustment Service Delivery and Budget Implementation Plan 2019/2020, on the 24 February 2020, respectively. Considering the requirement of those sections, the spending and collection of revenue from 25 February 2020 was supposed to be as per the approved Adjustment Budget 2019/2020 and the Adjustment Service Delivery and Budget Implementation Plan 2019/2020.

In reviewing the C-Schedule and the Financial Information performance Report for the Third Quarter 2019/2020, the following issues were identified:

- Monthly actuals were calculated by dividing the original budget by the nine month, instead of using the adjustment budget figures.
- Year-to-date budget figures where those of the original budget instead those of the adjustment budget

- The full year forecast figures were still figures from the original budget instead of those of the adjustment budget

12. Internal Audit Findings

- a) Compliance with regards to MSA and regulation 10 of the MPPMR could not be confirmed as there were inconsistencies between the assessment budget and performance and supportive tables as reflected below: -

Assessment Budget (Finance Dept)

Revenue

- i) The audited figures appearing on the third quarter report are not the same as the one reflected in the mid-year report and the audited annual financial statements: -

Description	AFS Audited Outcome – 2018/19	Table C4 that appear in the report - Audited Outcome (2018/19)	Difference
Service charges -Property	66 372	52 726	13 646
Service charges - Electricity	71 317	69 404	1 913
Service charges - Water	49 759	51 452	-1 693
Service charges - Sanitation	26 223	26 358	-135
Service charges - refuse	30 971	33 615	-2 644
Rental of equipment	1 497	116	1 381
Interest earned – external investments	3 582	2 082	1 497
Interest earned – outstanding debtors	33 531	27 209	6 322
Dividend received	60	104	44
Fines, penalties and forfeits	1 636	357	1 279
Transfers and subsidies	178 184	177 827	357
Other revenue	4 781	4 278	503
Gains on disposal of PPE	1 632	1 576	56
Expenditure			
Employee related cost	187 092	150 312	36 785
Remuneration of councillors	13 350	13 358	-8
Debt impairment	104 984	22 693	82 291
Depreciation & asset impairment	226 647	-	226 647
Finance charges	9 266	5 889	3 377
Bulk purchases	74 869	61 863	13 006
Contracted services	12 895	11 088	1 807
Transfer and subsidies	241	21 540	21 299
Other expenditure	38 185	24 608	13 577
Loss on disposal of PPE	548 613	-	548 613

- ii) There is a discrepancy on the year to date budget that are reflected in table C4 (revenue and expenditure) of monthly budget statement on and it is as a result that transaction was made on the original budget not the adjusted budget. The difference depicted below: -

Description	Table C4 that appear in the report - year to date Budget	Recalculation	Difference
Service charges -Property	46 752	49 323	-2 571
Service charges - Electricity	62 036	55 767	6 269
Service charges - Water	48 518	43 567	4 951
Service charges - Sanitation	24 766	24 850	-84
Service charges - refuse	31 592	31 633	-41
Rental of equipment	131	374	-243
Interest earned – external investments	1 200	3 123	-1 923
Interest earned – outstanding debtors	24 430	26 339	-1 909
Dividend received	53	66	-13
Fines, penalties and forfeits	-	599	599

Description	Table C4 that appear in the report - year to date Budget	Recalculation	Difference
Licences and permits	30	32	-2
Transfers and subsidies	195 399	147 526	47 873
Other revenue	4 535	2 817	1 718
Gains on disposal of PPE	-	198	198
Expenditure			
Employee related cost	160 039	146 922	13 117
Remuneration of councillors	12 341	12 154	187
Debt impairment	38 004	37 055	949
Depreciation & asset impairment	89 261	89 261	-
Finance charges	5 974	5 843	131
Bulk purchases	57 730	51 287	6 443
Other materials	27 914	20 539	7 375
Contracted services	14 251	15 812	-1 561
Transfer and subsidies	12 985	13 409	-424
Other expenditure	30 512	19 548	10 964

- iii) The percentages used for narrating the major revenue against the budget should be corrected as figures used was for the original budget not adjusted budget then it gives incorrect interpretation.
- iv) The amount relating to the gains on disposal do not reflected on the general ledger and it reflected below which made the total amount of revenue excluding capital transfers and contributions to differ. The amount that should be reflected is R442 704 excluding the amount of gains on disposal – R291:-

Description	Table C4 that appear in the report - Assessment Budget (year to date actual)	General ledger (Budget extract)	Difference
Gains on disposal of PPE	291	Not reflecting	291

- v) The total amount of revenue excluding capital transfers and contributions that reflected in table C4 differ from the amount reflect as revenue by source by R 4 000.

Description	Table C4 that appear in the report – (year to date budget)	Year to date budget
Total Revenue (excluding capital transfers and contributions)	439 442	
Revenue by source		443 442

- vi) There is also difference on the amounts reflected on table C4 and the general ledger (**Budget extract**) and it reflected below: -

Description	Table C4 that appear in the report – (year to date actual)	General Ledger (Budget extract)
Revenue by source	442 996	442 704
Expenditure by type	311 023	310 732

- vii) There is a discrepancy on the year to date actual that are reflected in table C4 (expenditure) of monthly budget statement on and it is as a result that transaction was made on the original budget not the adjusted budget. The difference depicted below: -

Description	Table C4 that appear in the report – (year to date actual)	General Ledger (Budget extract)	Difference
Employee related cost	128 056	129 575	1 519
Remuneration of councillors	10 481	8 962	1 519
Contracted services	19 459	22 152	-2 693
Other expenditure	19 190	13 343	5 847

- viii) There is a difference of R 425 on the expenditure reflected on the grant spending on the report versus the supportive documents. Then there are no changes on percentage spending of 39,46 (40%).

Description	Report - Assessment	Supportive document – PMU Report	Difference
EPWP	1 583	1 585	-2
WSIG	916	489	427

- ix) The expenditure relating to the cell phone allowance were reflected as zero however there are employees who are receiving the allowance therefore the amounts must be reflected.
- x) The percentage on electricity and water losses are way above the norm and there is no explanation relating to the challenges that the municipality faced with on report and the remedial action.

IDP regulation financial viability indicators	Norm - %	reflected as follows
Electricity Distribution Losses	7% and 10%	12%
Water Distribution Losses	15% and 30%	38%

- xi) There were discrepancies on the percentage reflected on financial information and the one reflected on the non-financial information: -

Description	reflected as follows	Key Performance Indicator – Director Engineering Services	Actual
Electricity Distribution Losses	12%	Percentage electricity losses	18%
Water Distribution Losses	38%	Percentage of total water losses	23%

14. Management Comments and Measures Taken to Address Underperformance

The report was corrected to address all the review and quality assurance comments and recommendations. Revenue enhancement Strategy needs to be enhanced to ensure that revenue due to the municipality is collected. Stringent measure needs to be put in place to control expenditure and non-compliance regarding the supply chain management processes.

Part 2

Non-Financial Information

1. Purpose

The purpose of this report is to inform council regarding the process made with the implementation of the Key Performance Indicators in the realisation of the development of priorities and objectives as determined in the municipality's Integrated Development Plan Third Quarter 2019/2020 as well as the Top layer Service Delivery and Budget Implementation Plan Third Quarter 2019/2020 for the Third Quarter (02 January 2019 to 31 March 2020) of the 2019/2020 financial year.

2. Legislative Requirements

- (a) The Service Delivery and Budget Implementation Plan is defined in terms of Section 1 of the Local Government: Municipal Finance Management Act, 56 of 2003, and the format is described by the Municipal Finance Management Act, 56 of 2003 Circular 13.
- (b) Section 41(1) (e) of Local Government: Municipal Systems Act, 32 of 2000, prescribes that a process must be established of regular reporting to Council.
- (c) This report is a requirement in terms of Section 52(d) of the Municipal Finance Management Act, 56 of 2003, which provide for:
 - The Executive Mayor, to submit to council within 30 days of the end of each quarter, a report on the implementation of the budget and financial state of affairs of the municipality
 - The accounting officer, while conducting the above, must take into account:
 - Section 71 Reports
 - Performance in line with the Service Delivery and Budget Implementation Plans

3. Background to the format and monitoring of the Service Delivery and Budget Implementation Plan

3.1 Format

- (a) The municipality's Service Delivery and Budget Implementation Plan consist of a Top Layer (Outcomes) as well as a Departmental Plan (Outputs) for each individual department.
- (b) For purpose of reporting, the Top Layer Service Delivery is used to report to council and community on the organisational performance of the municipality.
- (c) The Top Layer Service Delivery measures the achievement of performance indicators with regards to the provision of basic services as prescribed by Section 10 of Local Government: Municipal Planning and Performance Regulations of 2001, National Key Performance Areas and Planning Statement detailed in the Integrated Development Plan Mid-year and the Service Delivery and Budget Implementation Plan Mid-year. The Adjustment Service Delivery and Budget Implementation Plan and the Adjustment Budget were approved by the council on the 24 February 2020.
- (d) The Departmental Service Delivery and Budget Implementation Plan third quarter measure the achievement of performance indicators that have been determined with regard to operational service delivery within each department and have been aligned with the Top Layer Service Delivery and Budget Implementation Plan through activities and tasks. The Departmental Service Delivery and Budget Implementation Plans have been approved by the Municipal Manager.
- (e) The Quarterly Performance Assessment Report is structured to report on the five (5) Municipal Key Performance areas
- (f) The overall assessment of actual performance against targets set for the key performance indicators as documented in the Service Delivery and Budget Implementation Plan is illustrated in terms of the following assessment methodology:

Colour	Category	Explanation
	KPI Not Yet Measured	KPI's with no targets or actual results for the selected period
	KPI Not Met	Actual vs. target less than 75%
	KPI Almost Met	Actual vs. target between 76% and 99%
	KPI Met	Actual vs. target 100% achieved
	KPI Well Met	Actual vs. target more than 101% and less than 149% achieved
	KPI Extremely Well Met	Actual vs. target of 150% or more achieved
	Targets Not reported On	Targets contained in the approved Adjustment SDBIP 2019/2020

3.2 Monitoring

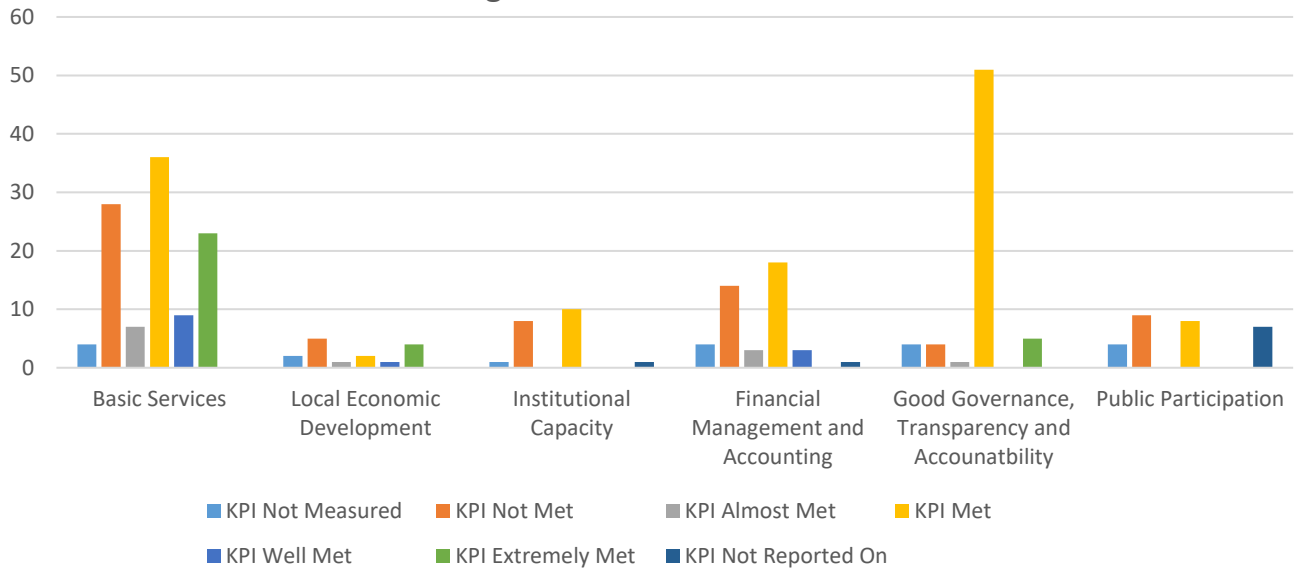
This is the last time the municipality uses manual system to monitor performance, as it has acquired an electronic web-based system that will:

- quarterly be updated, with actual performance
- Close every third month on the 06th for update of the previous quarter month's actual performance as a control measure to ensure that performance is updated, and monitored on a quarterly month's actual performance as a control measure to ensure that performance is updated, and monitored on a monthly basis.
- Have no access available to a quarter's performance indicators after closure of the system. This is to ensure that the level of performance is consistent for a period in the various levels at which reporting takes place.
- Ensure departments motivate to the Municipal Manager should they require the system to be re-opened once the system is closed.
- Ensure the system provides management information in graphs and indicates actual performance against targets. The graphs provide a good indication of performance progress and where corrective action is required.
- Ensure system requires key performance indicator owners to update performance comment for each actual result captured, which provides a clear indication of how the actual was calculated/reached and serves as part of the portfolio of evidence (POE) for auditing purposes.
- In terms of Section 46(1)(a)(iii) of the MSA the Municipality reflect annually in the Annual Performance Report on measures taken to improve performance, in other words targets not achieved. The system utilised requires corrective actions to be captured for targets not achieved

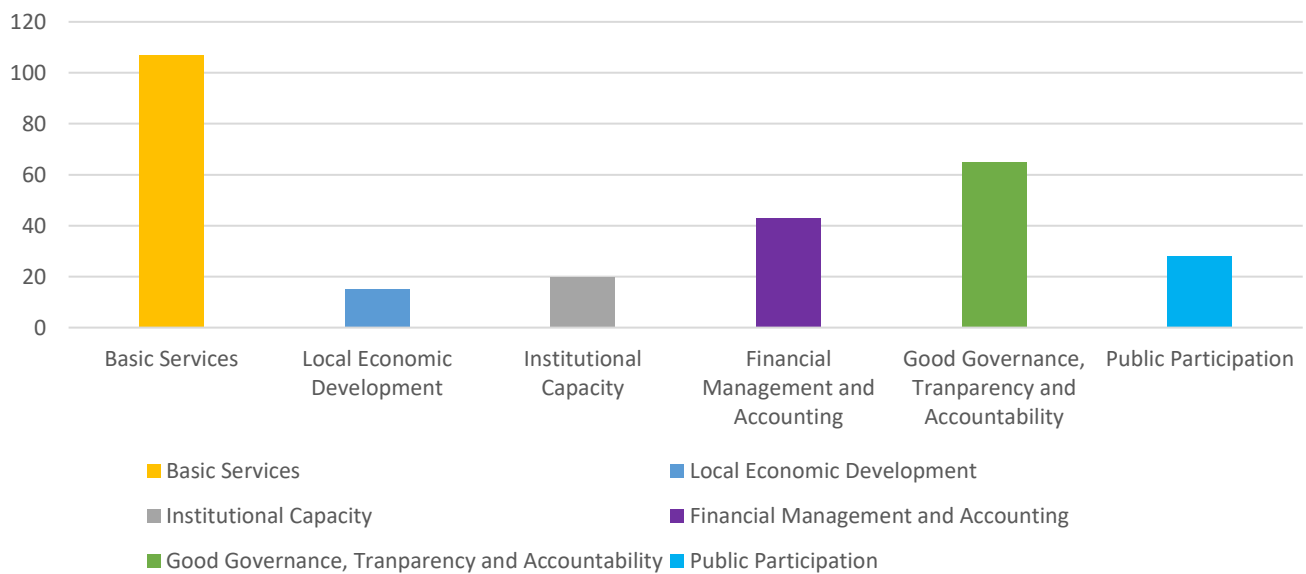
4. Overall Performance of the Municipality

Municipality		Key Performance Areas					Public Participation
		Infrastructure and Service Delivery	Local Economic Development	Institutional Capacity	Financial Management and Accounting	Good Governance, Transparency and Accountability	
	Fourth Quarter Target	4	2	1	4	4	4
	KPI Not Met	28	5	14	6	4	9
	KPI Almost Met	7	1	3	1	1	0
	KPI Met	36	2	18	29	51	8
	KPI Well Met	9	1	3	4	0	0
	KPI Extremely Well Me	23	4	0	0	5	0
	KPI Not Reported On	0	0	1	1	0	7
	Total	107	15	43	45	65	28

Organisational Performance



Key Performance Indicators Contribution per Performance Area



10 Top-Layer Service Delivery and Budget Implementation Plan Reporting

10.1 Municipal Manager's Scorecard

National Development Chapter							8. Corruption Levels are High (9)								Reasons for the Variance	Measures to Improve Performance
National Outcome							9. A responsive, accountable, effective, and efficient system of local government									
Back to Basic Principle							Promoting good governance, transparency, and accountability									
Free State Growth and Development Strategies 6 Pillars							Good Governance									
Predetermined Objective							Putting people first, promoting good governance, transparency, and accountability									
Key Performance Area							Good Governance and Public Participation									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Putting People First	Improved Municipal responsiveness	Percentage of ward committees that are functional (meet four times a year, quorate, and have an action plan)	Percentage of ward committees with six or more ward committee members (excluding the ward councillors)	Number of ward committees that are established and functional	17	17	17	17	17	17			17		Not Reported On	
Putting People First	Improve municipal responsiveness	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	Number of councillors convened community meetings per ward	Number of councillors who have held ward community meetings as per the ward operational plan	17	17	17	0	17	0	17		17		Not Reported On	
Good Governance	More effective municipal administration	Audit opinion	Number of repeat findings	Percentage of repeat audit findings responded to and addressed by the 30 June 2020	100%	100%	100%	95%	100%	95%	100%		100%		Not Reported On	
Good Governance	More effective municipal administration	Audit opinion	Number of councillors who have declared their financial interests	Percentage of councillors who have declared their financial interest	100%	100%	100%	45%	100%	45%	100%	45%	100%		Target Not Met The evidence indicates that only 15 councillors out of 33 declared their financial interests, which translate into a 45.45%	

National Development Chapter		8. Corruption Levels are High (9)											Reasons for the Variance	Measures to Improve Performance		
National Outcome		9. A responsive, accountable, effective, and efficient system of local government														
Back to Basic Principle		Promoting good governance, transparency, and accountability														
Free State Growth and Development Strategies 6 Pillars		Good Governance														
Predetermined Objective		Putting people first, promoting good governance, transparency, and accountability														
Key Performance Area		Good Governance and Public Participation														
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Good Governance	More effective municipal administration	Audit opinion	Number of administrative staff who have declared their financial interest	Percentage of administrative staff who have declared their financial interest	100%	100%	100%	20%	100%	20%	100%	20%	100%			Target Not Met The evidence indicates that only 1 official out of 5 declared her financial interests, which translate into a 45.20%
Good Governance	Improved council functionality	Average percentage of councillors attending council meetings	Number of council items deferred to the next council meetings	Percentage of council items dealt with and resolved in a council meeting	100%	100%	100%	100%	100%	100%	100%	100%	100%			Target Met
Good Governance	Zero tolerance of fraud and corruption	Number of alleged fraud and corruption cases reported per 100 000 population	Number of active suspensions longer than three months	Percentage of active suspension on allegation of fraud and corruption longer than three months with charges being initiated	0%	0%	0%	100%	0%	100%	0%	0%	0%			Target Met
Good Governance	Zero tolerance of fraud and corruption	Number of dismissals for fraud and corruption per 100 000 population	Quarterly salary bill of suspended officials	Percentage salary bill of suspended official against the total municipal salary bill	0%	0%	0%	100%	0%	100%	0%	0%	0%			Target Met
Good Governance	Zero tolerance of fraud and corruption	Number of convictions for bribery and/or corruption by municipal officials per 100 000 population	Quarterly salary bill of suspended officials	Percentage of convictions for bribery and/or corruption by municipal officials on finalised matters	100%	100%	100%	100%	100%	100%	100%	100%	100%			Target Met
Supporting the delivery of municipal services to the right quality and standard	To mitigate risk to the minimum	Functional risk Management Committee	To control enterprise risk	Percentage implementation on risk management plan in place and approved	0	100%	100%	100%	100%	100%	100%	100%	100%			Target Met

10.2 Director Development Planning and Social Security

National Development Chapter		3. Infrastructure is poorly located, inadequate and under-maintained										Reasons for the Variance	Measures to Improve Performance		
National Outcome		3. All people in South Africa													
Back to Basic Principle		2. Supporting the delivery of municipal services to the high standards													
Free State Growth and Development Strategies 6 Pillars		3. Improved Quality of Life													
Predetermined Objective		Supporting the delivery of municipal services to the right quality and standard													
Key Performance Area		Service Delivery and Local Economic Development													
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance								
							Quarter 1		Quarter 2		Quarter 3		Quarter 4		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Supporting the delivery of municipal services to the right quality and standard	Increased access to refuse removal	Percentage of households with basic refuse removal services or better	Percentage of known informal settlements receiving integrated waste handling services	Percentage of households receiving basic refuse removal services	90%	85%	85%	86%	85%	92%	85%	0%	85%		Target Not Met Insufficient evidence on the third quarter to substantiate actuals reported on by the Director
Supporting the delivery of municipal services to the right quality and standard	Compliance with national legislation	Integrated Waste Management Plans developed and approved	Number of plans developed and approved	Number of Integrated Waste Management Plans developed, reviewed, and approved	1	1	0	0	0	0	0	0	1		Fourth Quarter Target
Supporting the delivery of municipal services to the right quality and standard	Mitigated effects of emergencies and disasters	Number of fire related deaths per 1 000 population	Percentage compliance with the required attendance time for structural and veld firefighting incidents	Percentage firefighting, disaster and emergencies incidents attended to within the required timeframe	100%	50%	50%	100%	50%	100%	50%	100%	50%		Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Growing local economies	Gross Value added by the municipality per capita	Average time take to process business license applications and permits	Percentage business license applications and permits processes and approved within the required timeframe	100%	100%	100%	0%	100%	215%	100%	500%	100%		Target Extremely Met

National Development Chapter							3. Infrastructure is poorly located, inadequate and under-maintained								Reasons for the Variance	Measures to Improve Performance
National Outcome							3. All people in South Africa									
Back to Basic Principle							2. Supporting the delivery of municipal services to the high standards									
Free State Growth and Development Strategies 6 Pillars							3. Improved Quality of Life									
Predetermined Objective							Supporting the delivery of municipal services to the right quality and standard									
Key Performance Area							Service Delivery and Local Economic Development									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Improved personnel, community, and municipal property safety	Disaster Management Plans developed and approved	Number of plans developed and approved	Number of Disaster Management Plans developed, reviewed, and approved	1	1	0	0	0	0	0	0	0	1		Fourth Quarter Target
Supporting the delivery of municipal services to the right quality and standard	Ensuring that the municipal environment is conducive for the development of local economy	Number of employment opportunities created through the municipality's approved LED Strategy	Number of approved LED Strategies	Number of LED Strategies developed and approved	1	1	0	0	0	0	0	0	0	1		Fourth Quarter Target
Supporting the delivery of municipal services to the right quality and standard	To mitigate risk to the minimum	Risk evaluated quarterly	To control risk	Number of risk registers developed, updated, and reported on	4	4	1		1		1		1			Target Not Reported On
Supporting the delivery of municipal services to the right quality and standard	Improved communication regarding audit process	To ensure that audit findings are kept to the minimum	Attending to any audit findings within prescribe time frame	Percentage external and internal audit queries responded to and addressed within timeframe	100%	100%	100%		100%		100%		100%			Target Not Reported On

10.3 Director Engineering Services

National Development Chapter		7. Public services are uneven and often of poor quality (10)										Reasons for the Variance	Measures to Improve Performance		
National Outcome		10. Environmental assets and natural resources that are well protected and continually enhanced													
Back to Basic Principle		2. supporting the delivery of municipal services to the high quality and standards													
Free State Growth and Development Strategies 6 Pillars		3. Improved Quality of Life													
Predetermined Objective		Supporting the delivery of municipal services to the right quality and standard													
Key Performance Area		Service Delivery and Infrastructure													
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance								
							Quarter 1		Quarter 2		Quarter 3		Quarter 4		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Supporting the delivery of municipal services to the right quality and standard	Improved energy sustainability	Ensure Electricity losses remain within the Norm 7 -15%	Currency in rand and cents of the electricity losses against the total bulk purchases	Percentage electricity losses	15%	12%	12%	23%	12%	7%	12%	18%	12%		Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Improved water sustainability	Ensure water losses remain within the Norm of 30%	Currency in rand and cents of the total water losses	Percentage of total water losses	30%	30%	30%	49%	30%	31%	30%	23%	30%		Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Improved basic access to sanitation	Percentage of households with access to basic sanitation	Number of new sewer connections meeting the minimum standards	Percentage of households with access to basic sanitation	97%	97%	97%	82%	97%	82%	97%	82%	97%		Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Improved basic access to water	Percentage of households with access to basic water supply	Number of new water connections meeting minimum standards	Percentage of household with access to basic water supply	100%	100%	100%	100%	100%	100%	100%	100%	100%		Target Met

National Development Chapter			7. Public services are uneven and often of poor quality (10)										Reasons for the Variance	Measures to Improve Performance		
National Outcome			10. Environmental assets and natural resources that are well protected and continually enhanced													
Back to Basic Principle			2. supporting the delivery of municipal services to the high quality and standards													
Free State Growth and Development Strategies 6 Pillars			3. Improved Quality of Life													
Predetermined Objective			Supporting the delivery of municipal services to the right quality and standard													
Key Performance Area			Service Delivery and Infrastructure													
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Improved basic access to Electricity	Percentage of households with access to basic Electricity supply	Number of new electricity connections meeting minimum standards	Percentage of household with access to basic electricity supply	94%	94%	94%	83%	94%	83%	94%	83%	94%		Target Almost Met	
Supporting the delivery of municipal services to the right quality and standard	Improved road safety and access to public transport	Manage and achieve 90% of KPI of the sub-directorate Roads and Stormwater	90% of the KPI of sub-directorate roads and stormwater must be met	Percentage of overall KPI met by Roads and Stormwater	90%	90%	90%	98%	90%	90%	90%	100%	90%		Target Well Met	
Supporting the delivery of municipal services to the right quality and standard	Improved basic access to Water and Sanitation	Manage and achieve 90% of KPI of the sub-directorate Water and Sewer O&M	90% of the KPI of sub-directorate Water and Sewer O&M must be met	Percentage of overall KPI met by Water and Sewer O&M	90%	90%	90%	94%	90%	87%	90%	95%	90%		Target Well Met	
Supporting the delivery of municipal services to the right quality and standard	Improved basic access to Water and Sanitation Bulk	Manage and achieve 90% of KPI of the sub-directorate Water and Sewer Bulk	90% of the KPI of sub-directorate Water and Sewer Bulk, must be met	Percentage of overall KPI met by Water and Sewer Bulk	90%	90%	90%	87%	90%	82%	90%	80%	90%		Target Almost Met	
Supporting the delivery of municipal services to the right quality and standard	Improved basic access to Households living in adequate housing	Manage and achieve 90% of KPI of the sub-directorate Planning and Property Management	90% of the KPI of sub-directorate Planning and Property Management, must be met	Percentage of overall KPI met by Planning and Property Management	90%	90%	90%	93%	90%	87%	90%	55%	90%		Target Almost Met	

National Development Chapter			7. Public services are uneven and often of poor quality (10)										Reasons for the Variance	Measures to Improve Performance	
National Outcome			10. Environmental assets and natural resources that are well protected and continually enhanced												
Back to Basic Principle			2. supporting the delivery of municipal services to the high quality and standards												
Free State Growth and Development Strategies 6 Pillars			3. Improved Quality of Life												
Predetermined Objective			Supporting the delivery of municipal services to the right quality and standard												
Key Performance Area			Service Delivery and Infrastructure												
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance								
							Quarter 1		Quarter 2		Quarter 3		Quarter 4		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Supporting the delivery of municipal services to the right quality and standard	Improved basic access to Electricity	Manage and achieve 90% of KPI of the sub-directorate Electricity	90% of the KPI of sub-directorate Electricity, must be met	Percentage of overall KPI met by Electricity	90%	90%	90%	71%	90%	100%	90%	100%	90%		Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Ensure proper implementation of municipal capital infrastructure projects	Manage and achieve 90% of KPI of the sub-directorate PMU	90% of the KPI of sub-directorate PMU, must be met	Percentage of overall KPI met by PMU	90%	90%	90%	68%	90%	83%	90%	54%	90%		Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Improved energy sustainability	Develop public awareness posters and advertise them in order to educate public on energy savings and efficiency strategies	Conduct public awareness on energy savings and efficiency strategies	Number of public awareness on energy savings and efficiency conducted	1	1	0	0	0	0	0	1	1		Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Improve municipal transformation and institutional development	Coordinate monthly departmental meeting to deal with service delivery issues	Conduct monthly departmental meeting to deal with service delivery issues	Number of engineering departmental meetings conducted	0	6	0	0	0	0	3	3	3		Target Well Met

National Development Chapter		7. Public services are uneven and often of poor quality (10)										Reasons for the Variance	Measures to Improve Performance			
National Outcome		10. Environmental assets and natural resources that are well protected and continually enhanced														
Back to Basic Principle		2. supporting the delivery of municipal services to the high quality and standards														
Free State Growth and Development Strategies 6 Pillars		3. Improved Quality of Life														
Predetermined Objective		Supporting the delivery of municipal services to the right quality and standard														
Key Performance Area		Service Delivery and Infrastructure														
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	To mitigate risk to the minimum	Risk evaluated quarterly	To control risk	Number of risk registers developed, updated, and reported on	4	4	1	1	1	1	1	1	1	1		Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Improved communication regarding audit process	To ensure that audit findings are kept to the minimum	Attending to any audit findings within prescribe time frame	Percentage external and internal audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	0%	100%	100%	100%		Target Well Met	

10.4 Chief Financial Officer

National Development Chapter			5. The economy is unstable (resource intensive)										Reasons for the Variance	Measures to Improve Performance	
National Outcome			9. A responsive, accountable, effective, and efficient local government system												
Back to Basic Principle			4. ensuring sound financial management and accounting												
Free State Growth and Development Strategies 6 Pillars			6. Good Governance												
Predetermined Objective			Ensuring sound financial management and accounting												
Key Performance Area			Financial Management												
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance								
							Quarter 1		Quarter 2		Quarter 3		Quarter 4		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Ensuring sound financial management and accounting	Improved financial management	Percentage of the total municipal expenditure on awarded tenders against municipal budget	Average length of time from advertisement of a tender to the letter of award	Percentage municipal expenditure on awarded tenders against the annual municipal budget	100%	100%	100%	0%	100%	0%	100%	0%	100%		Target Not Met No evidence was provided in the POE to substantiate the actual 100% reported on as per the Acting Chief Financial Officer's Scorecard for the period under review
Ensuring sound financial management and accounting	Improved financial management	Percentage of the total municipal expenditure on awarded tenders against municipal budget	Average length of time from advertisement of a tender to the letter of award	Percentage expenditure of the annual MIG allocation year-to-date	100%	100%	100%	30%	61%	100%	100%	59%	100%		Target Not Met No evidence was provided in the POE to substantiate the actual 100% reported on as per the Acting Chief Financial Officer's Scorecard for the period under review
Ensuring sound financial management and accounting	More effective poverty alleviation	Percentage of all qualifying households in the municipal area classified as indigent	Percentage of the municipality's operating budget spent on free basic services to indigent households	Percentage of the municipality's operating budget spent on free basic services to indigent households	100%	100%	100%	0%	100%	98.71%	100%	0%	100%		Target Not Met No evidence was provided in the POE to substantiate the actual 100% reported on as per the Acting Chief Financial Officer's Scorecard for the period under review
Ensuring sound financial management and accounting	Improved financial management	Percentage of the total municipal budget spending against the approved budget	Percentage deviation on the approved budget	Percentage spending on the approved budget	100%	100%	100%	0%	0%	100%	0%	100%	100%		Target Not Met No evidence was provided in the POE to substantiate the actual 100% reported on as per the Acting Chief Financial Officer's Scorecard for the period under review

National Development Chapter							5. The economy is unstable (resource intensive)								Reasons for the Variance	Measures to Improve Performance
National Outcome							9. A responsive, accountable, effective and efficient local government system									
Back to Basic Principle							4. ensuring sound financial management and accounting									
Free State Growth and Development Strategies 6 Pillars							6. Good Governance									
Predetermined Objective							Ensuring sound financial management and accounting									
Key Performance Area							Financial Management									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Improved financial management	Percentage of the total revenue collected against the approved revenue budgeted for	Percentage revenue collection against billed revenue	Percentage payment rate	55%	75%	75%	59%	75%	64%	75%	51%	75%		Target Almost Met	
Supporting the delivery of municipal services to the right quality and standard	To mitigate risk to the minimum	Risk evaluated quarterly	To control risk	Number of risk registers developed, updated, and reported on	4	4	1	1	1	1	1	1	1		Target Met	
Supporting the delivery of municipal services to the right quality and standard	Improved communication regarding audit process	To ensure that audit findings are kept to the minimum	Attending to any audit findings within prescribe time frame	Percentage external and internal audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%		Target Met	

10.5 Director Corporate Services

National Development Chapter							9. South Africa remains a divided society							Reasons for the Variance	Measures to Improve Performance
National Outcome							9. A responsive, accountable, effective and efficient local government system								
Back to Basic Principle							5. Building institutional resilience and administrative capability								
Free State Growth and Development Strategies 6 Pillars							6. Good Governance								
Predetermined Objective							Building institutional resilience and administrative capability								
Key Performance Area							Institutional Capacity								
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance								
							Quarter 1		Quarter 2		Quarter 3		Quarter 4		
							Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Building institutional resilience and administrative capability	Improved municipal capability	Percentage of municipal skills development levy recovered	Percentage of municipal budget allocated to skills development	Percentage actual spending of the municipal budget on skills development	1%	1%	1%	2.8%	1%	6.2%	1%	0.16%	1%	Cost Containment	Target Not Met Revenue collection will need to be enhanced in order to achieve this target. The budget has been overspent by 8.76 for the year to date actual
Building institutional resilience and administrative capability	Improved municipal capability	Top Management Stability (% of days in a year that all s56 positions are filled by full-time, appointed staff not in an acting capacity)	Staff vacancy rate	Percentage of fulltime appointed s56 Managers	40%	100%	40%	40%	40%	40%	80%	40%	100%	Interviews held for the outstanding position of CFO	Target Not Met The process awaits council's approval for the appointment of CFO The actual appointment has not been made as the council hasn't approved the recommendations from the municipal manager, the actual percentage cannot be 80% but 40% still
Building institutional resilience and administrative capability	Improved municipal capability	Top Management Stability (% of days in a year that all s56 positions are filled by full-time, appointed staff not in an acting capacity)	Average time taken by the municipality to make an appointment	Number of days taken by the municipality to make an appointment	248	60	60	66	60	63	60	64	60	Interviews held for the outstanding position of CFO	Target Not Met The process awaits council's approval for the appointment of CFO

National Development Chapter							9. South Africa remains a divided society								Reasons for the Variance	Measures to Improve Performance
National Outcome							9. A responsive, accountable, effective and efficient local government system									
Back to Basic Principle							5. Building institutional resilience and administrative capability									
Free State Growth and Development Strategies 6 Pillars							6. Good Governance									
Predetermined Objective							Building institutional resilience and administrative capability									
Key Performance Area							Institutional Capacity									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Building institutional resilience and administrative capability	Improved municipal capability	Percentage effectiveness on the implementation of the Health and Safety Programmes in the workplace	Percentage towards awareness made on Health and safety programmes at the workplace	Percentage towards awareness made on Health and safety programmes at the workplace	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Target Achieved	Target Met
Building institutional resilience and administrative capability	Improved municipal capability	Human Resources Management	Percentage of the effectiveness on the Human Resources Administration	Percentage of the effectiveness on the Human Resources Administration	100%	100%	100%	0%	100%	0%	100%	0%	100%		The review of the organizational structure was intended to be finalized after the appointment of all S56 Managers	Target Not Met Target to be prioritized after the appointment of the CFO
Building institutional resilience and administrative capability	Improved municipal capability	Legal Services and Contract Management	Percentage of the effectiveness on the Legal Services and Contract Management	Percentage of the effectiveness on the Legal Services and Contract Management	100%	100%	0%	0%	0%	0%	100%	81%	100%		The effectiveness was mostly impacted by the settlement proposals not yet being accepted by the claimants.	Target Not Met Efforts to finalise the settlements will take place in 4 th quarter.
Building institutional resilience and administrative capability	Improved municipal capability	Human Resources Management	Percentage of the effectiveness on the Human Resources Administration	Percentage of the effectiveness on the Human Resources Development	100%	100%	100%	46%	100%	37%	100%	29%	100%		The major contributing factor to the target not being achieved is due to financial constraints resulting in WSP Programs not being implemented as well as recruitment not taking place which then impacts to the Employment Equity Targets	Target Not Met Financial situation needs to be improved for these processes to unfold in line with plans.

National Development Chapter							9. South Africa remains a divided society							Reasons for the Variance	Measures to Improve Performance	
National Outcome							9. A responsive, accountable, effective and efficient local government system									
Back to Basic Principle							5. Building institutional resilience and administrative capability									
Free State Growth and Development Strategies 6 Pillars							6. Good Governance									
Predetermined Objective							Building institutional resilience and administrative capability									
Key Performance Area							Institutional Capacity									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Targets Performance									
							Quarter 1		Quarter 2		Quarter 3		Quarter 4			
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Building institutional resilience and administrative capability	Improved municipal capability	Human Resources Management	Percentage of the effectiveness on the Human Resources Administration	Percentage of the effectiveness on the Payroll Administration	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	None	Target met
Building institutional resilience and administrative capability	Improved municipal capability	Human Resources Management	Percentage of the effectiveness on the Human Resources Administration	Percentage of the effectiveness on the Administration and Council Support	100%	100%	100%	100%	100%	95%	100%	94%	100%	Records Management Awareness Workshop did not take place as scheduled and 1 Telephone complaint was not finalized due to Telkom delays	Target Almost Met Will be addressed in 4 th Quarter The average level of achievement for the period under review is 96%	
Supporting the delivery of municipal services to the right quality and standard	To mitigate risk to the minimum	Risk evaluated quarterly	To control risk	Number of risk registers developed, updated, and reported on	4	4	1	1	1	1	1	1	1	Target Achieved	Target Met	
Supporting the delivery of municipal services to the right quality and standard	Improved communication regarding audit proces	To ensure that audit findings are kept to the minimum	Attending to any audit findings within prescribe time frame	Percentage external and internal audit queries responded to and addressed within timeframe	100%	100%	100%	57%	100%	0%	100%	100%	100%	All Queries were responded to at 100% however the timeframe of 3 days was not always achieved during 1 st and 2 nd Quarters	Target Not Met A register has been developed to monitor the queries issued to responses through the DCS office to ensure responses are received timeously from Managers The average response time to queries is 52% and there was no queries responded to in the second quarter	

11 Lower-Layer Service Delivery and Budget Implementation Performance

11.1 Office of the Municipal Manager

11.1.1 Communication Services

Division		Communication																		Reasons for the Variance	Achievement Level
Key Performance Area		Good Governance Transparency and Accountability																			
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance								
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Promoting good governance, transparency and accountability	Number of Communication Strategy developed and adopted	1	1	1	0	0	0	0	0	0	1		165 499	0	165 499	0	165 499	300 000	165 499		Fourth Quarter Target
Promoting good governance, transparency and accountability	Number of Scheduled Interviews	12	12	12	3	18	3	7	3	6	3		165 499	0	165 499	0	165 499	0	165 499		Target Extremely Met
Promoting good governance, transparency and accountability	Number of Issued Media Statements	12	12	12	3	3	3	3	3	3	3		165 499	0	165 499	0	165 499	0	165 499		Target Met
Promoting good governance, transparency and accountability	Percentage of issued announcements/notices	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		165 499	0	165 499	0	165 499	0	165 499		Target Met
Promoting good governance, transparency and accountability	Percentage of received media enquiries	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		165 499	0	165 499	0	165 499	0	165 499		Target Met
Promoting good governance, transparency and accountability	Number of themed awareness campaigns	4	4	4	1	1	1	1	1	1	1		165 499	0	165 499	0	165 499	0	165 499		Target Met
Promoting good governance, transparency and accountability	Percentage of Website Uploads	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		165 499	0	165 499	0	165 499	0	165 499		Target Met

Division		Communication																		Reasons for the Variance	Achievement Level	
Key Performance Area		Good Governance Transparency and Accountability																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Percentage of Facebook Uploads	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		165 499	0	165 499	0	165 499	0	165 499		Target Met	
Promoting good governance, transparency and accountability	Number of Communication Policy developed and adopted	1	1	1	0	0	0	0	0	0	1		165 499	0	165 499	0	165 499	0	165 499		Fourth Quarter Target	
Total		9	9	9	7		7		7		9		1 489 490		1 489 490		1 489 490		1 489 490			

11.1.2 Office of the Speaker

Division		Office of the Speaker																		Reasons for the Variance	
Key Performance Area		Public Participation																			
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance								
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Putting people first	Number of visits of farms by the Speaker.	2	4	4	1	0	1		1		1		104 397		104 397		104 397		104 397		
Putting people first	Number functional ward committees which quorate.	17	17	17	17		17		17		17		104 397		104 397		104 397		104 397		
Putting people first	Number of ward committee community meeting led by a ward councilor	17	17	17	17		17		17		17		104 397		104 397		104 397		104 397		
Putting people first	Number of ward committee trainings	2	2	2	1		1		0		0		104 397		104 397		104 397		104 397		
Putting people first	Number of stakeholder's forum meetings held	0	0	4	1		1		1		1		104 397		104 397		104 397		104 397		
Putting people first	Number of reports of the Speaker to Council meetings.	4	4	4	1		1		1		1		104 397		104 397		104 397		104 397		
Putting people first	Number of ward committee's reports to Council meetings.	4	4	4	1		1		1		1		104 397		104 397		104 397		104 397		
Total		6	7	7	7		6		6		6		730 780		730 780		730 780		730 780		

11.1.3 Office of the Executive Mayor

Division		Office of the Executive Mayor																		Reasons for the Variance	Achievement Level	
Key Performance Area		Public Participation																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Putting people first	Number of HIV/AIDS programmes implemented	4	4	2	0	0	0	0	1	0	1		1 012 304		1 012 304		1 012 304		1 012 304		Incapacity in terms of personnel doing special programmes	Target Not Met
Putting people first	Number of programmes for people living with disabilities implemented	4	1	1	0	0	0	0	0	0	1		1 012 304		1 012 304		1 012 304		1 012 304			Fourth Quarter Target
Putting people first	Number of gender programmes implemented	4	4	1	0	0	1	0	0	0	0		1 012 304		1 012 304		1 012 304		1 012 304			Target Not Met
Putting people first	Number of programmes for orphanage and vulnerable children implemented	8	8	4	0	0	0	0	2	1	2		1 012 304		1 012 304		1 012 304		1 012 304		Incapacity in terms of personnel doing special programmes, one 1 event hosted in partnership with National Department of Sports, Arts and Culture	Target Not Met
Putting people first	Number of programmes for senior citizens implemented	8	8	1	0	0	0	0	0	0	1		1 012 304		1 012 304		1 012 304		1 012 304			Fourth Quarter Target
Putting people first	Number of youth programmes implemented	20	20	8	0	0	0	0	4	0	4		1 012 304		1 012 304		1 012 304		1 012 304		Incapacity in terms of personnel doing special programmes	Target Not Met
Putting people first	Number of Motlapula games held	1	1	1	0	0	1	0	0	0	0		1 012 304		1 012 304		1 012 304		1 012 304			Target Not Met
Putting people first	Number of Mayoral Cups held	1	1	1	1	0	0	0	0	0	0		1 012 304		1 012 304		1 012 304		1 012 304			Target Not Met
Putting people first	Number of Mayoral Imbizos held	8	8	8	0	0	0	0	4	0	4		1 012 304		1 012 304		1 012 304		1 012 304		Incapacity in terms of personnel doing special programmes	Target Not Met
Total		9	9	9	1		2		4		6		9 110 736		9 110 736		9 110 736		9 110 736			

11.1.4 Internal Audit

Division		Internal Audit																		Reasons for the Variance	Achievement Level	
Key Performance Area		Good Governance, Transparency and Accountability																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Number of the reviewed and approved Internal Audit Unit Charter	1	1	1	1	1	0	0	0	0	0	0	65 000	44 510	0.00	0.00	0.00	0.00	0.00		Target Met	
Promoting good governance, transparency and accountability	Number of the reviewed and approved Audit and Performance Audit Committee Charter	1	1	1	1	1	0	0	0	0	0	0	52 868	47 270	0.00	0.00	0.00	0.00	0.00		Target Met	
Promoting good governance, transparency and accountability	Number of approved Internal Audit Strategic Plan	1	1	1	1	1	0	0	0	0	0	0	73 260	65 256	0.00	0.00	0.00	0.00	0.00		Target Met	
Promoting good governance, transparency and accountability	Number of approved Coverage Plan	1	1	1	1	1	0	0	0	0	0	0	60 917	50 546	0.00	0.00	0.00	0.00	0.00		Target Met	
Promoting good governance, transparency and accountability	Number of covering letters on quarterly plans drafted	30	24	24	3	11	7	12	7	13	7		89 568	65 246	94 249	98 546	96 899	94 249	94 249		Target Extremely Met	
Promoting good governance, transparency and accountability	Number of progress report in implementation of Coverage Plan	4	4	4	1	1	1	1	1	1	1		86 543	62 348	86 543	96 668	86 543	86 543	86 543		Target Met	
Promoting good governance, transparency and accountability	Percentage on ad hoc audit conducted	40%	100%	40%	100%	0%	100%	0%	40%	0%	40%		47 124	0.00	47 124	0.00	47 124	0.00	47 124		Target not met as priority was given to other audit as per level of risk	Target Not Met

Division		Internal Audit																		Reasons for the Variance	Achievement Level	
Key Performance Area		Good Governance, Transparency and Accountability																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Number of Internal Audit Procedural Manual reviewed and approved	1	1	1	1	1	0	0	0	0	0	0	47 124	62 231	0.00	0.00	0.00	0.00	0.00		Target Met	
Promoting good governance, transparency and accountability	Number of Procurement Plan developed	1	1	1	1	1	0	0	0	0	0	0	47 124	22 451	0.00	0.00	0.00	0.00	0.00		Target Met	
Promoting good governance, transparency and accountability	Percentage of Attendance Registers; Leave and Overtime processed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	47 124	47 178	47 124	50 254	47 124	46 890	47 124		Target Met	
Promoting good governance, transparency and accountability	Number of reviewed Quality Assurance and Improvement Programme	1	1	1	1	1	0	0	0	0	0	0	47 124	50 252	0.00	0.00	0.00	0.00	0.00	AGSA Senior Manager cancelled the meeting due to their unavailability.	Target Extremely Met There have been two more meetings held than what was targeted for, for the year to date actual	
Promoting good governance, transparency and accountability	Number of quarterly audit reports compiled and submitted	31	31	31	3	4	9	14	10	11	9		47 124	131 926	121 909	275 726	123 660	161 770	126 068		Target Extremely Met There have been seven more reports compiled and submitted than what was targeted for, for the year to date actual	
Promoting good governance, transparency and accountability	Number of follow-up audit reports	4	4	4	1	1	1	1	1	1	1		47 124	47 612	47 124	66 093	47 124	48 564	47 124		Target Met	
Promoting good governance, transparency and accountability	Number of internal assessment reports	4	4	4	1	1	1	1	1	1	1		47 124	47 612	47 124	52 231	47 124	45 689	47 124		Target Met	

Division		Internal Audit																		Reasons for the Variance	Achievement Level	
Key Performance Area		Good Governance, Transparency and Accountability																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Number of Quality Assurance Reports compiled and submitted to Audit and Performance Audit Committee.	4	4	4	1	2	1	2	1	2	1		98 227	89 250	98 225	181 754	72 303	89 675	79 469		Target Met	
Promoting good governance, transparency and accountability	Number of quality assurance reports submitted on action plan.	2	2	2	1	1	0	0	0	1	1		47 124	47 500	0.00	0.00	0.00	23 785	47 124		Target Met	
Promoting good governance, transparency and accountability	Number of resolution registers compiled and submitted to Audit and Performance Audit Committee.	4	4	4	1	2	1	1	1	1	1		103 370	47 270	115 576	45 507	103 368	23 785	112 866		Target Met	
Promoting good governance, transparency and accountability	Number of Audit and Performance Audit Committee reports submitted to council	4	4	4	1	2	1	1	0	1	0		47 124	94 540	47 124	107 527	47 124	76 896	47 124		Target Met	
Promoting good governance, transparency and accountability	Number of audit steering meetings coordinated	4	4	4	1	2	1	3	1	0	1		61 418	27 500	61 418	61 691	61 418	0.00	61 418		Target Met	
Promoting good governance, transparency and accountability	Number of risk management registers updated,	4	4	4	1	1	1	1	1	1	1		47 124	32 000	47 124	51 221	47 124	34 675	47 124		Target Met	
Promoting good governance, transparency and accountability	Number of Internal Audit Findings Control Registers compiled	4	4	4	1	1	1	1	1	1	1		47 124	38 540	47 124	59 204	47 124	56 897	47 124		Target Met	
Total		21	21	21	21		13		12		13		1 344 513	1 121 038	895 581	1 146 422	886 269	765 633	937 607			

11.1.5 Risk Management

Division		Risk Management																		Reasons for the Variance	Achievement Level
Key Performance Area		Good Governance, Transparency and Accountability																			
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance								
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Promoting good governance, transparency and accountability	Number of Risk Management Committee meetings held	4	4	4	1	2	1	1	1	1	1		165 499	0	165 499	0	165 499	0	165 499		Target Met
Promoting good governance, transparency and accountability	Number of Risk Management Committee Reports submitted	4	4	4	1	1	1	1	1	1	1		165 499	0	165 499	0	165 499	0	165 499		Target Met
Promoting good governance, transparency and accountability	Number of awareness campaigns on fraud prevention	1	1	2	0	0	1	1	1	2	0		165 499	0	165 499	0	165 499	0	165 499		Target Met
Promoting good governance, transparency and accountability	Number of updates on the risk management activities	4	4	4	1	1	1	1	1	1	1		165 499	0	165 499	0	165 499	0	165 499		Target Met
Total		4	4	4	3	4	4	4	4	4	3		661 996	0	661 996	0	661 996	0	661 996		

11.1.6 Information Communications Technologies, Communications and Customer Care Management

Division		Information Communication Technologies, Communication and Customer Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Good Governance, Transparency and Accountability																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Number of Information Communication Technology Steering Committee meeting held	4	4	4	1	1	1	1	1	1	1		25 479	76 898	25 479	161 726	25 479	42 767	25 479			Target Met
Promoting good governance, transparency and accountability	Number of security reports produced	4	4	4	1	1	1	1	1	1	1		25 479	76 898	25 479	161 726	25 479	42 767	25 479			Target Met
Promoting good governance, transparency and accountability	Number of email internet maintenance reports produced	4	4	4	1	1	1	1	1	1	1		25 479	76 898	25 479	161 726	25 479	42 767	25 479			Target Met
Promoting good governance, transparency and accountability	Number of Information Communication Technology Policy reviewed	1	1	1	0	0	0	0	1	1	0		25 479	76 898	25 479	161 726	25 479	42 767	25 479			Target Met
Promoting good governance, transparency and accountability	Number of Servers Upgraded	5	1	1	0	0	1	0	0	0	0		0	0	0	0	500 000	0	0			Target Met
Promoting good governance, transparency and accountability	Number of CIBECS licenses renewed	200	200	200	0	0	0	0	200	200	0		0	0	0	0	80 000	90 574	0			Target Met
Promoting good governance, transparency and accountability	Number of MICROSOST volume licenses renewed	1	1	1	1	0	0	0	1	1	0		850 000	0	0	0	0	0	728 575	0		Target Met
Promoting good governance, transparency and accountability	Number of Anti-malware and Anti-spyware licenses renewed	280	280	280	0	0	0	0	0	0	280		0	0	0	0	0	0	200 000			Fourth Quarter Target

Division		Information Communication Technologies, Communication and Customer Management																	Reasons for the Variance	Achievement Level		
Key Performance Area		Good Governance, Transparency and Accountability																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3				Quarter 4	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Number of IMPERO licenses renewed	200	200	200	0	0	0	0	0	0	200		0	0	0	0	0	0	180 000		Fourth Quarter Target	
Promoting good governance, transparency and accountability	Number of ePMS licenses renewed	1	1	1	1	1	0	0	0	0	0		500 000	231 594	0	0	0	0	0		Target Met	
Promoting good governance, transparency and accountability	Number of Disaster Recovery test conducted on HRS-Server	4	4	4	1	1	1	1	1	1	1		25 479	76 898	25 479	161 726	25 479	42 767	25 479		Target Met	
Promoting good governance, transparency and accountability	Number of Disaster Recovery test conducted on BARN-Server	4	4	4	1	1	1	1	1	1	1		25 479	76 898.14	25 479	161 726	25 479	42 767	25 479		Target Met	
Promoting good governance, transparency and accountability	Number of Disaster Recovery test conducted on DCO1-Server	4	4	4	1	1	1	1	1	1	1		25 479	76 898.14	25 479	161 726	25 479	42 767	25 479		Target Met	
Promoting good governance, transparency and accountability	Number of risk registers updated,	4	4	4	1	1	1	1	1	1	1		25 479	76 898.14	25 479	161 726	25 479	42 767	25 479		Target Met	
Promoting good governance, transparency and accountability	Percentage of external and internal audit queries responded to and addressed within required timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		25 479	76 898.14	25 479	161 726	25 479	42 767	25 479		Target Met	
Promoting good governance, transparency and accountability	Number of monthly updates of progress on Audit Action Plan	2	2	2	1	1	1	1	1	1	2		25 479	76 898.14	25 479	161 726	25 479	42 767	25 479		Target Met	
Total		16	16	16	11	10	10	9	12	12	11		1 604 791	1 000 575	729 312	1 617 258	834 791	1 246 814				

11.1.7 Integrated Development Planning and Performance Management Systems

Division		Integrated Development Planning and Performance Management Systems																		Reasons for the Variance	Achievement Level	
Key Performance Area		Public Participation																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Putting people first	Number of Integrated Development Planning Process Plan developed and approved	1	1	1	1	1	0	0	0	0	0		44 806	67 116	44 806	67 116	44 806	67 116	44 806			Target Met
Putting people first	Number annual reports developed, submitted to AGSA and tabled to council for adoption	1	1	1	0	1	1	0	0	0	0		44 806	67 116	534 418	67 116	0		0			Target Met
Putting people first	Number of quarterly performance reports (Section 52(d)) developed and submitted to council	4	4	4	1	1	1	1	1	1	1		44 806	67 116	44 806	67 116	44 806	67 116	44 806			Target Met
Putting people first	Number of Performance Management Systems Handbook reviewed and approved	1	1	1	0	0	0	0	0	0	1		0		0	0			144 806			Fourth Quarter Target
Putting people first	Number of draft Integrated Development Plan document developed, reviewed, and approved	1	1	1	0	0	0	0	1	1	0		0		44 806	67 116	0		0			Target Met
Putting people first	Number of Integrated Development Plan document developed, reviewed and approved	1	1	1	0	0	0	0	0	0	1		0		0	0			306 508			Fourth Quarter Target

Division		Integrated Development Planning and Performance Management Systems																		Reasons for the Variance	Achievement Level	
Key Performance Area		Public Participation																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Putting people first	Number of employee appraisals conducted	4	4	4	1	0	1	0	1	0	1		44 806	67 116	44 806	67 116	44 806	67 116	44 806		No Appraisal Committee meeting sat due to financial constraints	Target Not Met
Sound Financial Management	Number of Mid-year Budget and Performance Assessment Reports (Section 72 Reports) developed and submitted to council	1	1	1	0	0	0	0	1	1	0		0		0		0		44 806			Target Met
Putting people first	Number of Service Delivery and Budget Implementation Plan developed and approved	1	1	1	1	1	0	0	0	0	0		44 806	67 116	0		0		0			Target Met
Putting people first	Number of Adjusted Service Delivery and Budget Implementation Plan developed and approved	1	1	1	0	0	0	0	1	1	0		44 806		44 806	67 116	0		0			Target Met
Putting people first	Number of Risk Registers developed and submitted	4	4	4	1	0	1	0	1	0	1		44 806	67 116	0	67 116	0		0		Division did not compile a risk register	Target Not Met
Putting people first	Number of progress report on the implementation of Audit Action Plan	4	4	3	1	1	0	0	1	1	1		44 806	67 116	0	0	44 806	67 116	44 806			Target Met
Putting people first	Percentage internal and external audit queries responded to and addressed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		44 806	67 116	44 806	67 116	44 806	67 116	44 806			Target Met
Total		12	12	12	9		4		7		7		358 448	469 813	179 224	469 813	848 060	335 580	809 762			

11.1.8 Summary of Results-Good Governance, Transparency and Accountability

Colour	Achievement	Number
	KPI Not Yet Measured	4
	KPI Not Met	1
	KPI Almost Met	0
	KPI Met	42
	KPI Well Met	0
	KPI Extremely Met	4
	Target Not Reported On	0
Total		51

11.1.9 Summary of Results-Public Participation

Colour	Achievement	Number
	KPI Not Yet Measured	4
	KPI Not Met	9
	KPI Almost Met	0
	KPI Met	8
	KPI Well Met	0
	KPI Extremely Met	0
	Target Not Reported On	7
Total		28

11.2 Department of Corporate Services

11.2.1 Human Resources Development

Division		Human Resource Development																		Reasons for the Variance	Achievement Level	
Key Performance Area		Institutional Capacity																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Building institutional resilience and administrative capability	Percentage to which planned WSP Programmes are implemented and achieved	85%	100%	100%	100%	6%	100%	7%	100%	16%	100%		185 419	185 419	52 8467	52 846	202 480	142 131	202 480	142 131	Target not achieved due to cost containment	Target Not Met Evidence provided in the POE differs from the actuals provided for the period under review
Building institutional resilience and administrative capability	Number of approved Workplace Skills Plans	1	1	1	0	0	0	0	0	0	1		185 419	185 419	52 8467	52 846	202 480	142 131	202 480	142 131	4 th Quarter Target	Fourth Quarter Target
Building institutional resilience and administrative capability	Percentage of municipality's budget spent on implementing its Workplace Skills Plan	100%	100%	100%	100%	71%	100%	20%	100%	21%	100%		185 419	185 419	52 8467	52 846	202 480	142 131	202 480	142 131	Target not achieved due to cost containment	Target Not Met Evidence provided in the POE differs from the actuals provided for the period under review
Building institutional resilience and administrative capability	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's Employment Equity Plan	45%	100%	60%	60%	3.3%	60%	5%	60%	8.3%	60%		185 419	185 419	52 8467	52 846	202 480	142 131	202 480	142 131	Target not achieved due to cost containment and slow recruitment	Target Not Met Review of the Employment Equity Plan The average employment of people from employment equity target for the period under review is 5.53%

Division		Human Resource Development																		Reasons for the Variance	Achievement Level	
Key Performance Area		Institutional Capacity																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Building institutional resilience and administrative capability	Percentage reduction in Disciplinary Hearings	49%	100%	50%	50%	29%	50%	21%	50%	18%	50%		185 419	185 419	52 8467	52 846	202 480	142 131	202 480	142 131	Target not achieved as a result for postponement from parties. SALGBC take long time to issue set down notices for Conciliations and Arbitrations	Target Not Met Upon lifting of the Covid-19 lockdown disciplinary The average reduction in disciplinary hearings is 23%
Total		5	5	5	4		4		4		5		927 095	927 095	264 235	264 235	1 012 400	710 655	1 012 400	710 657		

11.2.2 Human Resources Management

Division		Hum Human Resources Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Institutional Capacity																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Building institutional resilience and administrative capability	Percentage of coordinated positions filled	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	283 156	283 156	277 969	356 447	271 181	187 603	271 181		Target achieved	Target Met
Building institutional resilience and administrative capability	Number of Human resources Policy Manual reviewed and approved	1	1	1	0	0	0	0	0	0	1		283 156	283 156	277 969	356 447	271 181	187 603	271 181		Indicator not reported on	Target Not Reported On
Building institutional resilience and administrative capability	Percentage of employee benefits administered	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		283 156	283 156	277 969	356 447	271 181	187 603	271 181		Target achieved	Target Not Met First and Second Quarters actuals not populated
Building institutional resilience and administrative capability	Percentage towards awareness made on Health and Safety at the workplace	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		283 156	283 156	277 969	356 447	271 181	187 603	271 181		Target achieved	Target Met
Building institutional resilience and administrative capability	Percentage towards the effectiveness of impact on wellness programmes conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		283 156	283 156	277 969	356 447	271 181	187 603	271 181		Target achieved	Target Met
Total		5	5	5	5		5		5		5		1 415 781	1 415 780	1 389 847	1 782 235	1 355 903	938 015	1 355 903			

11.2.3 Administration and Support Services

Division		Administration and Support Services																		Reasons for the Variance	Achievement Level		
Key Performance Area		Good Governance																					
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Promoting good governance, transparency and accountability	Percentage of planned Records Management programmes implemented	100%	100%	100%	100%	100%	100%	100%	67%	100%	75%	100%		98 782	98 782	173 394	173 394	291 959	277 093	298 209		Target not achieved due to schedule challenges of Manager due to other operational issues requiring attention.	Target Almost Met Target will be achieved during 4 th Quarter accordingly. The average achievement for the period under review is 81%
Promoting good governance, transparency and accountability	Percentage of resolutions implemented	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		406 749	406 749	74 612	74 612	291 959	277 093	298 209		Target Achieved	Target Met	
Promoting good governance, transparency and accountability	Percentage of complaints attended to in respect of Telephone and Reprographic Services and System	100%	100%	100%	100%	100%	100%	100%	100%	95%	100%		581 070	581 070	87 576	87 576	291 959	277 093	298 209		Target partially Achieved – Delayed Service from Telkom is challenging the achievement of 1 complaint not attended to	Target Met	
Promoting good governance, transparency and accountability	Percentage of cleaning programmes implemented	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		75 539	75 539	648 588	648 588	291 959	277 093	298 209		Target Achieved	Target Met	
Promoting good governance, transparency and accountability	Number of By-laws developed and/or review processes facilitated.	21	2	2	0	0	2	2	0	2	0		0	0	37 650	37 650	25 000	19 525	0.00		Target over achieved as bylaws were promulgated as well and are ready for implementation.	Target Extremely Met Two more targets were done in the third quarter	
Total		5	5	5	4		5		4	5	4		1 162 140	1 162 140	1 021 820	1 021 820	1 192 835	1 127 897	1 192 835				

11.2.4 Payroll Administration

Division		Payroll Administration																		Reasons for the Variance	Achievement Level	
Key Performance Area		Institutional Capacity																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Number of payrolls processed on or before 25 th of every month	12	12	12	3	3	3	3	3	3	3		172 187	172 092	173 206	173 206	275 777	269 185	275 777		Target Achieved	Target Met
Promoting good governance, transparency and accountability	Number of months that Third parties are processed on or before the 3 rd of every month	12	12	12	3	3	3	3	3	3	3		172 187	172 091	173 206	173 206	275 777	173 207	275 777		Target Achieved	Target Met
Promoting good governance, transparency and accountability	Percentage of leave processed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		172 187	172 091	173 206	173 207	275 777	173 207	275 777		Target Achieved	Target Met
Total		3	3	3	3	3	3	3	3	3	3		516 369	516 466	519 618	519 619	827 330	807 554	827 330			

11.2.5 Legal Services and Contract Management

Division		Legal Services and Contract Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Institutional Capacity																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Number of updates on litigations and private claims register	0	0	2	0	0	0	0	1	1	1		178 372	178 372	129 794	129 794	284 015	1640 423	284 015		Target achieved	Target Met
Promoting good governance, transparency and accountability	Percentage of new and existing contracts entered in the contracts register	0	0	100%	0	0	0	0	100%	100%	100%		178 372	178 372	129 794	129 794	284 015	1640 423	284 015		Target achieved	Target Met
Promoting good governance, transparency and accountability	Percentage of applications for renewal of expired contracts processed.	0	0	100%	0	0	0	0	100%	67%	100%		178 372	178 372	129 794	129 794	284 015	1640 423	284 015		Target partially achieved	Target Not Met Three applications for renewal were received, two were approved and one is awaiting MM's response.

Division		Legal Services and Contract Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Institutional Capacity																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Promoting good governance, transparency and accountability	Percentage of settlements reached on private claims and/or letters of demand	0	0	100%	0	0	0	0	100%	17%	100%		178 372	178 372	129 794	129 794	284 015	1640 423	284 015		Target not achieved.	Target Not Met Six claims lodged against Municipality . One claimant (M.A Khampepe) accepted settlement offer of R5000, could not sign before lockdown.
Promoting good governance, transparency and accountability	Number of Corporate policies developed, reviewed and approved	35	8	4	0	0	2	1	2	3	0		178 372	178 372	129 794	129 794	284 015	1640 423	284 015		Target achieved	Target Met
Promoting good governance, transparency and accountability	Number of Section 80 Committee Reports compiled and submitted	0	0	6	0	0	0	0	3	2	3		178 372	178 372	129 794	129 794	284 015	1640 423	284 015		Target partially achieved.	Target Not Met Third meeting could not be held on the 1 st April 2020 due to lockdown.
1		1	6	0	0	6	6						1 070 231	1 070 231	778 766	778 766	1 704 092	984 255	1 704 092			

2.2.6 Summary of Results-Institutional Capacity

Colour	Achievement	Number
	KPI Not Yet Measured	1
	KPI Not Met	8
	KPI Almost Met	0
	KPI Met	10
	KPI Well Met	0
	KPI Extremely Met	0
	Target Not Reported On	1
Total		20

2.2.7 Summary of Results-Good Governance, Transparency and Accountability

Colour	Achievement	Number
	KPI Not Yet Measured	0
	KPI Not Met	3
	KPI Almost Met	1
	KPI Met	9
	KPI Well Met	0
	KPI Extremely Met	1
	Target Not Reported On	0
Total		14

2.3 DEPARTMENT OF TREASURY SERVICES

2.3.1 Assets Management

Division		Assets Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Financial Management and Accounting																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Percentage of Compliant Asset Registers as per GRAP and mSCOA requirement	100%	100%	100%	100%	33.33%	100%	17%	100%	100%	100%		160 225	46 330	160 225	220 361	160 225	60 096	149 155		Target Met	
Ensuring sound financial management and accounting	Number of updates completed on the asset register	12	12	3	3	3	3	3	3	3	3		160 225	46 330	160 225	220 361	160 225	60 096	149 155		Target Met	
Ensuring sound financial management and accounting	Number of verifications conducted on the asset register	1	4	1	1	1	1	1	1	0	1		160 225	46 330	160 225	220 361	160 225	60 096	149 155		Target Almost Met Could not complete due to lockdown	
Ensuring sound financial management and accounting	Number of reconciliations completed between the fixed asset register and the general ledger	12	12	3	3	3	3	3	3	3	3		160 225	46 330	160 225	220 361	160 225	60 096	149 155		Target Met	
Ensuring sound financial management and accounting	Percentage of audit external and internal audit queries responded to and addressed	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%		160 225	46 330	160 225	220 361	160 225	60 096	149 155		Target Met	
Ensuring sound financial management and accounting	Number of asset management policy reviewed and approved	1	1	0	0	0	0	0	1	0	0		160 225	46 330	160 225	220 361	160 225	60 096	149 155		Target Met	

Division		Assets Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Financial Management and Accounting																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Number of section 71 Reports submitted to Finance Committee	12	12	3	3	3	3	3	3	3	3		160 225	46 330	160 225	220 361	160 225	60 096	149 155			Target Met
Total		7	7	6	6		6		6		7		1 121 581	324 310	1 121 581	1 542 527	1 121 581	420 672	1 121 580.78			

2.3.2 Budget and Reporting

Division		Budget and Reporting																		Reasons for the Variance	Achievement Level		
Key Performance Area		Financial Management and Accounting																					
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Ensuring sound financial management and accounting	Percentage of legislative compliance	100%	100%	100%	100%	0%	100%	0%	100%	0%	100%		203 447	11 428	203 447		203 447	62 500	203 447			Target Not Met	No evidence provided in the POE to substantiate the actuals reported on for the period under review
Ensuring sound financial management and accounting	Number of mSCOA compliant draft budget submitted	1	1	1	0	0	0	0	1	0	0		203 447	0	203 447	0	203 447	62 500	203 447			Target Not Met	Due to lockdown regulation brought about by the COVID-19 Pandemic, the target was achieved in the fourth quarter
Ensuring sound financial management and accounting	Number of mSCOA compliant final budget submitted	1	1	1	0	0	0	0	0	0	1		203 447	0	203 447	0	203 447	0	203 447			Target Met	
Ensuring sound financial management and accounting	Number of mSCOA compliant adjustment budget submitted	1	1	1	0	0	0	0	1	1	0		203 447	0	203 447	0	203 447	62 500	203 447			Target Met	
Ensuring sound financial management and accounting	Percentage reporting in relation to spending within the approved budget	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		203 447	22 856	203 447		203 447	62 500	203 447			Target Met	
Ensuring sound financial management and accounting	Number of section 71 reports submitted	12	12	12	3	3	3	3	3	3	0		203 447	45 711	203 447		203 447	62 500	203 447			Target Not Met	Due to lockdown regulation brought about by the COVID-19 Pandemic, the target was achieved in the fourth quarter

Division		Budget and Reporting																		Reasons for the Variance	Achievement Level	
Key Performance Area		Financial Management and Accounting																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Number of Mid-year Budget and Performance Assessment reports submitted	1	1	1	0	0	0	0	1	1	0		203 447	0	203 447	0	203 447	62 500	203 447			Target Met
Ensuring sound financial management and accounting	Number of section 52 (d) submitted	1	1	1	1	1	1	1	1	1	0		203 447	76 185	203 447	135 970	203 447	62 500	203 447			Target Met
Ensuring sound financial management and accounting	Number of GRAP compliant Annual Financial Statements compiled and submitted	1	1	1	1		0		0	0	0		203 447	304 741	203 447	543 882	203 447	0	203 447			Fourth Quarter Target
Ensuring sound financial management and accounting	Number of Budget related policies reviewed and approved	3	3	3	0	0	0	0	0	0	3		203 447		203 447	0	203 447	0	203 447			Fourth Quarter Target
Ensuring sound financial management and accounting	Percentage debt coverage ratio	80%	80%	80%	80%	356%	80%	-167%	80%	-126%	80%		203 447		203 447	22 856	203 447	62 500	203 447			Target Not Met
Ensuring sound financial management and accounting	Percentage outstanding service debtors ratio	103%	103%	103%	103%	103%	103%	406%	103%	520%	103%		203 447		203 447	22 856	203 447	62 500	203 447			Target Not Met
Ensuring sound financial management and accounting	Percentage cost coverage ratio	1%	1%	1%	1%	198%	1%	224%	1%	438%	1%		203 447		203 447	22 856	203 447	62 500	203 447			Target Not Met
Ensuring sound financial management and accounting	Percentage of audit opinion received on clean audit	100%	100%	100%	100%	0%	100%	0%	100%	100%	0%		203 447		203 447	22 856	203 447	62 500	203 447			Target Not Met No evidence provided in the POE to substantiate the actuals reported on for the period under review
Total		14	14	14	9		7		10		9		284 826		284 826		284 826		284 826			

2.3.3 Expenditure Management

Division		Expenditure Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Financial Management and Accounting																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Number of reports on the actual amount of cash on hand in terms of cash flow forecast	12	12	12	3	3	3	3	3	3	3		540 026	622 590	540 026	622 718	540 026	463 206	540 026			Target Met
Ensuring sound financial management and accounting	Percentage of creditors paid within 30 days	65%	65%	65%	60%	59%	60%	79%	60%	64%	60%		540 026	622 590	540 026	622 718	540 026	463 206	540 026		Overachieved, the payments of the small ESKOM accounts and the SMME's are forced payments and do have an impact on the percentage	Target Well Met
Ensuring sound financial management and accounting	Percentage of reconciled creditors	90%	90%	90%	85%	89%	85%	88%	85%	80%	85%		540 026	622 590	540 026	622 718	540 026	463 206	540 026		Underachieved, were not able to do reconciliations for the end of March 2020 due to COVID 19 lockdown	Target Almost Met
Ensuring sound financial management and accounting	Number of Insurance reports generated and reported to council	12	12	12	3	3	3	3	3	3	3		540 026	622 590	540 026	622 718	540 026	463 206	540 026			Target Met
Ensuring sound financial management and accounting	Number of section 32 report submitted	12	12	12	3	3	3	3	3	3	3		540 026	622 590	540 026	622 718	540 026	463 206	540 026			Target Met
Total													2 724 997	3 112 950	2 724 997	1 763 715	2 724 997	2 316 030				

2.3.4 Supply Chain Management

Division		Supply Chain Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Financial Management and Accounting																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Percentage of reviewed SCM policy submitted for approval	100%	100%	100%	0%	0%	0%	0%	0%	0	100%		102 653	0	102 653	0	52 388	0	52 388			Fourth Quarter Target
Ensuring sound financial management and accounting	Number of stock take conducted	4	4	4	1	1	1	1	1	0	1		102 653	0	102 653	0	52 388	0	52 388			Target Almost Met
Ensuring sound financial management and accounting	Percentage update of progress on audit action plan	90%	100%	100%	100%	0%	100%	0%	100%	0%	100%		102 653	0	102 653	0	52 388	0	52 388			Target Met
Ensuring sound financial management and accounting	Number of workshops with departments on SCM Challenges	5	5	5	2	0	2	0	2	100%	1		102 653	0	102 653	0	52 388	0	52 388			Target Not Met No evidence provided in the POE to substantiate the actuals reported on for the period under review
Ensuring sound financial management and accounting	Number of quarterly updates of supplier database	4	4	4	1	1	1	1	1	0	1		102 653	0	102 653	0	52 388	0	52 388			Target Met
Ensuring sound financial management and accounting	Percentage of BSC meetings held	90%	100%	100%	100%	100%	100%	100%	100%	0%	100%		102 653	0	102 653	0	52 388	0	52 388			Target Not Met No evidence provided in the POE to substantiate the actuals reported on for the period under review
Ensuring sound financial management and accounting	Percentage of BEC meetings held	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%		102 653	0	102 653	0	52 388	0	52 388			Target Not Met No evidence provided in the POE to substantiate the actuals reported on for the period under review

Division		Supply Chain Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Financial Management and Accounting																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Percentage of BAC meetings held	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%		102 653	0	102 653	0	52 388	0	52 388			Target Not Met
Ensuring sound financial management and accounting	Number of supply chain management deviation reports submitted	12	12	12	3	3	3	3	3	100%	3		102 653	0	102 653	0	52 388	0	52 388			Target Met
Ensuring sound financial management and accounting	Number of quarterly SCM contracts registers updated,	4	4	4	1	1	1	1	1	3	1		102 653	0	102 653	0	52 388	0	52 388			Target Met
Ensuring sound financial management and accounting	Number of procurement plan developed for approval and submission to Treasury	1	1	1	1	0	0		0		0		102 653	0	102 653	0	52 388	0	52 388			Not reported to
Ensuring sound financial management and accounting	Number of reports on the preparation and monitoring of the procurement plan	4	4	4	1	1	1	1	1	1	1		0	0	0	0	52 388	0	52 388			Target Met

2.3.5 Revenue Management

Division		Revenue Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Financial Management and Accounting																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Performance								Adjustment Budget Quarterly Performance									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ensuring sound financial management and accounting	Percentage payment rate on monthly billing	55%	70%	75%	75%	58%	75%	62%	75%	51%	75%		559 564	907 651	559 564	869 887	559 564	801 372	559 564		Historical resistance to pay for services especially in the townships as well as the start of the lockdown.	Target Not met
Ensuring sound financial management and accounting	Number of monthly billing conducted	12	12	12	3	3	3	3	3	3	3		559 564	907 651	559 564	869 887	559 564	801 372	559 564		Achieved	Target Met
Ensuring sound financial management and accounting	Number of indigent registered households	6,833	7,000	7,000	2,000	3 173	4 500	0	6,000	6 881	7,000		559 564	907 651	559 564	869 887	559 564	801 372	559 564		Achieved	Target Well Met
Ensuring sound financial management and accounting	Percentage queries resolved within 3 days	60%	75%	75%	60%	66%	65%	80%	70%	71%	75%		559 564	907 651	559 564	869 887	559 564	801 372	559 564		Achieved	Target Well Met
Ensuring sound financial management and accounting	Percentage of daily cash banked	100%	100%	100%	100%	100%	100%	100%	100%	0%	100%		559 564	907 651	559 564	869 887	559 564	801 372	559 564		Achieved	Target Not Met No evidence provided in the POE to substantiate the actuals reported on for the period under review
Ensuring sound financial management and accounting	Percentage implementation of valuation roll	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		559 564	907 651	559 564	869 887	559 564	801 372	559 564		Achieved	Target Not Met No evidence provided in the POE to substantiate the actuals reported on for the period under review
Ensuring sound financial management and accounting	Number of Revenue Related policies reviewed	5	5	5	0	0	0	0	0	0	5		559 564	907 651	559 564	869 887	559 564	801 372	559 564		Not due	Fourth Quarter Target
Total		7	7	7	6		6		6		7		3 916 947	3 535 557	3 916 947	6 089 209	3 916 947	6 089 209	3 916 947			

2.3.6 Summary of Results-Financial Management and Accounting

Colour	Achievement	Number
	KPI Not Yet Measured	4
	KPI Not Met	14
	KPI Almost Met	3
	KPI Met	18
	KPI Well Met	3
	KPI Extremely Met	0
	Target Not Reported On	1
Total		43

2.4 Department of Development Planning and Social Security

2.4.1 Waste Management

Division		Waste Management																		Reasons for the Variance	Achievement Level		
Key Performance Area		Basic Services																					
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Supporting the delivery of municipal services to the right quality and standard	Percentage of household with access to basic service level of refuse removal	91%	90%	85%	85%	86%	85%	92%	85%	97%	85%		642 689	781 723	642 689	899 549	642 689	889 549	642 689			Target Not Met	Insufficient evidence in the third quarter POE to substantiate the actuals reported on
Supporting the delivery of municipal services to the right quality and standard	Number of businesses with access to basic service level of refuse removal	674	674	674	674	674	674	674	674	674	674		642 689	781 723	642 689	899 549	642 689	889 549	642 689			Target Not Met	Insufficient evidence in the third quarter POE to substantiate the actuals reported on
Supporting the delivery of municipal services to the right quality and standard	Number of Public Awareness campaigns conducted with the Friday Mayoral Cleaning Campaign.	35	36	24	6	9	6	3	6	7	6		642 689	781 723	642 689	899 549	642 689	889 549	642 689			Target Well Met	
Supporting the delivery of municipal services to the right quality and standard	Percentage compliance of the four (4) landfill sites as per quarterly evaluation	62%	50%	50%	50%	55%	50%	50%	50%	50%	50%		642 689	781 723	642 689	899 549	642 689	889 549	642 689			Target Met	
Supporting the delivery of municipal services to the right quality and standard	Number of reports of data collected at Ficksburg landfill site submitted to the S A Waste Information Centre	12	12	12	3	3	3	3	3	3	3		642 689	781 723	642 689	899 549	642 689	889 549	642 689			Target Met	

Division		Waste Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Number of reports of data collected at Senekal landfill site submitted to the S A Waste Information Centre	12	12	12	3	3	3	3	3	3	3		642 689	781 723	642 689	899 549	642 689	889 549	642 689			Target Met
Supporting the delivery of municipal services to the right quality and standard	Number of partnerships forged with local recyclers.	4	4	4	1	1	1	1	1	1	1		642 689	781 723	642 689	899 549	642 689	889 549	642 689			Target Met
Total		7	7	7	7		7		7		7		5 784 206	5 472 061	5 784 206	4 498 823	5 784 206	6 226 843	5 784 206			

2.4.2 Parks and Cemeteries

Division		Parks and Cemeteries																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target			Actual
Supporting the delivery of municipal services to the right quality and standard	Number of parks managed	7	7	7	7	9	7	9	7	7	7		938 817	366 486	938 817	405 346	938 817	22 643	938 817		Target Met	
Supporting the delivery of municipal services to the right quality and standard	Number of recreational facilities managed	6	6	6	6	7	6	7	6	6	6		938 817	366 486	938 817	405 346	938 817	22 643	938 817		Target Met	
Supporting the delivery of municipal services to the right quality and standard	Number of trees planted in public places	152	150	160	160	194	0	0	0	0	0		938 817	366 486	938 817	405 346	938 817	22 643	938 817		Target Met	
Supporting the delivery of municipal services to the right quality and standard	Number of halls cleaned and prepared	13	11	10	10	11	10	10	10	10	10		938 817	366 486	938 817	405 346	938 817	22 643	938 817		Target Met	
Supporting the delivery of municipal services to the right quality and standard	Number of approved reviewed Integrated Environmental Management Plan	1	1	1	0	0	0	0	0	0	1		938 817	366 486	938 817	405 346	938 817	22 643	938 817		Fourth Quarter Target	
Supporting the delivery of municipal services to the right quality and standard	Number of cemeteries managed	21	8	8	8	8	8	8	8	8	8		938 817	366 486	938 817	405 346	938 817	22 643	938 817		Target Met	
Supporting the delivery of municipal services to the right quality and standard	Number of Burial Registers updated,	8	8	8	8	8	8	8	8	8	8		938 817	366 486	938 817	405 346	938 817	22 643	938 817		Target Met	
Total		7	7	7	6		5		5		6		8 449 356	145 402	8 449 356	2 837 422	8 449 356	158 501	8 449 356			

2.4.3 Security Services and Property Maintenance

Division		Security Services and Property Maintenance																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Number of employees submitted for vetting (Security Clearance)	29	20	20	0	0	10	12	0	0	10		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Number of security awareness campaigns	1	2	2	0	0	0	0	1	1	1		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Me
Supporting the delivery of municipal services to the right quality and standard	Number of Security Managers Forum meetings attended	4	4	4	1	1	1	1	1	1	1		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Me
Supporting the delivery of municipal services to the right quality and standard	Number of properties provided with security	23	23	23	23	26	23	28	23	25	23		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of Section 4 meetings held	100%	100%	100%	100%	0%	100%	100%	100%	0%	100%		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Not Met No evidence provided in the POE to substantiate the actuals reported on for the period under review
Supporting the delivery of municipal services to the right quality and standard	Number of security committee established	0	1	1	1	1	0	0	0	0	0		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Me
Supporting the delivery of municipal services to the right quality and standard	Number of maintenance plan developed	1	1	1	0	1	0	0	1	0	0		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Me

Division		Security Services and Property Maintenance																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Percentage of properties repaired	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		361 227		361 227	286 271	361 227	294 027	361 227	28 522		Target Met
Total		7	8	8	5		5		6	5	6		3 251 045		3 251 045	2 290 168	3 251 045	2 352 216	3 251 045	228 176		

2.4.4 Public Safety

Division		Public Safety																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Supporting the delivery of municipal services to the right quality and standard	Number of traffic operational plan compiled and approved	1	1	1	1	1	0	0	0	0	0		222 175	212 457	222 175	230 484	222 175		222 175	116 868		Target Met
Supporting the delivery of municipal services to the right quality and standard	Number of roadblocks conducted	30	30	30	6	10	10	13	8	8	6		222 175	212 457	222 175	230 484	222 175		222 175	116 868		Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of Traffic fines issued	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		222 175	212 457	222 175	230 484	222 175		222 175	116 868		Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage on point duty and escorts performed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		222 175	212 457	222 175	230 484	222 175		222 175	116 868		Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of Rand received from escorts performed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		222 175	212 457	222 175	230 484	222 175		222 175	116 868		Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of emergencies incidents reported and attended to	100%	100%	50%	50%	100%	50%	100%	50%	100%	50%		42 962	212 457	42 962	230 484	42 962		42 962	116 868		Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of Public Awareness campaigns conducted [Fire; Climate change; Disaster management]	12	24	24	6	6	6	3	6	11	6		42 962	212 457	42 962	230 484	42 962		42 962	116 868		Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of Disaster Management Fora meetings attended	1	2	2	0	0	1	0	0	0	1		42 962	212 457	42 962	230 484	42 962		42 962	116 868		Fourth Quarter Target

Division		Public Safety																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Supporting the delivery of municipal services to the right quality and standard	Number of Fire Clearance Certificates issued	12	100	100	25	1	25	5	25	0	25		42 962	212 457	42 962	230 484	42 962		42 962	116 868		Target Not Met
Total		9	9	9	8	8	7	8					2 386 242	1 912 113	2 386 242	1 999 575	2 386 242		2 386 242	934 944		

2.4.5 Local Economic Development, Tourism and Sport, Arts and Culture Development

Division		Local Economic Development, Tourism and Sport, Arts and Culture Development																		Reasons for the Variance	Achievement Level	
Key Performance Area		Local Economic Development																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Creating a conducive environment for economic development	Number of office Walk-Ins by SMME's, Street Traders, Cooperatives and NPO/NGO for assistance, advice, referrals for financing, skills development and registrations.	200	200	200	50	85	50	92	50	76	50		95 533		95 533	18 289	95 533	22 054	95 533	923		Target Extremely Met
Creating a conducive environment for economic development	Number of Entrepreneurs capacitated through trainings; workshops; awareness campaigns; roadshows, information sharing sessions and seminars conducted	0	400	400	100	614	100	46	100	46	100		95 533		95 533	18 289	95 533	22 054	95 533	923		Target Extremely Met
Creating a conducive environment for economic development	Number of SMME's; Cooperatives; NPO/NGO recruited for Incubation Programme and assisted with start-up process; skills development and funding proposal	0	40	40	0	0	0	0	0	0	40		95 533		95 533	18 289	95 533	22 054	95 533	923		Fourth Quarter Target
Creating a conducive environment for economic development	Number of updated, Vendor database	1	1	1	0	0	0	0	1	1	0		95 533		95 533	18 289	95 533	22 054	95 533	923		Target Met

Division		Local Economic Development, Tourism and Sport, Arts and Culture Development																		Reasons for the Variance	Achievement Level
Key Performance Area		Local Economic Development																			
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Creating a conducive environment for economic development	Number of people assisted through Agricultural Development initiatives undertaken specifically targeting Youth and Women	60	60	60	30	48	20	146	10	0	0		95 533		95 533	18 289	95 533	22 054	95 533	923	Target Extremely Met
Creating a conducive environment for economic development	Number of projects monitored and evaluated	32	32	32	8	3	8	9	8	0	8		95 533		95 533	18 289	95 533	22 054	95 533	923	Target Not Met
Creating a conducive environment for economic development	Number of approved Sector Plans [LED Strategy review]	0	1	1	0	0	0	0	0	0	1		95 533		95 533	18 289	95 533	22 054	95 533	923	Fourth Quarter Target
Creating a conducive environment for economic development	Number of database for Arts & Crafters updated,	1	1	1	1	1	0	0	0	0	0		95 533		95 533	18 289	95 533	22 054	95 533	923	Target Met
Creating a conducive environment for economic development	Number of updated, tourism Establishment database	1	1	1	1	0	0	0	0	0	0		95 533		95 533	18 289	95 533	22 054	95 533	923	Target Not Met
Creating a conducive environment for economic development	Number of Crafters & Tourism SMME's assisted in development programmes [e.g. crafters market; exhibitions; tour guide Programme]	68	50	50	25	39	0	28	25	0	0		95 533		95 533	18 289	95 533	22 054	95 533	923	Target Well Met
Creating a conducive environment for economic development	Percentage of Business Licenses issued	200	200	100%	100%	0%	100%	0%	100%	100%	0%		95 533		95 533	18 289	95 533	22 054	95 533	923	Target Not Met
Creating a conducive environment for economic development	Percentage of Hawker permits issued	50	80	100%	100%	0%	100%	215%	100%	100%	100%		95 533		95 533	18 289	95 533	22 054	95 533	923	Target Extremely Met

Division		Local Economic Development, Tourism and Sport, Arts and Culture Development																		Reasons for the Variance	Achievement Level	
Key Performance Area		Local Economic Development																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Creating a conducive environment for economic development	Number of activities on sports, arts and culture programmes implemented	4	6	6	2	2	1	2	2	0	1		95 533		95 533	18 289	95 533	22 054	95 533	923		Target Almost Met
Creating a conducive environment for economic development	Number of sports council meeting facilitated	0	4	4	1	1	1	0	1	0	1		95 533		95 533	18 289	95 533	22 054	95 533	923		Target Not Met
Creating a conducive environment for economic development	Number of Sports and Recreation Council training/ workshop conducted	0	2	2	0	0	1	0	0	0	1		95 533		95 533	18 289	95 533	22 054	95 533	923		Target Not Met
Total		10	15	15	11		10		10		10		859 802		859 802	274 335	859 802	330 818	859 802	13 845		

2.4.6 Summary of Results-Basic Services

Colour	Achievement	Number
	KPI Not Yet Measured	2
	KPI Not Met	4
	KPI Almost Met	0
	KPI Met	19
	KPI Well Met	3
	KPI Extremely Met	2
	Target Not Reported On	0
Total		30

2.4.7 Summary of Results-Local Economic Development

Colour	Achievement	Number
	KPI Not Yet Measured	2
	KPI Not Met	5
	KPI Almost Met	1
	KPI Met	2
	KPI Well Met	1
	KPI Extremely Met	4
	Target Not Reported On	0
Total		15

2.5 Department of Engineering Services

2.5.1 Electricity

Division		Electricity Services																		Reasons for the Variance	Achievement Level		
Key Performance Area		Basic Services																					
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Supporting the delivery of municipal services to the right quality and standard	Number of streetlights & High mast lights Repaired/ Replaced	1 172	500	500	125	178	125	323	125	196	125		3 117 428		3 117 428		3 117 428		3 117 428				Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of substations maintained	1	1	1	0	0	0	0	0	1	1		3 117 428		3 117 428		3 117 428		3 117 428				Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of sub & mini substations cleaned	95	100	100	25	37	25	40	30	47	30		3 117 428		3 117 428		3 117 428		3 117 428				Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Kilometers of HV & LV network repaired/replaced	5	7	4	1	0.741	1	1.971	1	3.68	1		3 117 428		3 117 428		3 117 428		3 117 428				Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of Standing Committee Reports generated	12	12	12	3	3	3	3	3	3	3		3 117 428		3 117 428		0		0				Target Met
Supporting the delivery of municipal services to the right quality and standard	Number of Energy forum meeting on electricity services attended	4	4	4	2	1	1	1	1	1	1		3 117 428		3 117 428		0		0				Target Met
Supporting the delivery of municipal services to the right quality and standard	Number of Unit Meetings reports on electricity services generated	8	16	16	4	2	4	2	4	4	4		3 117 428		3 117 428		0		0				Target Not Met

Division		Electricity Services																		Reasons for the Variance	Achievement Level		
Key Performance Area		Basic Services																					
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Supporting the delivery of municipal services to the right quality and standard	Percentage of unplanned outages that are restored to supply within industry standard timeframes (24hrs)	100%	100%	98%	98%	0%	98%	0%	98%	100%	98%		3 117 428		3 117 428		3 117 428		3 117 428				Target Well Met This actual still need to be verified with the Manager to find out if there were no unplanned outages for the first and second quarters
Total					7		7		7		8		24 939 424		24 939 424		15 587 120		15 587 120				

2.5.2 Planning and Property Management

Division		Planning and Property Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target			Actual
Supporting the delivery of municipal services to the right quality and standard	Percentage of progress of Formalization of Masaleng informal settlements	40%	60%	60%	10%	5%	30%	10%	20%	30%	0%		200 000		600 000		600 000		600 000		Advert was planned to be out on the 30 th of March delayed due to lockdown.	Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of progress of Formalization of Baipehng informal settlements	40%	60%	60%	10%	10%	30%	10%	20%	10%	0%		200 000		600 000		600 000		600 000		The service provider was appointment late and pre application consultation meeting outstanding which could now be done after lockdown	Target Not Met Actual progress as per the evidence is 30% whereas the planned target is 60% for the period under review
Supporting the delivery of municipal services to the right quality and standard	Percentage of progress of rezoning, amendment of general plan and subdivision of erf 855, 1339, 1529, 1530, 3780 and 3367	0	100%	100%	0%	0%	40%	20%	0%	55%	0%		0		51 400		0		0			Target Extremely Met Progress is 55% as per the evidence against planned target of 40% for the period under review
Supporting the delivery of municipal services to the right quality and standard	Number of adopted SPLUMA compliant Spatial Development Framework	1	1	1	0	0	0	0	0	0	1		571 000		571 000		571 000		571 000		Only the Land Use Scheme has been approved. SDF is expected to be approved in Quarter 4. Council Resolution to be attached.	Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of Municipal Planning Tribunal seating held	4	4	4	1	0	1	0	1	3	1		150 000		0		150 000		150 000			Target Met

Division		Planning and Property Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Number of illegal land use reports	8	8	8	2		2		2	2	2		0		0		0		0			Target Not Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of zoning certificates issued	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		0		0		0		0			Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of land development applications developed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		0		0		0		0			Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of liquor registrations applications processed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		0		0		0		0			Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of building plans processed	0%	0%	100%	100%	0%	100%	0%	100%	100%	100%		0		0		0		0			Target Met This actual still need to be verified with the Manager to find out if there were no building plans processed for the first and second quarters
Supporting the delivery of municipal services to the right quality and standard	Number of quality control and site inspection on formal structures conducted	0	0	400	100	0	100	0	100	157	100		0		0		0		0			Target Not Met Actuals for the period under review is 157 against the planned target of 300

Division		Planning and Property Management																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Number of inspections and building notices issued	0	0	100	25	0	25	0	25	14	25		0		0		0		0		Those were the only illegal structures reported or noticed and notices issued during the quarter	Target Not Met Actuals for the period under review is 14 against the planned target of 75
Supporting the delivery of municipal services to the right quality and standard	Number of reviewed and approved Housing Sector Plan	0	0	1	0	0	0	0	0	0	1		571 000		571 000		571 000		571 000		Due to lack of initial funding, the plan will be done internally and move to Quarter 4.	Fourth Quarter Target
Supporting the delivery of municipal services to the right quality and standard	Number of Tittle Deeds issued	0	0	200	50	0	50	0	50	2	50		0		0		0		0		Most of the Tittle Deeds in our possession, the owners have passed on and heirs have no letter of authority to collect the title deeds	Target Not Met Actuals for the period under review is 2 against the planned target of 150
Supporting the delivery of municipal services to the right quality and standard	Number of beneficiary's files opened	0	0	160	40	0	40	0	40	0	40		0		0		0		0		Files will be opened in Quarter 4 as allocations were done in Quarter 1 to Quarter 3.	Target Not Met Actuals for the period under review is 0 against the planned target of 120
Supporting the delivery of municipal services to the right quality and standard	Number of Sites allocated	0	0	160	0	208	0	485	40	2	40		0		0		0		0		Achieved in quarter 1 & 2	Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of unit meeting reports generated	0	0	12	3		3	0	3	3	2		0		0		0		0			Target Not Met

Division		Planning and Property Management																		Reasons for the Variance	Achievement Level				
Key Performance Area		Basic Services																							
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4						
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Supporting the delivery of municipal services to the right quality and standard	Number of Section 80 committee reports submitted	0	0	12	3	0	3	3	3	3	2		0		0		0		0						Target Not Met
18		18	18	14		15		15		15		1 692 000		2 543 400		2 492 000		2 492 000							

2.5.3 Roads and Storm Water

Division		Roads and Storm Water																		Reasons for the Variance	Achievement Level						
Key Performance Area		Basic Services																									
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4								
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual					
Supporting the delivery of municipal services to the right quality and standard	m² of Potholes Repaired	2 000	8 000	6 000	2 000	4 579.3	2 000	4222.9	1 000	4 577.878	1000		222 177		222 177		222 177		222 177								Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Km of roads graveled	26.0km	40km	15km	0km	11.5km	10km	8.5km	2.5km	61.785 km	2.5km		222 177		222 177		222 177		222 177								Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Km of channel cleaned/Repaired	10.0km	34km	20km	5km	4.6km	5km	3.6km	5km	8.39 km	5km		222 177		222 177		222 177		222 177								Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Number of Kerb-Inlet/catch pit Cleaned/Repaired	120	100	130	25	79	55	109	25	63	25		222 177		222 177		222 177		222 177								Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Km of sidewalks maintained	4km	6km	6km	1.5km	0.8km	1.5km	4.6km	1.5km	5.14	1.5km		222 177		222 177		222 177		222 177								Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of Standing Committee Reports generated	0	0	12	3	3	3	3	3	3	3		222 177		222 177		222 177		222 177								Target Met
Supporting the delivery of municipal services to the right quality and standard	Number of RRAMS forum meeting on attended	0	0	4	1	0	1	0	1	1	1		0		0		0		0								Target Not Met
Supporting the delivery of municipal services to the right quality and standard	Number of Unit Meetings reports on roads services generated	0	0	12	3		3		3	1	3		0		0		0		0							There is no Manager to perform this function. The caretaker manager only assists with reports	Target Not Met
Total		5	5	8	7	8		8		8			8		1 333 062		1 333 062		1 333 062		1 333 062						

2.5.4 Water and Sewer-Operations and Maintenance

Division		Water and Sewer-Operations and Maintenance																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target			Actual
Supporting the delivery of municipal services to the right quality and standard	Percentage of water pipes repaired.	100%	100%	100%	100%	99.53%	100%	103.51%	100%	100%	100%		22 588.98		38 178.28		600 000		600 000			Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of water meters repaired or replaced.	100%	100%	100%	100%	98.39%	100%	92.16%	100%	85.33%	100%		22 588.98		22 588.98		600 000		600 000		Material shortage especially 15mm and 20mm material.	Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of fire hydrants repaired.	100%	100%	100%	100%	0%	100%	0%	100%	0%	100%		22 588.98		22 588.98		600 000		600 000			Target Not Met Evidence in the POE for the is different from the reported performance information
Supporting the delivery of municipal services to the right quality and standard	Percentage of water valves repaired.	100%	100%	100%	100%	96.55%	100%	100%	100%	100%	100%		22 588.98		22 588.98		600 000		600 000			Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of sewer pipes repaired.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		22 588.98		22 588.98		600 000		600 000			Target Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of unblocked sewer spillages.	100%	100%	100%	100%	99.01%	100%	99.17%	100%	100%	100%		22 588.98		22 588.98		600 000		600 000			Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Percentage of repaired/replaced sewer manholes.	100%	100%	100%	100%	0%	100%	0%	100%	100%	100%		22 588.98		22 588.98		600 000		600 000			Target Not Met Evidence in the POE for the is different from the reported performance information
Supporting the delivery of municipal services to the right quality and standard	Percentage of buckets removed	100%	100%	100%	100%	95.71%	100%	114.79%	100%	89.53%	100%		22 588.98		22 588.98		600 000		600 000		Breakdown of tractors. Trailers were shared amongst two units.	Target Met

Division		Water and Sewer-Operations and Maintenance																		Reasons for the Variance	Achievement Level		
Key Performance Area		Basic Services																					
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Supporting the delivery of municipal services to the right quality and standard	Percentage of VIP and Sceptic tanks serviced.	100%	100%	100%	100%	9.65%	100%	17.38%	100%	14.56%	100%			22 588.98		22 588.98		600 000		600 000		Breakdown of VIP suction trucks and trailer. Only one truck is operational.	Not Met
Supporting the delivery of municipal services to the right quality and standard	Number of Section 80 Committee Reports generated.	12	12	12	3	3	3	3	3	3	3			0	0	0	0	0	0	0	0	Target Not Met Evidence in the POE for the is different from the reported performance information	
Supporting the delivery of municipal services to the right quality and standard	Number of Unit Administration Reports generated	16	16	12	4	2	4	4	4	3	4			0	0	0	0	0	0	0	0	Target Not Met Evidence in the POE for the is different from the reported performance information	
Total		11	11	11																			

2.5.5 Water and Sewer-Bulk Provision

Division		Water and Sewer-Bulk Provision																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Supporting the delivery of municipal services to the right quality and standard	Megaliter of water purified	8948.2	8948.2	7 000	1 750	2 327	1 750	1 496	1 750	1 896	1 750		202 884.83		306 040.79		590 000		590 000		Shortage of raw water	Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Liters of Flocculent to be used	357 110	357 110	360 000	90 000	97 161	90 000	92 864	90 000	107 141	90 000		202 884.83		306 040.79		590 000		590 000			Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Kilograms of Chlorine to be used/dosed	29 150	29 150	30 000	7 500	7 330	7 500	7 611	7 500	6 552	7 500		202 884.83		306 040.79		590 000		590 000		Shortage of raw water	Target Almost Met
Supporting the delivery of municipal services to the right quality and standard	Number of Water quality compliant report	825	825	652	163	169	163	161	163	168	163		202 884.83		306 040.79		590 000		590 000		The De Put plant is vandalized and not working. Due to water shortage less samples were taken. (Ref: Marquard Plant)	Target Well Met
Supporting the delivery of municipal services to the right quality and standard	Number of full SANS 241 analysis report generated	2	2	1	0	0	0	0	0	1	1		202 884.83		0		590 000		590 000			Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of water quality operations monitoring analysis	5 934	5 934	5 934	1 484	1 587	1 484	825	1 484	1 520	1 484		202 884.83		306 040.79		590 000		590 000			Target Not Met Evidence in the POE for the is different from the reported performance information
Supporting the delivery of municipal services to the right quality and standard	Number of reservoir inspections conducted	192	192	480	192	140	192	213	48	205	48		202 884.83		306 040.79		590 000		590 000			Target Extremely Met

Division		Water and Sewer-Bulk Provision																	Reasons for the Variance	Achievement Level		
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3				Quarter 4	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Supporting the delivery of municipal services to the right quality and standard	Megaliters of Wastewater treated	1 711	1 711	400	100	1 837	100	1 837	100	0	100		202 884.83		306 040.79		590 000		590 000		Shortage of inflow due to water shortage-Ficksburg and Clocolan plants are not working. Only Senekal and Marquard plants are currently working.	Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Kilogram of Chlorine to be used for disinfection	3 275	3 275	2 500	625	524	625	716	625	694	625		202 884.83		306 040.79		590 000		590 000		Shortage of inflow due to water shortage-Ficksburg and Clocolan plants are not working. Only Senekal and Marquard plants are currently working.	Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of Quality Compliance reports generated	460	460	96	24	14	24	20	24	20	24		202 884.83		306 040.79		0		0		Most of the plants are not fully operational hence less reports generated	Target Almost Met Evidence in the POE for the is different from the reported performance information
Supporting the delivery of municipal services to the right quality and standard	Number of water service Development plan completed	1	1	1	0	0	0	0	0	0	1		0		0		0		0			Fourth Quarter Target
Supporting the delivery of municipal services to the right quality and standard	Number of unit reports generated	12	12	12	3	4	3	4	3	3	3		0		0		0		0			Target Met

Division		Water and Sewer-Bulk Provision																		Reasons for the Variance	Achievement Level			
Key Performance Area		Basic Services																						
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4					
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual				
Supporting the delivery of municipal services to the right quality and standard	Number of Section 80 reports generated	12	12	12	3	3	3	3	3	4	3		0		0		0		0					Target Extremely Met
Supporting the delivery of municipal services to the right quality and standard	Number of water forums attended	4	4	4	1	0	1	0	1	0	1		0		0		0		0				No invites were received, beyond municipal control	Target Not Met
14		14	14	12		12		13		14			2 028 848		2 754 367		5 310 00		5 310 000					

2.5.6 Project Management Unit

Division		Project Management Unit																		Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																				
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the development of the water network on 1110 site with water Marquard/ Moemaneng	90%	10%	10%	5%	0%	4%	0%	1%	1%	0%		0		0		500 000		500 000		Delay due to supplier to deliver material to connect the steel tank	Target Not Met First and Second Quarters no evidence was submitted to substantiate the actuals reported
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the development of the sewer network on 1110 site with sewer Marquard/ Moemaneng	90%	10%	10%	5%	0%	4%	0%	1%	1%	0		0		0		500 000		500 000		Delays due to blasting that must take place for the final sewer pipeline to be installed	Target Not Met First and Second Quarters no evidence was submitted to substantiate the actuals reported
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the Construction of the 500mm diameter pipeline from De Put to WTW in Senekal/ Matwabeng	0%	90%	90%	10%	42%	50%	75%	70%	95%	90%		2 952 938		2 952 938		2 952 938		2 952 938			Target Extremely Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the Construction of the 11Ml reservoir in Senekal/ Matwabeng	0%	60%	60%	10%	11.90%	20%	17%	35%	55%	60%		3 197 500		3 197 500		3 197 500		3 197 500			Target Extremely Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on Upgrading of Van Soelen in Meqheleng/ Ficksburg	50%	100%	100%	10%	27%	30%	27%	50%	21%	0%		0		0		0		0			Target Almost Met Progress made up to third quarter per the POE is 83% of the expected 90% and the reported actual as per the performance report was 186%

Division		Project Management Unit																	Reasons for the Variance	Achievement Level	
Key Performance Area		Basic Services																			
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3				Quarter 4
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on Conversion of 969 VIP into waterborne sanitation system	20%	10%	80%	20%	50%	40%	20%	60%	66.73%	80%		1 181 236		4 421 672		1 965 625		2 683 699		Target Extremely Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress on the Upgrading of the Wastewater Treatment Works in Clocolan/Hloholwane.	40%	60%	60%	20%	35%	30%	0%	40%	50%	60%		1 700 000		6 100 000		1 900 000		5 000 000		Target Well Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage progress made on upgrading of the sport facility in Moemaneng	0%	100%	100%	25%	25%	50%	40%	75%	78%	100%		500 000		1 500 000		3 100 000		2 600 000		Target Well Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage progress made on the Development of the Cemeteries in Ficksburg/Megheleng	0%	100%	100%	25%	45%	50%	79%	85%	95%	100%		1 553 712		1 942 192		1 392 555		1 700 000		Target Well Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Replacement of an old 5km asbestos water rising main pipeline in Clocolan/Hloholwane completed	0%	50%	50%	0%	0%	0%	0%	10%	0%	50%		0		0		2 000 000		3 500 000		Awaiting appointment of consultants to be finalized. Target Not Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Marquard: Upgrading of sport and recreational facility completed	0%	50%	50%	0%	0%	0%	0%	10%	0%	50%		0		0		240 000		1 000 000		Delays in in finalization of appointment of consultants Target Not Met

Division		Project Management Unit																	Reasons for the Variance	Achievement Level			
Key Performance Area		Basic Services																					
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3				Quarter 4		
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Ficksburg/Meghel eng: Rehabilitation of 1.5 km surfaced, and storm water drainage completed	0%	10%	10%	0%	0%	0%	0%	0	0%	10%			0		0		0		350 000		Delays in in finalization of appointment of consultants.	Target Not Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Upgrading of the Water Treatment Works in Clocolan/Hlohlowane completed	0%	60%	60%	0%	0%	0%	0%	10%	0%	60%			0		0		3 000 000		3 900 000		Delays in in finalization of appointment of consultants. Allocation reduced	Target Not Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Resuscitation of the Wastewater Treatment Works in Senekal/Matwabe ng completed	0%	60%	60%	0%	0%	0%	0%	10%	0%	60%			0		0		2 586 532		2 586 532		Delays in in finalization of appointment of consultants. Allocation reduced	Target Not Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Construction of Cyferfontein raw water abstraction pump station: Earth woks, casted concrete reinforcement walls and roof with mechanical concrete doors completed.	0%	40%	40%	0%	0%	0%	0%	10%	0%	40%			0		0		4 000 000		5 910 000		Appointment of contractor finalized later in March	Target Not Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Installation of the 2 mechanical screw pumps, motors, electrical control panel, electrical transformer and cables completed.	0%	30%	30%	0%	0%	0%	0%	5%	0%	30%			0		2 000 000		5 000 000		5 075 000		Contractor not yet appointed.	Target Not Met

Division		Project Management Unit																Reasons for the Variance	Achievement Level					
Key Performance Area		Basic Services																						
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3			Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual				
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Construction of the De Put water abstraction pump station: Earth Works, casted concrete reinforced walls and roof with mechanical concrete doors completed.	0	30%	30%	0%	0%	0%	0%	5%	0%	30%			0			0	500 000		10 000 000		Contractor not yet appointed.	Target Not Met	
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Installation of the 500mm diameter OPVC pipe and installation of scour valves, air valves and gate valves from Cyferfontein dam to the new Water Treatment Works. (WTW)	0%	10%	10%	0%	0%	0%	0%	0%	0%	10%			0			0			2 000 000		Contractor not yet appointed.	Target Not Met	
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of PMU reports generated	12	12	12	3	0	3	0	3	3	3			0			0			0			There is no evidence of actuals for the first and second quarters as reported	Target Not Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Asset Management reports	4	4	4	1	0	1	0	1	1	1			0			0			0			There is no evidence of actuals for the first and second quarters as reported	Target Not Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of MIG monthly reports	12	12	12	3	3	3	3	3	3	3			0			0			0				Target Met

Division		Project Management Unit																		Reasons for the Variance	Achievement Level			
Key Performance Area		Basic Services																						
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4					
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual				
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of MIG quarterly reports	4	4	4	1	1	1	1	1	1	1			0		0		0		0				Target Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of MIG Annual reports	1	1	1	0		0		0	0	1			0		0		0		0				Target Met
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of DWS monthly reports	12	12	12	3	0	3	0	3	3	3			0		0		0		0				Target Not Met There is no evidence of actuals for the first and second quarters as reported
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of DWS quarterly reports	8	8	8	2	0	2	0	2	2	2			0		0		0		0				Target Not Met There is no evidence of actuals for the first and second quarters as reported
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of DWS Annual reports	2	2	2	0	0	0	0	0	0	2			0		0		0		0				Target Met

Division		Project Management Unit																	Reasons for the Variance	Achievement Level					
Key Performance Area		Basic Services																							
Planning Statement	Key Performance Indicator	Baseline Indicator	Original Annual Target	Revised Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3				Quarter 4				
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual					
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of site visits	40	40	40	10	6	10	8	10	8	10			0			0			0					Target Not Met Actual site visits as per the POE is 22 against the planned of target of 30 for the period under review
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of site meetings attended	33	50	50	10	11	10	3	15	9	15			0			0			0					Target Not Met Actual site visits as per the POE is 23 against the planned of target of 35 for the period under review
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of business plans submitted for funding	6	3	3	2	5	0	0	0	2	1			0			0			0					Target Extremely Met Actual business plans submitted per the evidence is 7 against the 3 planned for the period under review
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of EPWP beneficiaries	1 200	1 037	1 037	154	0	154	19	154	48	575			442 250			442 250			442 250					Target Not Met Actual appointments made as per the evidence is 67 against the target of 462 for the period under review
Total																									

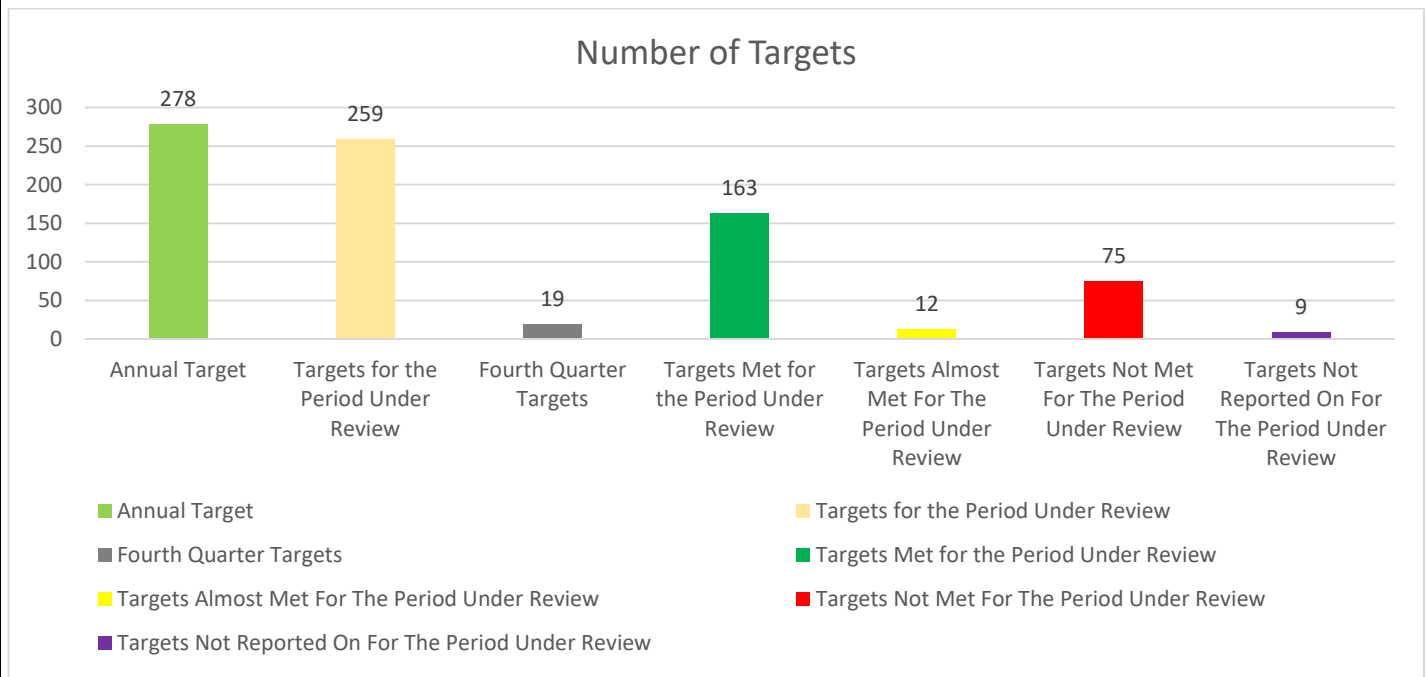
2.5.7 Summary of Results: KPA 1- Basic Services

Colour	Achievement	Number
	KPI Not Yet Measure	2
	KPI Not Met	24
	KPI Almost Met	7
	KPI Met	17
	KPI Well Met	6
	KPI Extremely Met	21
	Target Not Reported On	0
Total		77

3. Review Comments

For the period under review, **259** of the **278** targets were set, **19** of the **278** were set for the fourth quarter. A total of **163(63%)** of the **259** were achieved, **12 (5%)** target was almost met and **75(29%)** targets were not met, of the 163 targets, **13** were well met and **32** were extremely met. For the period under review, **9 (3%)** of the targets were not reported on.

The overall performance of the municipality, considering those that are met, those that are well met, and those that are extremely met is 72%, which in terms of the evaluation criteria is not met, which falls under 100%. The calculations is done by adding up the met, well met and extremely met sums and dividing them by the total number of targets set for the period under review. $Performance\ Level = \frac{(118+13+32)}{259}$ which gives you 63%



The following issues have also been identified:

- Some divisions reported performance information is not consistent with the approved planned performance information.
- Some divisions have not recorded the variance were needed as well as the improvement measures to be taken to address underperformance where necessary.
- Delay in the submission of reports within the required timeline impact negatively on the review and assurance processes.

4. Internal Audit Findings

- The financial year indicated in the section 52(d) report under the heading purpose and background are for the previous year (2019/2020) not the year under review (2019/2020). Even the date of the third quarter is stated as 02 January 2019 to 31 March 2020 of the financial year 2019/2020 not 02 January 2020 to 31 March 2020 of the financial year 2019/2020.
- The actuals that were not reported on for the key performance indicators listed below:-

Municipal Manager - Top layer

KPI	Quarterly	Actual
Number of ward committees that are established and functional	17	Not reported on
Number of councillors who have held ward community meetings as per the ward operational plan	17	
Percentage of repeated audit findings responded to and addressed within the required timeframe	100%	
Percentage of councillors who have declared their financial interest	100%	
Percentage of administrative staff who have declared their financial interest	100%	

Director Development Planning and Social Security - Top layer

KPI	Quarterly	Actual
Number of risk register developed, updated, and reported on	17	Not reported on
Percentage of external and internal audit queries responded to and addressed within timeframe	100%	

Communication – Lower layer

KPI	Quarterly	Actual
Number of Communication Strategy developed and adopted	0	Not reported on
Number of Scheduled Interviews	3	
Number of Issued Media Statements	3	
Percentage of issued announcements/notices	100%	
Percentage of received media enquiries	100%	
Number of themed awareness campaigns	1	
Percentage of Website Uploads	100%	
Percentage of Facebook Uploads	100%	
Number of Communication Policy developed and adopted	0	

Office of the Speaker

KPI	Quarterly	Actual
Number of Visit of farms by the Speaker.	1	Not reported on
Number of functional ward committees which quorate	17	
Number of ward committee community meeting led by a ward councillor	17	
Number of ward committee training	0	
Number of Stakeholder's forum meetings held.	1	
Number of reports of the Speaker to Council meetings.	1	
Number of ward committee's reports to Council meetings.	1	

Office of the Executive Mayor

KPI	Quarterly	Actual
Number of HIV/AIDS programmes implemented	1	Not reported on
Number of programmes for people living with disabilities implemented	0	
Number of gender programmes implemented	0	
Number of programmes for orphanage and vulnerable children implemented	2	
Number of programmes for senior citizens implemented	0	
Number of youth programmes implemented	4	
Number of Motlapula games held	0	
Number of Mayoral Cups held	0	
Number of Mayoral Imbizos held	4	

Integrated Development Planning and Performance Management System

KPI	Quarterly	Actual
Number annual reports developed, submitted to AGSA and tabled to council for adoption	0	Not reported on

Human Resource Management

KPI	First Quarter & Second Quarter	Actuals
Percentage of employee benefits administered	100%	Not reported on

Budget & Reporting

KPI	First Quarter	Second Quarter	Actuals
Number of GRAP compliant Annual Financial Statements compiled and submitted	1	0	Not reported on

Supply Chain Management

KPI	Second Quarter	Third Quarter	Actuals
Number of procurement plan developed for approval and submission to Treasury	0	0	Not reported on

- iii. There is a discrepancy identified between the actual reported on the non-financial information and the financial information and are reflected below: -

Chief Financial Officer – Top layer

KPI	Quarterly	Actual	Financial Information
Percentage of total expenditure on annual MIG allocation year to date	100%	100%	59%
Percentage payment rate	79%	51%	43%

Project Management Unit– Lower Layer

Intervals Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of progress made on the development of the water network on 1110 site with water Marquard/ Moemaneng	5%	4%	0%	4%	4%	0%	1%	1%	0%
Percentage of progress made on the development of the sewer network on 1110 site with sewer Marquard/ Moemaneng	5%	5%	0%	5%	3%	0%	1%	1%	0%
Percentage of progress made on the Construction of the 500mm diameter pipeline from De Put to WTW in Senekal/ Matwabeng	10%	42%	42%	50%	80%	75%	Reflected correctly		
Percentage of progress made on the Construction of the 11MI reservoir in Senekal/ Matwabeng	10%	10%	11,90 %	20%	22%	17%	Reflected correctly		
Percentage of progress made on Upgrading of Van Soelen in Meqheleng/ Ficksburg	10%	50%	27%	30%	65%	27%	50%	71%	21%
Percentage of progress made on Conversion of 969 VIP into waterborne sanitation system	20%	2%	50%	40%	20%	66,73%	Reflected correctly		
Percentage of progress on the Upgrading of the Wastewater Treatment Works in Clocolan/Hlohlolwane.	20%	0%	35%	30%	15%	0%	Reflected correctly		
Percentage progress made on upgrading of the sport facility in Moemaneng	25%	25%	25%	50%	55%	40%	Reflected correctly		
Percentage progress made on the Development of the Cemeteries in Ficksburg/Meqheleng	25%	0%	45%	50%	85%	79%	85%	95%	95%
Number of PMU reports generated	3	3	0	3	3	0	Reflected correctly		
Number of Asset Management reports	1	1	0	1	1	0	Reflected correctly		
Number of DWS monthly reports	3	3	0	3	3	0	Reflected correctly		
Number of DWS quarterly reports	2	2	0	2	2	0	Reflected correctly		
Number of DWS Annual reports	0	1	0	0	0	0	Reflected correctly		
Number of site visits	10	5	6	10	5	8	10	5	8
No of site meetings attended	10	5	11	10	5	3	15	9	9
Number of business plans submitted for funding	2	2	5	0	0	0	0	0	2
No of EPWP beneficiaries	Reflected correctly			154	0	19	154	20	48

Electricity Division– Lower Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Number of streetlights & High mast lights Repaired/ Replaced	125	154	178	125	328	323	1%	1%	0%
Kilometres of HV & LV network repaired/replaced	Reflected correctly			Reflected correctly			1	3,6	3,68
Number of unit meetings reports on electricity services generated	4	2	4						
Percentage of unplanned outages that are restored to supply within industry standard timeframes (24hrs)	98%	97%	0%	98%	97%	0%	Reflected correctly		

Planning & Property Management– Lower Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of progress of Formalization of Baipehing informal settlements	Reflected correctly			Reflected correctly			20%	30%	10%
Percentage of progress of rezoning, amendment of general plan and subdivision of erf 855, 1339, 1529, 1530, 3780 and 3367	Reflected correctly			Reflected correctly			0%	0%	55%
Number of illegal land use reports	2	Not indicated	2	2	Not indicated	2	2	2	6
Percentage of land development applications developed	100%	100%	0%	Reflected correctly			Reflected correctly		
Percentage of liquor registrations applications processed	Reflected correctly			100%	100%	0%	Reflected correctly		
Percentage of building plans processed	100%	100%	0%	100%	100%	0%	Reflected correctly		
Number of quality control and site inspection on formal structures conducted	100	87	0	100	34	0	Reflected correctly		
Number of inspections and building notices issued	25	7	0	25	13	0	Reflected correctly		
Number of Title Deeds issued	50	52	0	Reflected correctly			Reflected correctly		
Number of beneficiary's files opened	40	64	0	Reflected correctly			Reflected correctly		
Number of unit meeting reports generated	3	Not indicated	0	Reflected correctly			3	3	2
Number of Section 80 committee reports submitted	3	3	0	Reflected correctly			3	3	2

Chief Financial Officer – Top Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage municipal expenditure on awarded tenders against the annual municipal budget	100%	100%	0	100%	100%	0	100%	100%	0
Percentage expenditure of the annual MIG allocated year to date	100%	100%	30%	100%	100%	61%	100%	100%	59%
Percentage of the municipality's operating budget spent on free basic services to indigent households	100%	100%	0	100%	100%	98,71	100%	0	100%
Percentage spending on the approved budget	100%	100%	0	100%	100%	0	100%	100%	0
Percentage payment rate	75%	58%	59%	75%	62%	64%	Reflected correctly		

Assets Management– Lower Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of Compliant Asset Registers as per GRAP and mSCOA requirement	100%	100%	33,3	100%	100%	17%	Reflected correctly		

Budget & Reporting– Lower Layer

Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of legislative compliance	100%	100%	0	100%	100%	0	100%	100%	0
Number of mSCOA compliant draft budget submitted	Reflected correctly			Reflected correctly			1	1	0
Number of section 71 reports submitted	3	3	1	3	3	0	Reflected correctly		
Percentage of audit opinion received on clean audit	Reflected correctly			Reflected correctly			100%	100%	0

Expenditure– Lower Layer

Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of reconciled creditors	Reflected correctly			85%	87%	88	85%	82%	80%
Percentage of creditors paid within 30 days	Reflected correctly			Reflected correctly			60%	79%	64%

SCM – Lower Layer

Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Monthly update of progress on audit action plan	100%	100%	0	100%	100%	0	100%	100%	0
Number of procurement plan developed for approval and submission to Treasury	Reflected correctly			0	Not indicated	0	0	Not indicated	
Percentage of BSC meetings held	Reflected correctly			Reflected correctly			100%	100%	0
Percentage of BEC meetings held	Reflected correctly			Reflected correctly			100%	100%	0
Percentage of BAC meetings held	Reflected correctly			Reflected correctly			100%	100%	0
Number of procurement plan developed for approval and submission to Treasury				0	Not indicated	0	0	Not indicated	0

Revenue – Lower layer

Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Number of indigent registered households	Reflected correctly			4 500	5 735	0	6 000	6 702	6881
Percentage of daily cash banked	Reflected correctly			100%			Reflected correctly		
Percentage implementation of valuation roll	Reflected correctly			100%			Reflected correctly		

Director Development Planning and Social Security – Top Layer

Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of household with access to basic service level of refuse removal	85%	90%	86%	Reflected correctly			85%	97%	Insufficient info in the file
Percentage business license applications and permits processes and approved within the required timeframe	Reflected correctly			100%	0%	215%	100%	100%	50%
Number of risk registers developed, updated, and reported on	1	Not indicated	1	1	Not indicated	1	1	Not indicated	1
Percentage external and internal audit queries responded to and addressed within timeframe							0	100%	0
	100%		0	100%					

Waste Management– Lower Layer

Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of household with access to basic service level of refuse removal	Reflected correctly			Reflected correctly			80%	97%	Insufficient info in the file
Number of businesses with access to basic service level of refuse removal	Reflected correctly			Reflected correctly			674	674	
Percentage compliance of the four (4) landfill sites as per quarterly evaluation	50%	50%	55%	Reflected correctly			Reflected correctly		

Park & Cemetery– Lower Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Key Performance Indicator	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual
Number of parks managed	7	6	9	7	7	9	Reflected correctly		
Number of recreational facilities managed	6	3	7	6	6	7	Reflected correctly		
Number of Burial Registers updated,	8	0	8	8	1	8	Reflected correctly		

Security – Lower Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Key Performance Indicator	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual
Percentage of Section 4 meetings held	100%	100%	0%	Reflected correctly			100%	100%	0%

LED – Lower Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Key Performance Indicator	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual
Number of office Walk-Ins by SMME's, Street Traders, Cooperatives and NPO/NGO for assistance, advice, referrals for financing, skills development, and registrations.	Reflected correctly			Reflected correctly			50	68	76
Number of projects monitored and evaluated	8	4	3	Reflected correctly			Reflected correctly		
Percentage of Hawker permits issued	Reflected correctly			100%	0%	215%	Reflected correctly		
Percentage of Business Licenses issued	Reflected correctly			Reflected correctly			100%	100%	0

b) Compliance with regards to MSA and regulation 10 of the MPPMR could not be confirmed as there are inconsistency between the actual and the evidence - POE as reflected below:-

Director Corporate Services – Top Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Key Performance Indicator	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual
Percentage actual spending of the municipal budget on skill development	1%	2,80%	0,83	1%	6,2%	0,83	1%	0,10%	1,55%
Number of days taken by the municipality to make an appointment	60	66	64	Reflected correctly			60	64	62
Percentage of effectiveness on the Legal Services and Contract Management	Reflected correctly			100%	15%	0%	100%	81%	60%
Percentage of the effectiveness on the Human Resources Development	100%	46%	0%	100%	37%	25%	100%	29%	0%
Percentage of the effectiveness on the Administration and Council Support	Reflected correctly			100%	95%	80%	100%	94%	60%

Human Resource Development– Lower Layer

Intervals	First Quarter			Second Quarter			Third Quarter		
	Key Performance Indicator	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual
Percentage to which planned WSP programmes are Implemented and achieved	100%	6%	80%	100%	18%	100%	Reflected correctly		

Engineering Dept

Water and Sewer O&M– Lower Layer

Intervals Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Percentage of water pipes repaired.	100%	99,53%	98,27%	100%	100%	103,51	Reflected correctly		
Percentage of water meters repaired or replaced.	100%	91,55%	98,39%	100%	90,57%	92,16	100%	86,05%	85,38
Percentage of fire hydrants repaired.	100%	100%	0	100%	100%	0	100%	100%	0
Percentage of water valves repaired.	100%	86,67%	96,55%	100%	80%	100,00	Reflected correctly		
Percentage of sewer pipes repaired.	100%	75%	100%	Reflected correctly			Reflected correctly		
Percentage of unblocked sewer spillages.	100%	99,25%	99,01%	100%	99,31%	99,17	Reflected correctly		
Percentage of repaired/replaced sewer manholes.	100%	100%	0%	100%	100%	0	Reflected correctly		
Percentage of buckets removed	100%	100%	95,71%	100%	100%	114,79	100%	63%	89,53
Percentage of VIP and Sceptic tanks serviced.	100%	94,4%	9,65	100%	30,40%	17,38	100%	27%	14,56
Number of Section 80 Committee Reports generated.	3	3	2	Reflected correctly			3	3	0
Number of Unit Administration Reports generated	Reflected correctly			Reflected correctly			2	2	3

Water and Sewer Provision– Lower Layer

Intervals Key Performance Indicator	First Quarter			Second Quarter			Third Quarter		
	Quarterly target	Actual	POE	Quarterly target	Actual	POE	Quarterly target	Actual	POE
Megalitre of water purified	1750	2568	2327,504	1750	1896	1495,664	Reflected correctly		
Litres of Flocculent to be used	90000	96687	97161,57	90000	107367	92864,42	90000	107367	107141,86
Kilograms of Chlorine to be used/dosed	7500	7322	7330,33	7500	8229	7610,65	7500	6478	6551,86
Number of Water quality compliant report	163	203	169	Reflected correctly			Reflected correctly		
Number of water quality operations monitoring analysis	1484	1525	1586,95	1484	1460	825	Reflected correctly		
Number of reservoir inspections conducted	192	207	140	192	196	213	48	206	205
Megalitres of Wastewater treated	100	131	1,837	100	103	1,837	100	102	0
Number of water quality operations monitoring analysis	1484	1525	1586,95	Reflected correctly			625	694	0
Number of Quality Compliance reports generated	24	85	14	Reflected correctly					
Number of unit reports generated	3	3	4	3	3	4	3	3	4

5. Management's Comments

All the internal audit queries for the period have been addressed and the reported updated as per the internal audit unit and integrated development planning and performance management systems division's recommendations.

Management emphasises the importance of meeting the reporting deadlines to ensure that all processes are followed, which will eventually lead to a credible report being submitted to council.

6. Audit and Performance Audit Committee's Recommendations

The committee noted the report and approved the Internal Audit Unit Quality Assurance Report.

7. Performance Information Implications

If targets are not achieved as planned, service delivery would be hampered, and this may lead to community protests.